Causal Model on Workplace Resilience of Mall Employees as a Function of Organizational Trust, Work-life Balance, and Individual Work Performance

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Abstract— The purpose of this study was to investigate the relationship between organizational trust, work-life balance, individual work performance, and workplace resilience among mall employees in Southern Mindanao Region XI. A descriptive correlational design was utilized in this study. that employed structural equation modeling (SEM) to investigate information amassed from 400 mall personnel throughout six cities in Region XI, using proportionate quota sampling. Four standardized units, tailored from previous research and established for reliability, degree of organizational acceptance as accurate with, stability, man or woman work performance, and workplace resilience. The findings monitor an extensive and delicate relationship between work-life balance and the workplace, indicating that employees who understand better stability between work and private life show higher resilience degrees throughout the diverse workplace setting. Furthermore, Model 5 was highlighted by the goodness-of-shape metrics as being excellent in shape for the data, demonstrating strong frameworks for comprehending the relationships between the variables under study. The study also emphasizes the significance of work-life balance, organizational trust, and individual work performance in promoting resilience and well-being among mall employees. Organizations can cultivate a high-quality and resilient work environment conducive to employee engagement, productivity, and pleasure by promoting trust, supporting lifestyle stability initiatives, and improving individual performance.

Keywords— Individual Work Performance: Organizational Trust: Work-Life Balance: Workplace Resilience: Mall Employees: Southern Mindanao Region XI.

I. INTRODUCTION

Resilience at work is a very crucial issue in the twenty-first century world of work, because of the increasing demand of greater output by fewer people with the use of technology. Statistics showed substantial increase in the work-related stress injury, in addition to fatigue and overwork. For example, in the Austrian community, such injury has been estimated to cost the Australian community not less than $AUD 25 billion annually. In addition, overwork and fatigue has been implicated in at least half the $AUD 60 billion cost of physical injuries at work.2 Such phenomena are not confined to the antipodes. According to the European Agency for Safety and Health at Work, it impacted approximately one in four workers in 2005 and was the cause of 50% to 60% of all lost working days; and that its financial cost was not less than billion. In the United States, Kalia estimates the cost of stress-related effects to be not less than 0.3% of gross

domestic product at US$ 45 billion (Winwood, Colon, & McEwen, (2013).

But workplace resilience cannot be discussed in the vacuum without considering the factors that affect workplace resilience. Several potential factors can be considered as having a causal relationship with it. In this study, the researcher is interested in coming up with a causal model on workplace resilience as a function of organizational trust, work-life balance, and individual work performance.

Workplace resilience has no strict definition, nevertheless, there have been attempts to approximate and establish its essence. One is that resilience involves some form of adversity and a challenge, and the degree of positive adaptation. In the context of management, it is important to develop an awareness and value of employees as human capital and an important asset in the organization, thereby enabling appropriate and meaningful protection among them. Given the above important elements of workplace resilience, the researcher would like to establish how work-life balance affects workplace resilience (Dolai, 2015). Adjusting working patterns regardless of age, race, or gender so that one can find a rhythm to help them combine work with other responsibilities and aspirations" is the definition of work-life balance. This is pressing given that work-life balance has been increasingly important in the 21st century world of work. Thus, there is really a need to balance work and personal life amidst this present market forces and strict competition. The concept of work-life balance is not only limited to family-friendly perspectives in management, but also includes visions on making employees experience a better fit between professional and private lives.

The reason why work-life balance is important in workplace resilience has been established in studies that people are more attached to organizations that offer family-friendly policies, regardless of the degree to which they might personally benefit from such policies. In organizational terms, this translates into better talent attraction, enhanced productivity, better talent management, reduced work stress, reduced absenteeism, better motivation, employer branding and efficient work practices (Celep & Yilmazturk, 2012).

Yet, another important concept to be explored in relation to workplace resilience is organizational trust. The trend in management in the 21st century is the shift from hierarchical and bureaucratic management styles to supportive and team-

centered structures. Organizational trust has been a determining factor that increases the role of humans in organizational success. The validity of trust in institutions and its role in organizational growth, personal and organizational efficiency and facilitation of human relations has been well-established. Employees' trust for their leaders and colleagues increases organizational success and organizational loyalty. Besides work-life balance and organization trust, a particular interest is also drawn towards individual work performance as an important aspect of organizations and individuals (Widyastuti & Hidayat, 2018). This is so because organizations need individuals with high work performance to achieve organizational goals and visions, increase productivity, and even competitiveness. Work performance has been defined as a behavior or action relevant to organizational goals. Dimensions of individual work performance include task performance, which means the ability in planning and organizing work, quality of work, results-oriented, and ability to work efficiently. Moreover, contextual performance can be defined as extra behavior and action beyond the main tasks supporting the organization including skills to perform extra tasks, having initiative, taking on challenging tasks, developing knowledge and skills. Lastly, counterproductive work behavior shows a contrast to behavior relevant to the organization's goal (Motowidlo, 2003). Behaviors with a negative value for organizational effectiveness belong to counterproductive work behavior (Viswesvaran & Ones, 2000).

While clear connection may be established between and among workplace resilience, individual work performance, work-life balance, and organization trust, the researcher has not found a study in the field that looks at the relationship these variables using structural equation modeling (SEM). The researcher chooses to analyze the three variables as a construct of workplace resilience in the manner described above. The study's findings were used to assist business organizations in enhancing workplace resilience among their employees. This study is significant as it will serve as the foundation for organizations to implement management programs and prerogatives that will cater to the resilience of their employees, which will subsequently have translated to management better productivity and outcomes.

In this context and considering the paucity of research that examines the relationship between organizational trust, work-life balance, individual work performance, and workplace resilience of mall employees, this study aims to investigate the relationship between organizational trust, work-life balance, individual work performance, and workplace resilience of mall employees. On one hand, the levels of employees' organizational trust, work-life balance, individual work performance, and workplace resilience was established. On the other hand, this study will also establish a significant influence of each variable towards workplace resilience. Ultimately, this study will measure the extent of fit of the model to be established.

By examining the best fit model created by this study, this research may provide a substantial basis for recommendation to different malls, other business organizations, wherever

applicable, and even the Department of Labor and Employment (DOLE) in Southern Mindanao, Region XI, in strengthening workplace resilience in the labor sector. Furthermore, this research is beneficial to employers through their human resource departments in that it raises awareness of mall employee's workplace resilience. Also, as one of the professionals in the academe who also teaches management courses, the study's findings are valuable to the researcher herself. It might serve as the foundation for the researcher's trustworthiness in recommending to the Commission on Higher Education and the institution that the developed best fit model be used to improve the quality of students' future workplace resilience. This study may also serve as a foundation for future researchers to investigate additional characteristics that may be potential predictors of workplace resilience and to use a different approach or method of research to solve the problem on workplace resilience.

Additionally, the Conservation-of-Resources (COR) hypothesis, a psychological theory that has been extensively utilized in studies on work stress and employee well-being, served as the foundation for this investigation (Hobfoll, 2017). According to the COR hypothesis, people should strive to preserve their resources and increase their stock. Workers can use internal or external resources (such as their coworkers) to deal with stress or recover from unfavorable situations. In order to uncover the multilevel resources teams use for adversity management and how these are translated into team resilience outcomes, the theory offers a suitable theoretical framework for our review. This theory is appropriate in this present study because it tries to explore on causal variables of workplace resilience. Mase and Tyokyaa (2014) found that organizational trust and resilience as antecedents to work engagements. They discussed that presence of trust in the workplace is essential to organisational performance and competitiveness in an increasingly global economy. While these two variables have been used as predictors of work engagement, their study did not include the establishment of relationship between these two predictors. Hence, this study will attempt to establish a relationship between organizational trust and workplace resilience.

Moreover, resilience in the workforce is required to deal with both the distress and stress caused by events occurring in the workplace and in personal life as well, and work life balance needs to be maintained despite of work demand and pressures (Kumari & Vishwavidyalaya, 2015). A positive correlation between resilience capacity and work life balance has been established but their study only points to relationship and not the degree of influence of work-life balance towards resilience. Varshney and Varshney (2017) also discovered that while resilience does not impact task performance, it does regulate the association between job satisfaction and contextual and adaptive performance. It is in this light that the researcher wants to pursue this study to confirm or debunk and provide a more recent relevant data as to the effect of individual work performance on workplace resilience.

The scope of the study is on the relationship of workplace resilience with organizational trust, work-life balance, and individual work performance among mall employees in Davao

region only. Specifically, it was administered to mall in each of the six cities within Davao region.

Legend:

OT – Organizational Trust
TWT- Trust to Work Team
TWS – Trust to Work Setting
TTM – Trust to Management

WLB – Work-Life Balance
WPL – Work Interference with Personal Life
WPE – Work/Personal Life Enhancement
PIW – Personal Life Interference with Work

IWP–Individual Work Performance
TAP – Task Performance
COP – Contextual Performance
CPB – Counterproductive Work Behavior

WR – Workplace Resilience
LIA – Living Authentically
FOC – Finding One's Calling
MAP – Maintaining Perspectives
MAS – Managing Stress
INC – Interacting Cooperatively
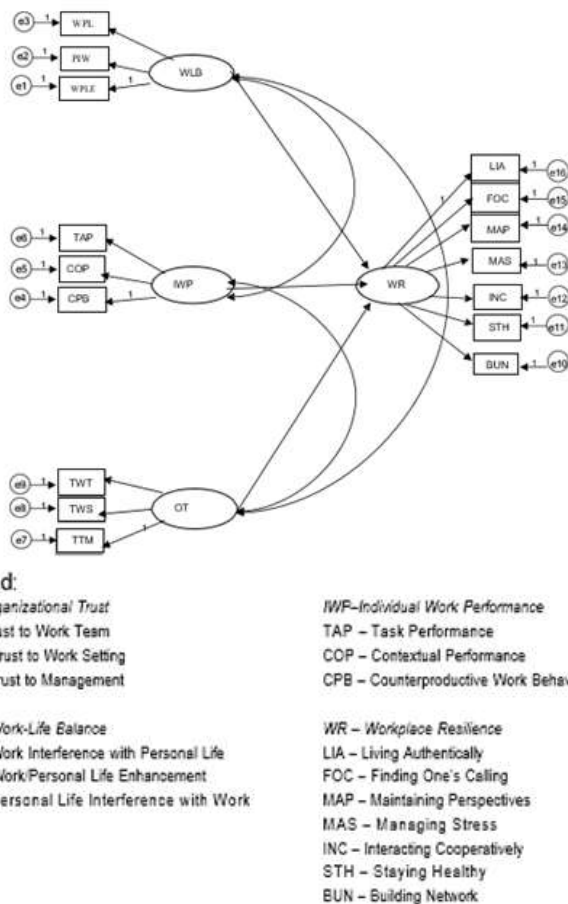STH – Staying Healthy
BUN – Building Network

Fig. 1. The Interrelationship among Organizational Trust, Work-Life Balance, and Individual Work Performance and their Direct Causal Relationship towards Workplace Resilience.

This study aims to determine the best fit structural model on workplace resilience among the mall employees in Davao Region. Specifically, this study aims to determine the levels of mall employees' workplace resilience in terms of living authentically, finding one's calling, maintaining perspectives, managing stress, interacting cooperatively, staying healthy and building networks. It also aimed to assess the level of organizational trust of mall employees in terms of trust to work team, trust to work setting, and trust to management. Additionally, this will determine how employees manage their personal and professional lives in terms of how work interferes with personal life, how personal life interferes with work, and how personal life is enhanced. This will likewise establish the individual work performance of employees in terms of task performance, contextual performance, and counterproductive work behavior.

Once the levels are determined, then the determination of significant relationship between organizational trust and workplace resilience, between work- life balance and workplace resilience, and between individual work performance and workplace resilience will also be done. Finally, the aim of the study is to recognize the best fit model

that predicts workplace resilience among mall employees in Davao region.

II. METHOD

A. Research respondents

The respondents of the study were chosen using a scientific method. This study will survey four hundred (400) mall employees from various shopping malls in six (6) cities in Region XI or Davao Region. The number of respondents in each mall was determined through proportionate quota sampling. In proportionate quota sampling, the percentage of each subgroup is determined by the population's actual proportion (Alvi, 2016). Following the fundamental rule for the number of respondents appropriate for Structural Equation Modeling (Oke, Ogunsami, & Ogunlana, 2012), which is between 200 and 400, the researcher will attempt to work backward by using an appropriate sample per stratum in quota sampling, which is 10 at the.05 significance level.

In addition, inclusion criteria were established for the samples to meet in order to qualify as study respondents. They must be regular employees of any shopping malls within the region. They can also be of any gender, regardless of their social status, and age if they can answer the questions on the form. The respondents were requested to provide accurate information about organizational trust, work-life balance, individual work performance, and workplace resilience.

Furthermore, respondents will complete the survey using Google forms created by the researcher. Respondents was given the option of withdrawing from the survey if their interests prohibit it, if they are unsure of the data's confidentiality, or if devoting time for the survey is not a priority owing to prior commitments. Other people who are interested was given the questionnaire by the researcher so long as they qualify the inclusion and exclusion criteria set. Data gathering was conducted from June 15, 2022.

B. Materials and Instruments

In this study, four instruments were employed, each of which have been developed to address the research problem. Primary data was used to collect information for the study, which is divided into four sections: workplace resilience, organizational trust, work-life balance, and individual work performance. The survey questionnaires used in the study was gathered from a variety of similar studies. The instrument was restructured to make it more appropriate to current and local settings. The instrument was validated by five professional validators. to make it more applicable and credible and ensure that it will receive a good overall grade for validation. Pilot testing was carried out after validation. Cronbach alpha was used to test the surveys' validity. The closer Cronbach's alpha coefficient is to 1.0, the stronger the internal consistency of the scale's items, according to Gliem (2003). Additionally, based on the kind of application, different reliability numbers are allowed (Bonett & Wright, 2014). Moreover, rather than the sample reliability value, the focus should be on the population reliability value. An excellent result is equal or greater than 0.9; a good result is equal or greater than 0.8; an acceptable result is equal or greater than 0.7; a questionable

result is equal or greater than 0.6; a poor result is equal or greater than 0.5; and an unacceptable result is less than 0.5.

All the four instruments to be used in the study are standardized and have gone through the steps in tool development. For the first variable of this study, which is organizational trust, a 36-item questionnaire developed by Celep and Yilmazturk (2012) was used. Its dimensions include trust to teamwork, trust to work setting, and trust to management, comprising 12 questions each.

For the second variable of the study, which is the work-life balance, work- life balance questionnaire adopted from Dolai (2015) was used. This is a 13- item instrument including five items for the work interference with personal life dimension, four items for personal life interference with work dimension, and four items for work personal life enhancement dimension. the third variable, which is individual work performance, will also be measured using a standardized questionnaire adopted from Widyastuti and Hidayat (2018). This questionnaire (18) has eighteen items distributed among three dimensions. The first dimension, which is task performance has five items. The second dimension, which is contextual performance, has eight questions. The work personal life enhancement dimension has five questions.

Finally, workplace resilience variable has seven (7) components. Component 1, living authentically, has three items; Component 2, finding one's calling, has four items; Component 3, maintaining perspectives, has three items; Component 4, managing stress, has four items; components5, 6, and 7, interacting cooperatively, staying healthy, and building networks have two items each.

The scales used to interpret workplace resilience are as follows:

TABLE 1. Scale for interpretation of Workplace Resilience

Range of Means	Descriptive Level	Interpretation
4.20-5.00	Very High	The measure is always evident among mall employees
3.40-4.19	High	The measure is oftentimes evident among mall employees
2.60-3.39	Moderate	The measure is occasionally evident among mall employees
1.80-2.59	Low	The measure is seldom evident among mall employees
1.00-1.79	Very Low	The measure is never evident among mall employees

TABLE 2. Reliability analysis

INDEX	Criterion
Chi-Square/ Degrees of Freedom P-value	0<value<2
Normed Fit Index (NFI)	>0.5
Tucker-Lewis Index (TLI)	>.95
Comparative Fit Index (CFI)	>.95
Goodness of Fit Index (GFI)	>.95
Root Mean Square of Error Approximation (RMSEA)	>.05
P OF Close Fit (Pclose)	>.05

Cronbach's alpha was used to test the scales' reliability, and the results were presented in the tool description. Cronbach's alpha was computed, indicating that the instruments are dependable. The four sets of questionnaires were validated by a team of examiners before being approved.

The quantitative descriptive-correlational research design employed here made use of the structural equation modeling technique. Through the use of statistical analysis and mathematical models, quantitative studies examine data to produce more objective numerical results. The goal of quantitative research is to determine how and why things evolve (Moore, 2016). Finding the most suitable model of workplace resilience among mall workers is the aim of this study.

C. Design Procedure

The descriptive-correlational strategy was adopted in this investigation. A descriptive correlational study (Orellano, Quaranta, Reynoso, Balbi, & Vasquez, 2017) is one in which the researcher is primarily interested in documenting connections between variables rather than attempting to establish a causal link. Because this study describes the level of organizational trust, work-life balance, individual work performance, and workplace resilience among mall employees, it is descriptive. Meanwhile, because it examined the degree of link between exogenous and endogenous factors, it is correlational.

Structural equation modeling was used to build the best-fit model (SEM). Additionally, it will be utilized to look into hypothesized relationships by turning a theoretically based model into a path diagram. The social sciences also employ statistical methods such as structural equation modeling. Structural equation modeling has a number of benefits over linear regression analysis, despite their similarities. Among its many benefits over structural equation modeling are the ability to reveal relationships between hidden structures that are not directly measured, the consideration of potential errors in the measurements of the observed variables, and the ability to analyze extremely complex multiple variable models and reveal both direct and indirect relationships between relationships. Additionally, it is the method of choice for analysis in academic research and PhD dissertations (Civelek, 2018).

III. RESULTS AND DISCUSSIONS

This chapter explores the relationship between various factors influencing workplace resilience among mall employees in the Davao region. Through an examination of both endogenous and exogenous variables, this chapter explains the identified most effective model for predicting resilience within this specific demographic. This chapter offers valuable insights into enhancing employee well-being and performance in the dynamic environment of mall employment.

Levels of Organizational Trust, Work-Life Balance, Individual Work Performance, Workplace Resilience based among Southern Mindanao Region XI mall employees.

This section examines how Organizational Trust, Work-Life Balance, and Individual Work Performance contribute to workplace resilience. Table 3 represents the level of organizational trust, based on the result of the study the trust

to work team has a mean of 4.10 with a descriptive level of high this means that the measure is oftentimes evident among Southern Mindanao Region XI mall employees, in addition the mall employees believe that their colleagues do their job well, and most of the employees in this mall believe that they are going to get support from their colleagues when they need it. In terms of Trust to work setting, it obtained a mean of 4.00 with a high descriptive value. This could imply that employees feel confident in their workplace conditions, such as the physical environment, organizational policies, and resources available to perform their tasks effectively. A high level of trust in the work setting may contribute to a sense of security and satisfaction among employees, fostering a conducive atmosphere for productivity and collaboration. Lastly, trust to management has a mean of 4.07 or high. This suggests that employees perceive management as trustworthy, transparent, and supportive in guiding the organization. Trust in management is crucial for fostering positive employee-manager relationships, facilitating communication, and promoting employee engagement and commitment to organizational goals.

TABLE 3. Level of Organizational Trust

Indicators	SD	Mean	Description Level
Trust to Work Team	0.57	4.10	High
Trust to Work Setting	0.57	4.00	High
Trust to Management	0.62	4.13	High
Overall	**0.51**	**4.07**	**High**

Table 3 shows that there is a high trust to work teams existing in Davao region. In a similar study conducted by Hughes, M., et.al. (2018), trust within work teams arises from the social interactions, cooperation, and information exchange among workers, which are necessary for coordinating their activities. As a result of these interactions, trust in the work team is established. Hence, it can be inferred that communication and connection between the mall employees in Davao region is observed related to their high trust to work team. Similarly, the trust to work setting is also highly observable. In a study conducted in Turkey by Ozyilmaz, et.al. (2017), high trust in workplace can result to positive self-efficacy, job satisfaction, high task performance, and citizenship behaviors. Moreover, it is noteworthy that trust in management emerges as a significant mediator, particularly in facilitating the relationship between high commitment human resource management practices and in-role service behavior (Rubel, M. R., et.al., 2018). This highlights the critical role of managerial trust in influencing employee engagement and performance within organizations. Hence, the findings emphasize the significance of trust in fostering a conducive work environment and promoting desirable outcomes among employees. As such, organizations in the Davao region and beyond may benefit from nurturing trust-building initiatives and fostering positive interpersonal dynamics to enhance overall workplace effectiveness and employee satisfaction.

Table 4 presents the assessment of work-life balance among mall employees in Southern Mindanao Region XI, based on three indicators: Work Interference with Personal Life, Personal Life Interference with Work, and Work-

Personal Life Enhancement. Each indicator is evaluated on its standard deviation (SD), mean score, and descriptive level. The overall mean score of 3.95 indicates a high level of work-life balance among the participants.

TABLE 4. Level of Work-Life Balance

Indicators	SD	Mean	Description Level
Task Performance	0.60	4.12	High
Contextual Performance	0.55	4.12	High
Counterproductive Work Behavior	0.59	4.11	High
Overall	**0.51**	**4.12**	**High**

The high mean scores across all indicators suggest that mall employees in Southern Mindanao Region XI perceive a relatively balanced relationship between their work and personal lives. However, it's notable that there is a significant level of interference between work and personal life, as indicated by high mean scores for both "Work Interference with Personal Life" and "Personal Life Interference with Work." This implies that despite the overall perception of balance, there are substantial challenges related to managing work and personal responsibilities. The indicator "Work-Personal Life Enhancement" also shows a high mean score, indicating that while work-life balance is perceived as challenging, there are aspects of work that positively contribute to personal life. A similar study conducted by Boakye et al. (2022) on work-life balance in the higher education sector support these findings. It demonstrates a significant relationship between workplace support, personal life satisfaction, and job satisfaction, ultimately leading to improved effectiveness at work. This underscores the importance of addressing work-life balance issues and providing adequate support to employees to enhance their satisfaction and performance in the workplace.

TABLE 5. Level of Individual Work Performance

Indicators	SD	Mean	Description Level
Work Interference with Personal Life	0.64	3.94	High
Personal Life Interference with Work	0.70	3.91	High
Work-Personal Life Enhancement	0.69	3.99	High
Overall	**0.62**	**3.95**	**High**

Table 5 displays the assessment of individual work performance, based on three indicators: Task Performance, Contextual Performance, and Counterproductive Work Behavior. Each indicator is evaluated on its standard deviation (SD), mean score, and descriptive level. The overall mean score of 4.12 suggests a high level of individual work performance among the participants. The high mean scores across all indicators indicate that mall employees in Southern Mindanao Region XI perceive themselves as performing well in various aspects of their work. Both task performance and contextual performance are rated highly, indicating that employees excel in their assigned tasks and contribute positively to their work environments.

A study finds that individual work performance is related to a humanistic work environment and better working relationships among other employees (Abun, Damianus, 2021). Moreover, a study conducted by Marites M. Cuyos (2023) in General Santos City, Philippines suggests that

employees that demonstrate high levels of work performance both in contextual performance maintained their job skills and fulfilled their duties effectively. Meanwhile in task performance, the study also suggests that the employees remained focused on achieving desired outcomes. However, despite these findings predicted to have high counterproductive work behavior. This result is supported by a significant finding in the study of Akanni, et.al., (2018) that predicted that counterproductive work behavior has a relationship with the brewery employees' work-life balance. The study's significant finding underscores the importance of addressing work-life balance issues within organizations. Employers need to implement strategies and policies that support employees in managing their workloads effectively while also allowing time for personal activities and commitments. By promoting a healthy work-life balance, organizations can mitigate the risk of CWB and foster a more positive and productive work environment.

TABLE 6. Level of Individual Work Performance

Indicators	SD	Mean	Description Level
Living Authentically	0.62	4.18	High
Finding One's Calling	0.62	4.12	High
Maintaining Perspective	0.66	4.06	High
Managing Stress	0.62	4.24	Very High
Interacting Cooperatively	0.65	4.31	Very High
Staying Healthy	0.65	4.28	Very High
Building Networks	0.62	4.27	Very High
Overall	**0.50**	**4.21**	**Very High**

Table 6 presents the assessment of workplace resilience based on seven indicators: Living Authentically, Finding One's Calling, Maintaining Perspective, Managing Stress, Interacting Cooperatively, Staying Healthy, and Building Networks. Each indicator is evaluated on its standard deviation (SD), mean score, and descriptive level. The overall mean score of 4.21 indicates a very high level of workplace resilience among the participants. The high mean scores across all indicators suggest that mall employees in Southern Mindanao Region XI possess strong resilience in the workplace. They demonstrate the ability to live authentically, find purpose in their work, maintain perspective in challenging situations, effectively manage stress, engage cooperatively with others, prioritize health and well-being, and build supportive networks. In a study conducted by Marquez, A.J., and Ching, D. (2023), resilience is found to be correlated with social support which in turn effectively moderates self-efficacy. Moreover, in a study conducted in Davao City, aside from social support climate, work context also has a positive relationship with organizational resilience (Sumuob & Maghuyop, 2020). This suggests that not only individual attributes, but also organizational factors contribute to overall workplace resilience.

Significance on the Relationship between Organizational Trust, Work-Life Balance, Individual Work Performance, and Workplace Resilience among Mall Employees in Southern Mindanao Region XI

This section presents how the Significance of the variables influence workplace resilience. Table 7 shows the result for the significant relationship between Organizational Trust and

Workplace Resilience among Mall Employees, the result of the revealed that organizational trust with its three indicators namely trust to work team, trust to work management, trust to work setting, has a significant relationship with workplace resilience with its indicators living authentically, finding their calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks, with its overall result of .598 with a p value of .000.

TABLE 7. Significance on the Relationship between Organizational Trust and Workplace Resilience among Mall Employees in Southern Mindanao Region XI

Organizational Trust	Workplace Resilience							
	Living Authentically	Finding One's Calling	Maintaining Perspective	Managing Stress	Interacting Cooperatively	Staying Healthy	Building Networks	Overall
Trust to Work Team	.457** .000	.515** .000	.477** .000	.413** .000	.348** .000	.365** .000	.333** .000	.528** .000
Trust to Work Setting	.429** .000	.493** .000	.453** .000	.418** .000	.349** .000	.324** .000	.326** .000	.506** .000
Trust to Management	.364** .000	.472** .000	.396** .000	.428** .000	.390** .000	.427** .000	.428** .000	.527** .000
Overall	.476** .000	.566** .000	.506** .000	.483** .000	.418** .000	.430** .000	.419** .000	.598** .000

The results indicate a significant positive relationship between organizational trust and workplace resilience among mall employees. Higher levels of trust in work teams, work settings, and management are associated with greater resilience in various aspects of the workplace. Specifically, employees who perceive higher levels of trust report higher scores in living authentically, finding their calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks.

This result is supported by a study conducted by Zülbiye Kaçay (2019), that also resulted to a positive relationship between organizational trust and workplace resilience. These findings underscore the importance of cultivating trust within the organizational environment to enhance employee resilience. Organizations that foster a culture of trust are likely to see benefits in terms of employees' ability to navigate challenges, maintain well-being, and thrive in the workplace.

Table 8 presents the significance of the relationship between work-life balance and workplace resilience, the analysis considers three dimensions of work-life balance (Work Interference with Personal Life, Personal Life Interference with Work, Work-Personal Life Enhancement) and seven dimensions of workplace resilience. Regression coefficients (B), standardized coefficients (β), t-values, and significance levels are presented. The results reveal a significant relationship between work-life balance and workplace resilience among mall employees. Employees who perceive a better balance between work and personal life demonstrate higher levels of resilience in various aspects of the workplace. Specifically, lower levels of work interference with personal life and personal life interference with work, as

well as higher levels of work-personal life enhancement, are associated with greater resilience. These findings highlight the importance of achieving a healthy balance between work and personal life to enhance overall resilience in the workplace. Moreover, Bernuzzi, et.al., (2022) indicates that resilience was negatively associated with work-life conflict and positively related to both work-life balance and enrichment. This suggests that employees who perceive a better balance between work and personal life tend to demonstrate higher levels of resilience in the face of challenges.

TABLE 8. Significance on the Relationship between Work-Life Balance and Workplace Resilience among Mall Employees in Southern Mindanao Region XI

Work-Life Balance	Workplace Resilience							
	Living Authentically	Finding One's Calling	Maintaining Perspective	Managing Stress	Interacting Cooperatively	Staying Healthy	Building Networks	Overall
Work Interference with Personal Life	.367** .000	.513** .000	.480** .000	.325** .000	.267** .000	.280** .000	.299** .000	.460** .000
Personal Life Interference with Work	.307** .000	.464** .000	.457** .000	.285** .000	.168** .001	.168** .000	.229** .000	.377** .000
Work-Personal Life Enhancement	.265** .000	.454** .000	.456** .000	.325** .000	.267** .000	.245** .000	.275** .000	.416** .000
Overall	.340** .000	.519** .000	.506** .000	.340** .000	.254** .000	.251** .000	.291** .000	.454** .000

In essence, these findings highlight the significance of addressing work-life balance issues within organizational settings. By promoting a supportive work environment that enables employees to effectively manage their professional and personal commitments, organizations can enhance resilience and ultimately contribute to improved employee well-being and job performance.

TABLE 9. Significance on the Relationship between Individual Work Performance and Workplace Resilience among Mall Employees in Southern Mindanao Region XI

Individual Work Performance	Workplace Resilience							
	Living Authentically	Finding One's Calling	Maintaining Perspective	Managing Stress	Interacting Cooperatively	Staying Healthy	Building Networks	Overall
Task Performance	.515** .000	.499** .000	.519** .000	.512* .000	.388** .000	.366* .000	.311** .000	.564** .000
Contextual Performance	.609** .000	.597** .000	.581** .000	.589* .000	.489** .000	.465* .000	.462** .000	.687** .000
Counterproductive Work Behavior	.488** .000	.589** .000	.588** .000	.575* .000	.440** .000	.465* .000	.462** .000	.654** .000
Overall	.609** .000	.637** .000	.639** .000	.634* .000	.498** .000	.490* .000	.466** .000	.721** .000

Table 9 explores the significance of the relationship between individual work performance and workplace resilience. The analysis considers three dimensions of individual work performance (Task Performance, Contextual Performance, Counterproductive Work Behavior) and seven dimensions of workplace resilience. Regression coefficients (B), standardized coefficients (β), t-values, and significance levels are presented. The results indicate a significant positive

relationship between individual work performance and workplace resilience among mall employees. The higher levels of task performance and contextual performance, along with lower levels of counterproductive work behavior, are associated with greater resilience in various aspects of the workplace. Employees who excel in their assigned tasks, contribute positively to their work environment, and exhibit fewer counterproductive behaviors demonstrate higher levels of resilience. These findings emphasize the importance of individual work performance in building overall resilience within the workplace. Similarly, Cantante-Rodrigues (2021), found that work resilience and performance is positively associated as mediated by work engagement and work relationships. The study also found that the high resilience of workers does not equate to work burnout. Hence, employees who are highly resilient tend to be more engaged in their work and have positive relationships with their colleagues, which in turn enhances their overall performance. Additionally, individuals who are resilient are better able to cope with stressors and challenges without experiencing detrimental effects on their well-being or performance.

TABLE 10. Significance on the influence of Organizational Trust, Work-Life Balance and Individual Work Performance on the Workplace Resilience among Mall Employees in Southern Mindanao, Region XI

Workplace Resilience				
(Variables)	B	β	t	Sig.
Constant	.987		6.843	.000
Organizational Trust	.274	.281	5.955	.000
Work-Life Balance	-.087	-.109	-2.356	.019
Individual Work Performance	.595	.608	13.582	.000
R	.746			
R²	.557			
ΔR	.554			
F	176.727			
ρ	.000			

Table 10 examines the combined influence on organizational trust, work-life balance, and individual work performance on workplace resilience. Regression coefficients (B), standardized coefficients (β), t-values, and significance levels are presented. The results demonstrate that organizational trust, work-life balance, and individual work performance collectively influence workplace resilience among mall employees. Higher levels of organizational trust, better work-life balance, and superior individual work performance are associated with greater resilience in various aspects of the workplace. These findings underscore the multifaceted nature of resilience and highlight the importance of fostering trust, achieving work-life balance, and promoting high performance at the individual level to enhance overall resilience within the workplace environment. Moreover, these factors lead to job satisfaction that combines psychological, physiological, and environmental factors that determine an employee's satisfaction with their job, emotional stability, and conscientiousness (Davidescu, A.A, et.al., 2020). These factors in turn equate to their work resilience. When it comes

to organizational trust and performance, employees who are more engaged and those who can freely discuss their concerns and opinions tend to develop and increase the said factors (Malik & Pooja, 2017).

TABLE 11. Regression Weights of 5 Generated Models

Model	Exogenous Variables to Endogenous Variable		
	Organizational Trust	Work Life Balance	Individual Work Performance
1	.156***	-.057^NS	.660***
2	.238***	-.147**	.687***
3	.241***	-.224***	.743***
4	.150*	-.159**	.734***
5	.251**	-.252***	.880***

Table 11 presents the regression weights of the five generated models assessing the relationship between organizational trust, work-life balance, individual work performance, and workplace resilience. The weights represent the strength and direction of the relationships between exogenous variables (organizational trust, work-life balance, individual work performance) and the endogenous variable (workplace resilience). The regression weights provide insights into the relative importance of organizational trust, work-life balance, and individual work performance in predicting workplace resilience among mall employees. The models demonstrate varying degrees of influence, with some models showing stronger relationships between certain variables and workplace resilience compared to others. These findings contribute to our understanding of the complex dynamics underlying resilience in the workplace and inform strategies for enhancing resilience among employees.

Organizational trust emerges as a significant predictor of workplace resilience across all models, with positive regression weights ranging from .150* to .251**. These findings align with existing literature highlighting the importance of trust within organizations for fostering resilience among employees (Adams & Webster, 2020; Mayer et al., 1995). High levels of organizational trust contribute to employees' sense of security, support, and confidence in their workplace environment, which in turn enhances their ability to adapt and persevere in the face of challenges.

The relationship between work-life balance and workplace resilience shows more variability across models. While some models exhibit negative coefficients, suggesting a potential inverse relationship between work-life balance and resilience, others demonstrate positive coefficients. This variation underscores the complex and context-dependent nature of the relationship between work-life balance and resilience. Further research is needed to explore the mechanisms underlying this relationship and how it may be influenced by individual and organizational factors.

In contrast, individual work performance consistently emerges as a strong predictor of workplace resilience, with positive coefficients ranging from .660*** to .880*** across

all models. These findings emphasize the pivotal role of employees' performance in their assigned tasks in fostering resilience within the workplace. High levels of individual work performance reflect employees' ability to adapt, problem-solve, and maintain productivity despite challenges, contributing to their overall resilience.

Best-Fit Model on Workplace Resilience of mall employees in Southern Mindanao Region XI

This section examines the best fir model for understanding the workplace among mall employees in Southern Mindanao Region XI. Table 12 provides a comprehensive overview of the goodness-of-fit measures for five distinct structural equation models (SEMs) aimed at understanding the relationships between organizational trust, work-life balance, individual work performance, and workplace resilience among mall employees in Southern Mindanao Region XI.
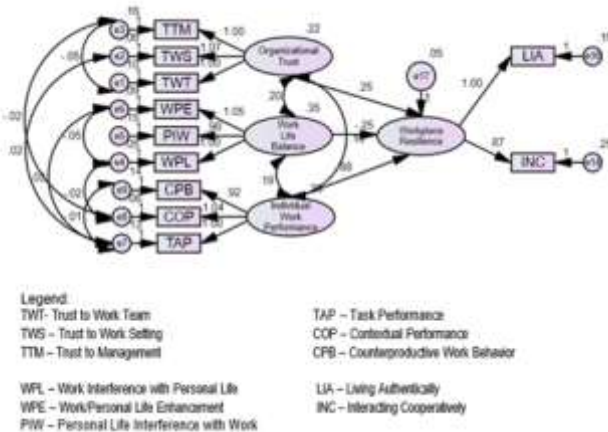
TABLE 12. Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF (0<value< 2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	11.060	.721	.790	.775	.751	.154	.000
2	.000	8.453	.784	.848	.832	.815	.132	.000
3	.000	6.708	.814	.883	.866	.859	.116	.000
4	.000	6.259	.825	.894	.877	.870	.111	.000
5	.109	1.338	.985	.997	.988	.994	.028	.951

Legend:

CMIN/DF – *Chi Square/Degrees of Freedom*
RMSEA – *Root Mean Square of Error Approximation*
GFI – *Goodness of Fit Index*
NFI – *Normed Fit Index*
CFI – *Comparative Fit Index*
TLI – *Tucker-Lewis Index*

The table presents various fit indices commonly utilized in SEM to assess the goodness of fit of the models. These indices include the p-value, which indicates whether the model adequately fits the observed data; the CMIN/DF ratio, which evaluates the discrepancy between the observed and hypothesized models; and several indices such as GFI, CFI, NFI, TLI, and RMSEA, which measure the overall fit of the model. Additionally, the P-close value assesses the probability of obtaining a chi-square statistic as extreme as the one observed, providing further insights into model fit.

Upon examination of Table 12, it becomes apparent that Models 1 to 4 demonstrate acceptable levels of fit across various fit indices. These models exhibit p-values less than 0.05, indicating a good fit to the observed data. Additionally, the CMIN/DF ratios for these models fall within the recommended range of 0 to 2, suggesting minimal discrepancy between the hypothesized and observed models. Moreover, indices such as GFI, CFI, NFI, and TLI, which measure the overall fit of the model, demonstrate acceptable values above 0.95 for Models 1 to 4, further corroborating their adequacy in representing the relationships under study.

However, Model 5 stands out as particularly noteworthy,

showcasing superior fit based on most indices compared to the other models. Despite a slightly higher p-value than the conventional threshold of 0.05, Model 5 exhibits excellent performance across other fit indices, including GFI, CFI, NFI, TLI, and RMSEA. The high values of these indices indicate that Model 5 provides the most accurate representation of the relationships between organizational trust, work-life balance, individual work performance, and workplace resilience among mall employees in Southern Mindanao Region XI.

Legend:
TWT- Trust to Work Team
TWS – Trust to Work Setting
TTM – Trust to Management

TAP – Task Performance
COP – Contextual Performance
CPB – Counterproductive Work Behavior

WFL – Work Interference with Personal Life
WPE – Work/Personal Life Enhancement
PIW – Personal Life Interference with Work

LIA – Living Authentically
INC – Interacting Cooperatively

Fig. 2. Structural Model 5 (Best Fit Model) for Workplace Resilience

Figure 2, the best fit model demonstrates the direct causal link between organizational trust, work life balance, and individual work performance in promoting workplace resilience Model 5 is found to be the superior fit in for having the most accurate representation of workplace resilience among mall employees in the Davao region. Moreover, the study found out that there is a positive relationship between organizational trust and workplace resilience as trust to work team, trust to work setting, and trust to management yielding high mean values which can be described as high. In a similar study by Rubel, M.R., et al (2018), trust to management plays a role in facilitating relationship between high commitment in human resources and the roles of individuals. In a similar finding, high trust in the workplace yields self-efficacy, job satisfaction, high performance, and citizenship behavior (Ozyilmaz, et.al., 2017). Although its p-value slightly exceeds the conventional threshold of 0.05, standing at 0.109, indicating some potential for randomness in the data, its other goodness-of-fit measures demonstrate exceptional performance. Notably, the CMIN/DF ratio is a mere 1.338, well within the optimal range of 0 to 2, suggesting a highly satisfactory fit to the observed data. Moreover, the GFI Index), CFI), NFI, and TLI all surpass the desired threshold of 0.95, signifying an excellent representation of the relationships among variables. Additionally, the RMSEA), a measure of the model's error in fitting the data, is impressively low at 0.028, further corroborating the model's accuracy. While the p-close value, which assesses the probability that the model fits the data well, stands at 0.951, slightly above 0.05, this does not significantly detract from the overall robustness of the model,

given its outstanding performance across other indices. Moreover, the work-life balance indicators of the mall employees—work interference with personal life, personal life interference with work, and work-personal life enhancement are found to be high. This means that there is an overall perception of balance among the employees. However, since work interference with life is also found to be high, there are cases where the employees encounter substantial challenges in managing their work and personal life. Hence, work-life balance plays a role in the workplace resilience of mall employees in Davao region. This is also supported by a study conducted by Boakye, et.al. (2022), whereas workplace support, personal life satisfaction and job satisfaction leads to improved effectiveness at work.

Lastly, individual work performance based on task performance, contextual performance, and counterproductive work behaviors also demonstrated high mean scores. Hence, mall employees in Davao Region perceive themselves as performing well in their jobs. Thus, a high individual work performance is positively related to high workplace resilience. This finding is supported by a study conducted by Marites M. Cuyos (2023). The study found out that those employees who demonstrate high levels of work performance in contextual performance maintained their job skills and fulfilled their duties effectively equates to higher resiliency. Hence, it is important for organizations for organizations to commemorate the achievements of employees and boost their morale in their performance achievements.

IV. CONCLUSION

The findings of the study indicate that Model 5 is the superior fit for accurately representing workplace resilience among mall employees in the Davao region. This conclusion is supported by the model's overall solid goodness-of-fit measures, reflecting robust variable relationships and precise data fitting. Additionally, the study reveals a perceived balance in work-life among employees despite notable challenges stemming from high work interference with personal life. This equilibrium notably influences workplace resilience, consistent with prior research emphasizing the impact of workplace support, satisfaction, and job effectiveness on organizational resilience.

Furthermore, the study underscores a positive relationship between high individual work performance and workplace resilience, highlighting the critical importance of acknowledging and enhancing employee morale to bolster organizational resilience and success. And boosting employee morale to enhance organizational resilience and success.

Overall, to conclude it shows that work life balance is significantly associated to workplace resilience Hence, it is important for organizations to foster a working environment that highly considers the mentioned variables in increasing workplace resiliency of employees.

V. RECOMMENDATIONS

Based on the study's findings, there are several avenues for future research and workplace improvement. Firstly, nurturing

trust among mall employees in Davao is vital, calling for initiatives that foster transparent communication, teamwork, and positive relationships, focusing on tailored trust-building methods for the mall environment. Additionally, while our research highlights the resilience of mall employees, there's room for improvement. Despite the high mean scores in work-life balance, there are substantial challenges related to managing work and personal responsibilities, which affect their workplace resilience to garner a much higher level of results; the management of mall companies could allocate their resources and focus on developing work-life balance wherein schedule and shifting management could be included to optimize their work schedules which may lead to better workplace resilience. This is supported by a study by Davidescu et al., (2020), which emphasizes the importance of workspace, working hours, and functional flexibility in addition to the flexibility composite indicator in raising employee job satisfaction levels.

Additionally, for future research, it would be beneficial to explore the interconnectedness of trust, work-life balance, performance, and resilience within different scopes and demographics. Specifically, examining these relationships in diverse regions and among various demographic groups could provide valuable insights into their national applicability Lastly, categorizing employees based on their positions, and analyzing specific indicators that correlate with their workplace resilience can provide valuable insights by allowing intricate exploration of the factors influencing resilience among employees in various roles within the organization.

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