

## Thriving under Pressure; Resilience Building for Female Administrators in Delta State Universities

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### ABSTRACT

*This study, "Thriving Under Pressure: Resilience Building for Female Administrators in Delta State Universities," uses a sample size of 90 participants to examine the topic of resilience building among female administrators with a particular focus on coping mechanisms, organizational support, barriers, and institutional policies. To guarantee thorough insights, data were gathered using structured questionnaires and subjected to quantitative analysis. Important personal traits like optimism, self-efficacy, and emotional intelligence are crucial for surviving the demanding world of academic administration. Resilience is greatly enhanced by institutional support systems, such as professional development, mentoring, and a supportive institutional culture. Effective ways for sustaining resilience include time management, social support, ongoing education, and mindfulness practices, among other coping mechanisms. The study also identifies important obstacles, such as gender bias, job overload, and a lack of support, and offers solutions to these problems, such as gender-sensitive training, workload redistribution, and easier access to leadership positions. To foster a conducive atmosphere for female administrators, the study also highlights the significance of institutional policies and initiatives that encourage flexible work arrangements, all-inclusive wellness programs, and leadership development. With these measures, educational institutions can support the success of female administrators in high-pressure situations, thereby improving their professional efficacy and advancing higher education in Delta State.*

**Keywords:** Resilience, Female Administrators, Delta State Universities, Personal Qualities, Organizational Support, Coping Mechanisms, Gender Bias, Institutional Policies, Higher Education

### INTRODUCTION

The role of female administrators in higher education is increasingly complex, demanding resilience to navigate the multifaceted challenges they encounter. Maintaining

efficacy and well-being in such high-pressure circumstances requires resilience, which is described as the capacity to adapt and flourish in the face of adversity



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(Sulastri, et al 2020; Masten, 2014). According to Ueno and Suzuki (2016), resilience is the ability to successfully adjust in the face of difficult or dangerous situations. Developing resilience and being able to perform well under duress are essential elements of effective administration because they help people to deal with challenging situations, bounce back from failures, and foster a supportive work environment. Both individually and institutionally, deliberate work and investment are needed to develop these talents. The resilient administrator is characterized by a number of characteristics, such as her easygoing and humorous demeanor, her ability to persevere in the face of adversity, her ability to build close friendships and support systems, her ability to acknowledge and process difficult emotions, and her belief that she is ultimately responsible for success (Oshio, et al 2018). Universities may increase staff retention, foster cooperation, and ultimately accomplish their goal more successfully by placing a higher priority on resilience building. Because of the responsibilities placed on academic leaders and the sector's rising dynamic nature, resilience is particularly relevant in the context of higher education (Cooper, et al (2013). Within Delta State Universities, female administrators encounter particular stressors that call for a strong support network. The resilience of these administrators is greatly influenced by their personal traits and attributes, including emotional intelligence, optimism, and self-efficacy. Research has indicated that these innate characteristics aid people in better stress management and upholding an optimistic perspective (Luthans et al., 2015; Sarkar & Fletcher, 2017).

Resilience can be fostered through organizational support structures and policies; organizations that provide professional development opportunities, mentorship programs, and a positive culture are able to create environments that support resilience (Johnson et al., 2018). For female administrators to retain resilience, some coping strategies are essential, including time management, reaching out for social support, lifelong learning, and mindfulness (Lazarus & Folkman, 1984; Kabat-Zinn, 2015). Gender bias, excessive workloads, high stress levels, and a lack of professional development opportunities are just a few of the important obstacles that Delta State university's female administrators must overcome in order to handle their obligations, preserve their wellbeing, and grow in their careers. To overcome these obstacles, targeted interventions like workload redistribution, gender sensitivity training, and improved access to leadership positions are required (Diehl & Dzubinski, 2016).

The objective of the study is to investigate the variables that influence the resilience of female administrators at Delta State Universities, with an emphasis on personal traits, organizational support systems, particular coping strategies, and resilience-impeding factors. Additionally, it aims to offer suggestions for getting through these obstacles and put forth institutional policies that encourage

gender parity and resilience building. By examining these aspects, the study seeks to provide all-encompassing approaches that empower female administrators to perform well under duress, boosting their effectiveness as professionals and advancing Delta State's higher education.

### Research questions

The following research questions have been generated to guide the study:

- (i) What personal qualities and characteristics do female administrators possess that contribute to their resilience and ability to thrive under pressure?
- (ii) How does organizational support structure and policy affect the resilience and ability of female administrators to thrive under pressure?
- (iii) What specific coping mechanisms and strategies do female administrators employ to deal with stress and adversity in their roles?
- (iv) What barriers prevent female administrators from building resilience?
- (v) How can institutional policies and initiatives be developed to support the resilience and well-being of female administrators in Delta State universities?

### Research hypotheses

The following hypotheses have been proposed to guide the study:

Hypothesis 1: There is a positive relationship between personal qualities and characteristics of female administrators and their ability to thrive under pressure.

Hypothesis 2: Positive organizational support structures and policies are significantly correlated with the resilience and ability of female administrators to thrive under pressure.

Hypothesis 3: Effective coping mechanisms and strategies employed by female administrators mediate the impact of stress and adversity on their performance and well-being.

Hypothesis 4: Institutional policies and initiatives targeting resilience building and well-being can positively impact the experiences and effectiveness of female administrators in Delta State universities.

### Literature Review

#### Thriving Under Pressure and Resilience Building

In the rigorous world of higher education, female administrators must learn how to thrive under pressure and develop resilience. Resilience is the capacity to bounce back and adjust to adversity (Masten, 2014). It

entails using personal attributes like emotional intelligence to control stress and social interactions (Goleman, 2014). Another important factor that enables administrators to face obstacles with confidence is self-efficacy, or the belief in one's own ability to accomplish (Bandura, 1997). To thrive under pressure means to rely on one's own qualities and strong organizational support to not just survive but also to develop and perform at one's best under challenging circumstances. Professional development opportunities and mentoring programs enhance resilience by providing guidance and continuing education (Johnson et al., 2018). Work-life balance and stress management are facilitated by effective coping strategies like time management, social support, and mindfulness (Kabat-Zinn, 2015). To establish a fairer environment, however, obstacles like gender bias and job overload call for solutions including gender sensitivity training and task redistribution (Diehl & Dzubinski, 2016).

Resilience and professional success for female administrators at Delta State Universities require a comprehensive strategy that incorporates personal qualities, organizational support, and useful coping mechanisms. Underpinned by theoretical frameworks to comprehend resilience in this setting, this literature review examines the elements that contribute to resilience, obstacles to it, and suggestions for improvement.

### **Personal Qualities/Characteristics and Resilience Building**

Numerous studies have examined the importance of individual traits and attributes in developing resilience, emphasizing the critical role played by emotional intelligence, optimism, and self-efficacy. Research indicates that people with high emotional intelligence (EI) are better able to manage stress and retain emotional stability under strain, which is why emotional intelligence (EI) is often mentioned as a critical component of resilience (Goleman, 2014). Salovey and Mayer (2018), for example, showed that emotionally intelligent people typically have stronger interpersonal ties, which are essential support systems in difficult times. While these studies highlight the significance of emotional intelligence (EI), they frequently lack the longitudinal data necessary to determine the causal linkages between EI and long-term resilience. By including long-term studies, future research could fill this gap.

Resilience and optimism, or the overall belief that good things will happen, have been related. According to Carver et al. (2010), positive people are more likely to use proactive coping mechanisms, which improves their capacity to recover from setbacks. Similarly, Scheier and Carver's (2015) research lends credence to the idea that optimism fosters resilience and psychological well-being. However, detractors contend that these studies frequently overlook cultural variations in optimistic displays and attitudes, which may restrict how broadly applicable these conclusions can be. To have a more complex picture of

this dynamic, future studies should examine how cultural circumstances affect the link between optimism and resilience.

Self-efficacy is another important trait linked to resilience. It is the conviction that one can carry out the actions required to achieve desired results. Bandura (1997) emphasizes the significance of self-efficacy in encouraging people to persevere in the face of difficulties. Research by Luszczynska et al. (2016) adds to the body of evidence showing a positive correlation between resilience and increased self-efficacy in handling stress. Nevertheless, this research frequently fail to consider the influence of outside variables, including organizational support, which can either strengthen or weaken self-efficacy. To bridge this knowledge gap, future studies should look at how personality traits interact with outside support networks to provide a more complete picture of resilience development. By combining these components, organizations can create more potent plans to help people become resilient, especially in high-stress situations.

Studies have consistently demonstrated the importance of intrinsic human traits for developing resilience, including emotional intelligence, optimism, and self-efficacy (Luthans et al., 2015). Administrators can handle interpersonal connections and stress more skillfully if they possess emotional intelligence, which is defined as the capacity to identify and regulate one's own emotions as well as those of others (Goleman, 2014). Higher resilience and improved stress management have been associated with optimism, or the general belief that positive things will happen (Carver et al., 2010). Self-efficacy, or the conviction that one can succeed, enables female administrators to persevere and meet obstacles head-on (Bandura, 1997).

### **Organizational Support Structures and Policies and Resilience Building**

Policies and support systems inside the organization are essential for building employee resilience, particularly in high-stress situations. Several research studies demonstrate the beneficial effects of professional development opportunities, supportive organizational cultures, and mentorship programs on resilience (Johnson et al., 2018; Kahn & Nauta, 2017). For example, mentoring helps people overcome obstacles more skillfully by offering both professional and emotional support (Ragins & Kram, 2015). Nevertheless, a large number of these studies concentrate more on the existence of these programs than on their effectiveness or the particular dynamics within the mentorship relationships, creating a knowledge vacuum about the complex elements that contribute to mentorship's efficacy in fostering resilience. Opportunities for professional growth are yet another essential component of organizational support that strengthens resilience. Employee competence and confidence are key components of resilience in the face of adversity, and they are maintained through ongoing

learning and skill development (Spreitzer et al., 2005). Noe et al. (2014)'s research emphasizes how crucial training and development are to increasing worker resilience. The accessibility and inclusion of these possibilities, particularly for women and minority groups, are frequently overlooked in these research, though. Future studies should look into ways to create and run professional development initiatives that are equally accessible to all staff members in order to make sure that these programs help create an environment at work that is really supportive of employees.

Building resilience also requires supportive company cultures that value diversity, work-life balance, and employee wellbeing (Kossek et al., 2014). Research indicates that companies with these kinds of cultures typically employ people who are more resilient and content with their positions (Ely et al., 2011). Nevertheless, the precise cultural and environmental elements that affect these organizational cultures' efficacy are frequently ignored in the work that already exists. For instance, something that functions well in one cultural setting might not in another. Further longitudinal research is also required to evaluate the long-term effects of supportive organizational cultures on resilience. Subsequent investigations ought to concentrate on acquiring a more profound comprehension of these cultural subtleties and on crafting customized approaches that might be adjusted to diverse organizational contexts.

It is impossible to overestimate the importance of organizational support in building resilience. According to Johnson et al. (2018), organizations that foster a supportive organizational culture, provide professional development opportunities, and have strong mentorship programs are a major factor in their employees' resilience. Mentorship offers advice, encouragement, and experience sharing to female administrators all of which can be quite helpful when things get stressful. Opportunities for professional development provide ongoing education and skill improvement, which can boost self-assurance and competency (Kahn & Nauta, 2017). In addition, a supportive and inclusive workplace culture can foster an atmosphere where female administrators feel appreciated and understood, which will increase their resilience (Eagly & Carli, 2007).

### **Specific Coping Mechanisms and Strategies**

Resilience building requires specific coping mechanisms and methods that help people effectively manage stress and overcome adversity. One such tactic is time management, which lowers stress by assisting people in setting priorities and keeping a balanced workload (Macan, 2014). Research has indicated that proficient time management practices can result in elevated production and reduced levels of burnout (Claessens et al., 2015). Even though time management has many established advantages, individual variability in time management abilities and the influence of organizational culture on time

management effectiveness are often overlooked in studies on the subject. These variables should be investigated in future studies in order to create more individualized and situation-specific time management solutions.

Another essential coping strategy that makes a big difference in resilience is social support. Having supportive relationships with coworkers, friends, or family is important because it offers both practical and emotional support, which is what is needed when things get stressful (Thoits, 2011). Studies reveal that social support can mitigate the impact of stress and enhance mental health (Cohen & Wills, 2014). Nonetheless, a large portion of the body of current research emphasizes the quantity over the quality of social support. Examining the function of virtual social support networks is also necessary, particularly in light of distant employment and digital communication. Future research should look into the dynamics of social support networks, both online and in person, and how they affect resilience.

Deep breathing exercises and other mindfulness-based techniques have drawn attention as useful methods for enhancing resilience. These techniques support emotional control and mental clarity, which helps people stay composed and concentrated under duress (Kabat-Zinn, 2015). Research has demonstrated that practicing mindfulness can lower stress and enhance general wellbeing (Hölzel et al., 2017). But there are often concerns about the durability and accessibility of mindfulness practices, especially in hectic professional settings. Time restrictions and a lack of institutional support are two major obstacles to regular mindfulness practice that are often overlooked in studies. Subsequent investigations ought to concentrate on crafting useful, effortlessly integrated mindfulness interventions that might be implemented in diverse organizational settings to bolster resilience.

Resilience building and stress management require effective coping techniques and tactics. Effective time management is essential for administrators to efficiently balance their many obligations (Macan, 2014). During trying circumstances, asking for social support from friends, family, and coworkers can offer both practical and emotional help (Thoits, 2011). Administrators can become more confident and adaptable by staying current on the newest knowledge and practices in their area through ongoing learning, whether it is through professional workshops or formal education (Spreitzer et al., 2005). Deep breathing exercises and other mindfulness techniques have been demonstrated to lower stress and improve general wellbeing (Kabat-Zinn, 2015).

### **Barriers to Building Resilience and Recommendations for Overcoming Them**

University female administrators frequently face a number of obstacles in their efforts to develop resilience, such as gender bias, work overload, and a lack of organizational support. According to Diehl and Dzubinski (2016), gender

bias is still a widespread problem that shows itself as unequal opportunities, salary gaps, and a lack of representation in leadership positions. Research has demonstrated that gender prejudice can have a detrimental effect on resilience by raising stress levels and decreasing work satisfaction (Eagly & Carli, 2007). Even though these research show how common and harmful gender bias is, they frequently fall short of offering practical solutions for lessening its impacts. In order to assist female administrators in developing resilience in biased contexts, future research should concentrate on finding particular interventions, such as bias training programs and legislation intended to promote gender equity.

Another major obstacle to resilience is work overload, which can result in burnout and decreased productivity when combined with high job demands and scarce resources (Maslach & Leiter, 2016). Excessive workloads have been shown to cause stress in people, which makes it harder for them to take part in resilience-building activities and keep a healthy work-life balance (Sonnentag & Fritz, 2015). Unfortunately, a lot of research fails to sufficiently address organizational factors like ineffective processes and a lack of managerial support—that lead to job overload. Organizations could use techniques like workload evaluations, process enhancements, and flexible work schedules to get beyond this obstacle. These steps can aid in more equitable job distribution and give staff members the tools and assistance they need to properly manage their workloads.

Lack of organizational support is yet another important obstacle to developing resilience. According to Kosek et al. (2014), this includes restricted access to mentorship programs, professional development opportunities, and wellness initiatives. Studies have indicated that the provision of organizational support is crucial in augmenting employee resilience, given that it furnishes the requisite resources and fosters a nurturing milieu (Spreitzer et al., 2005). Studies that have already been done, however, frequently ignore how crucial it is to design support services with female administrators' unique requirements in mind. Subsequent investigations ought to concentrate on formulating and assessing focused support measures, such as wellness programs and leadership development courses for women, to make sure organizational support is successful in fostering resilience. Institutions can establish a more encouraging atmosphere that encourages resilience among female administrators by addressing these disparities and putting specific interventions into place.

The resilience of female administrators may be hampered by a number of obstacles even in the presence of diverse support systems. Gender bias is still a major problem that causes extra stress and uneven opportunity (Diehl & Dzubinski, 2016). Inadequate resources and excessive workload can lead to work overload, which can impede resilience. These difficulties are made worse by insufficient assistance from the company and personal networks (Hewlett & Luce, 2017). Targeted initiatives

including workload redistribution, gender sensitivity training, and guaranteeing women's access to leadership positions are advised as a means of removing these obstacles. These actions can contribute to the development of a fairer and encouraging atmosphere for female administrators (Shields, 2015).

### **Institutional Policies and Initiatives and Resilience Building**

Employee resilience is greatly enhanced by institutional policies and activities, especially in the academic sector. It has been demonstrated that work-life balance policies, such as parental leave and flexible work schedules, greatly increase resilience by lowering stress and burnout (Kossek & Thompson, 2016). According to research, companies that provide remote work and flexible scheduling, for example, typically have more resilient and job-satisfied workers (Allen et al., 2014). However, a lot of research on work-life balance regulations overlooks the particular difficulties faced by female administrators in academic institutions, preferring instead to concentrate on the broader employee population. Future studies should concentrate on how these regulations may be modified to help female administrators become more resilient while also taking into consideration their unique personal and professional obligations.

Initiatives for professional growth, such as leadership training and ongoing education, are essential for fostering resilience. These programs give people the abilities and information they need to overcome obstacles and grow in their careers (Noe et al., 2014). Research indicates that taking part in professional development programs improves job performance and self-efficacy, two essential elements of resilience (Luthans et al., 2015). However, current research frequently ignores how inclusive and accessible these programs are, especially for women and underrepresented groups. Further investigation is warranted regarding the formulation and execution of employee-accessible professional development initiatives, with the aim of guaranteeing that those programs foster a fair and encouraging work environment.

Institutional strategies aiming at fostering resilience are increasingly recognizing the importance of wellness programs and mental health initiatives. Employee resilience and well-being can be greatly increased by programs that include opportunities for physical exercise, stress management courses, and counselling (Grawitch et al., 2015). Research indicates that companies offering extensive wellness initiatives typically have reduced absenteeism rates and increased employee engagement (Parks & Steelman, 2008). However, how well these initiatives are integrated into the corporate culture and how much management supports them frequently determine how successful they are. Numerous research works neglect to consider the long-term viability of health initiatives and their effects on various employee groups. Future studies should examine the long-term advantages

of integrated wellness initiatives and devise plans for maintaining their efficacy and support in a variety of organizational settings.

Resilience building heavily relies on institutional policies and activities. Administrators can better manage their work-life balance by using flexible work arrangements including telecommuting and flexible hours (Kossek et al., 2014). All-encompassing wellness initiatives that focus on mental, emotional, and physical well-being can offer the assistance required to sustain general wellbeing (Rosenbaum, 2015). Initiatives for leadership development that prepare women for higher roles and empower them can increase their resilience and sense of self (Ely et al., 2011).

### Theoretical Framework

Stress-coping theories and positive psychology provide the theoretical foundation for the study of thriving under pressure and how it affects resilience building. Resilience depends on the development of strengths and positive traits like emotional intelligence (Goleman, 2014) and self-efficacy (Bandura, 1997), which are emphasized by positive psychology, especially as it is conceptualized by Seligman (2011). Stress-coping theories examine the dynamic processes of cognitive assessment and adaptive coping mechanisms; one such theory is that of Lazarus and Folkman (1984). The Self-Efficacy Theory by Bandura is used in this study because it is applicable to comprehending how self-belief enables female administrators to handle high-pressure circumstances. This theory is especially relevant because it emphasizes how crucial self-confidence is to overcoming obstacles, building resilience, and succeeding in the workplace. Through combining self-efficacy with organizational support systems like professional development and mentoring (Johnson et al., 2018), the research seeks to offer a thorough grasp of how internal beliefs and external resources work together to improve resilience and help female administrators at Delta State Universities succeed under duress.

### Empirical Review

Recent empirical research has demonstrated the important role that institutional policies and programs play in helping employees develop resilience, especially in high-stress settings like academia. The impact of flexible work arrangements on employee resilience was investigated by Allen et al. (2018). According to their research, flexible work arrangements greatly improve workers' work-life balance, which in turn strengthens their capacity for stress management and change adaptation. This conclusion is especially pertinent to female managers, who frequently juggle work and personal obligations. The study did note, though, that the organization's culture and the level of sincere executive support have a major role in how beneficial these rules are.

In the absence of genuine support, flexible policies might not have the desired effects.

Initiatives for professional growth are also essential for fostering resilience. The effect of leadership development initiatives on academic administrators' resilience was examined by Choi et al. (2020). According to their research, individuals who took part in leadership training expressed greater resilience and self-efficacy than non-participants. These results are consistent with those of Noe et al. (2014), who emphasized the value of ongoing education and skill development in preserving resilience in the face of organizational difficulties. Choi et al. (2020) did, however, also point out important gaps in these programmers' accessibility. They recommended that organizations use more inclusive measures to guarantee that opportunities for professional growth are accessible to all staff members, especially women and members of underrepresented groups who could encounter additional obstacles.

Institutional support for resilience building increasingly recognizes wellness programs and mental health efforts as critical components. In their meta-analysis of organizational wellness programs, Grawitch et al. (2015) discovered that complete wellness initiatives which include mental health support significantly improve resilience and lower employee stress. Parks and Steelman (2020) went on to show that companies with strong wellness initiatives see lower absenteeism rates and greater levels of employee engagement. Notwithstanding these encouraging results, both studies made clear how important it is to continuously assess and modify health initiatives. Wellness programs must be continually adjusted to meet changing employee needs in order to be successful and current while also offering the assistance required to foster resilience. An inclusive and encouraging work environment is crucial, according to research on surviving under pressure. In their investigation on the impact of work-family policies on employee resilience, Kossek et al. (2016) discovered that work-life balance-promoting measures like parental leave and flexible work schedules are essential for lowering stress levels and averting burnout. This is especially crucial for female administrators, who frequently juggle the demands of their home and professional lives. Kossek et al. (2016) pointed out that having these policies in place alone is insufficient for their effective implementation; instead, an encouraging corporate culture is needed, one that allows staff members to profit from these policies without worrying about their careers being negatively impacted. Subsequent studies have to concentrate on formulating tactics for cultivating such encouraging environments, guaranteeing that institutional regulations exist and are properly used to strengthen workers' resilience.

### METHODOLOGY

Using a quantitative approach and a sample size of 100 female administrators from Delta State Universities,

**Table 1:** Mean and Standard Deviation Scores of Response on what personal qualities and characteristics do female administrators possess that contribute to their resilience and ability to thrive under pressure (N=90)

Personal qualities and characteristics	SA	A	D	SD	X	SD	Decision
I believe that my ability to remain optimistic helps me to thrive under pressure.	85	3	2	0	3.78	0.87	SA
I am confident in my problem-solving skills, which contributes to my resilience.	80	10	0	0	3.70	0.59	SA
My perseverance helps me overcome challenges in my professional life.	80	12	0	0	3.82	0.45	SA
I have a high level of emotional intelligence that supports my ability to handle stress.	60	22	5	3	3.50	0.98	SA
Grand Mean/SD					3.69	0.79	SA

Source: Field Survey, 2024

Abraka, Agbor, Osadenis University, Asaba, and Ozoro, the study "Thriving Under Pressure: Resilience Building for Female Administrators in Delta State Universities" was conducted. Structured questionnaires intended to evaluate individual traits, institutional policies, coping strategies, organizational support, and obstacles in relation to resilience building were used to collect data. Both in-person and online administration of the questionnaires ensured widespread participation. A pilot research using 10% of the sample was carried out to determine the validity of the instrument, and the items on the questionnaire were assessed by a panel of experts, which resulted in the necessary adjustments. When reliability was assessed using Cronbach's alpha, a good level of internal consistency was shown by a coefficient of 0.87. Ninety of the one hundred surveys that were sent out were filled out and returned, making up 90% of the total response rate. In order to have a thorough understanding of the resilience variables influencing female administrators in the chosen universities, the collected data were analyzed using multiple regression, a type of inferential and descriptive statistics.

## RESULTS AND DISCUSSION

**Research question i:** What personal qualities and characteristics do female administrators possess that contribute to their resilience and ability to thrive under pressure?

The personal traits and attributes of female administrators at Delta State Universities that support their resilience and capacity to thrive under pressure are enumerated in (Table 1). The results show that respondents strongly agreed on important attributes. With a mean score of 3.78 and the majority of respondents (85) strongly agreed that optimism helps people thrive under strain, optimism was emphasized as crucial. Strong agreement (mean score 3.70) was also observed on the importance of confidence in problem-solving abilities for resilience. Perseverance was determined to be highly appreciated and proven its usefulness in overcoming hurdles in the workplace, with the highest mean score of 3.82. Reactions to emotional

intelligence were more variable, despite the fact that it was still acknowledged (mean score 3.50). All things considered, there is broad agreement regarding the significance of these attributes for fostering resilience, as seen by the grand mean score of 3.69 and the low standard deviation of 0.79. Improving these individual characteristics via institutional efforts may help female administrators in their jobs as university administrators to better handle stress and thrive in their work.

**Research question ii:** How does organizational support structure and policy affect the resilience and ability of female administrators to thrive under pressure?

The results of organizational support structure and policies that have an impact on the resilience and ability of female administrators at Delta State Universities to thrive under pressure are shown in (Table 2). The majority of respondents (65) strongly agreed (SA), indicating that respondents greatly value adequate mental health resources. The results also reveal substantial agreement in other important areas. Similarly, a majority of respondents (80) highlighted the favorable impact of appropriate work-life balance policies on stress management, and these policies received strong endorsement (mean score 3.88). Opportunities for professional development were viewed as very supportive (mean score 3.97), and their significance was strongly agreed upon (88). Even though the leadership's commitment to employee well-being varied significantly (mean score of 3.92), the majority of respondents agreed on its importance. Overall, the grand mean score of 3.84 and low standard deviation of 0.68 indicate widespread agreement that these organizational supports are crucial for resilience building.

These results highlight the necessity for organizations to give priority to and improve these supportive structures in order to help female administrators develop resilience so they may successfully manage stress and succeed in their careers.

**Research question iii:** What specific coping mechanisms and strategies do female administrators employ to deal with stress and adversity in their roles?

**Table 2:** Mean and Standard Deviation Scores of Responses on How Organizational Support Structure and Policy Affect the Resilience and Ability of Female Administrators to Thrive Under Pressure (N=90).

Organizational support structure and policy	SA	A	D	SD	X	SD	Decision
My organization provides adequate mental health resources to support employee resilience.	65	17	5	3	3.60	0.74	SA
The work-life balance policies in my organization help me manage stress effectively.	80	10	0	0	3.88	0.51	SA
I feel supported by my organization in terms of professional development opportunities.	88	2	0	0	3.97	0.49	SA
My organization's leadership demonstrates a commitment to employee well-being.	85	3	2	0	3.92	0.98	SA
Grand Mean/SD					3.84	0.68	SA

Source: Field Survey, 2024

**Table 3:** Mean and Standard Deviation Scores of Response on Specific Coping Mechanisms and Strategies Female Administrators Employ to Deal With Stress and Adversity in Their Roles (N=90).

Organizational support structure and policy	SA	A	D	SD	X	SD	Decision
I regularly use relaxation techniques (e.g., meditation, deep breathing) to manage stress.	78	12	0	0	3.86	0.87	SA
I engage in physical exercise to help build my resilience.	81	7	2	0	3.87	0.59	SA
I seek social support from colleagues and friends to cope with work-related stress	82	7	1	0	3.90	1.45	A
I use time management strategies to handle my workload efficiently.	66	20	4	0	3.68	1.18	A
Grand Mean/SD					3.71	1.02	A

The various coping mechanisms and strategies used by female administrators at Delta State Universities to deal with stress and hardship are compiled in (Table 3). The majority of respondents (78) strongly agreed (SA) that relaxation techniques, like meditation and deep breathing, were highly favored. The results show great agreement across numerous approaches. 81 respondents strongly endorsed physical activity (mean score 3.87), emphasizing its importance in fostering resilience. Asking friends and coworkers for social support was the most highly ranked strategy (mean score 3.90), demonstrating a strong agreement over its effectiveness. Though acknowledged (mean score 3.68), time management techniques showed greater response diversity. Overall, there is strong consensus among female administrators the grand mean score of 3.71 and the standard deviation of 1.02 that these coping techniques are critical for fostering resilience. These results support the idea that organizations should encourage wellness programs that incorporate these tactics in order to improve administrators' capacity for stress management and career success.

**Research question iv:** What barriers prevent female administrators from building resilience?

The results of the study on the barriers that keep female

administrators at Delta State Universities from building resilience are shown in (Table 4). The findings indicate that respondents strongly agreed (SA) that one of the main barriers to resilience building is a lack of organizational support, with a high mean score of 3.97. Of those surveyed, 88 strongly agreed (SA) with this statement. Similarly, a mean score of 3.88 indicated that an excessive workload was a substantial barrier, with 80 respondents strongly agreeing (SA) about its impact. Limited access to opportunities for professional growth was judged to be the biggest obstacle to resilience (mean score 3.57), with 64 respondents strongly agreeing (SA) that this inhibits resilience.

Although there was greater variation in the replies, it was also observed that the workplace culture discourages taking time off for mental health (mean score 3.97). There is broad consensus that these obstacles seriously obstruct resilience formation, as seen by the grand mean score of 3.83 and the low standard deviation of 0.59.

In order to enable female administrators to successfully manage stress and succeed in their duties as university administrators, it is imperative that various organizational challenges such as providing assistance, controlling workload, improving access to development opportunities, and building a supportive culture be addressed.

**Table 4:** Mean and Standard Deviation Scores of Responses on Barriers Preventing Female Administrators from Building Resilience (N=90).

Barriers Preventing Female Administrators From Building Resilience	SA	A	D	SD	X	SD	Decision
Lack of organizational support hinders my ability to build resilience.	88	2	0	0	3.97	0.45	SA
Excessive workload prevents me from effectively coping with stress	80	10	0	0	3.88	0.59	SA
Limited access to professional development opportunities affects my resilience	64	17	6	3	3.57	0.87	SA
Workplace culture does not encourage taking time off for mental health.	85	3	2	0	3.92	0.48	SA
Grand Mean/SD					3.83	0.59	SA

**Table 5:** Mean and Standard Deviation Scores of Response on Institutional Policies and Initiatives Developed To Support the Resilience and Well-Being Of Female Administrators (N=90).

On Institutional Policies And Initiatives Developed To Support The Resilience	SA	A	D	SD	X	SD	Decision
My institution has clear policies in place to support employee mental health.	89	1	0	0	3.98	0.43	SA
The institution offers resilience-building workshops and training sessions.	70	20	7	3	3.96	0.89	SA
There are effective communication channels for employees to voice their stress-related concerns.	68	17	5	0	3.70	0.87	SA
The institution provides adequate resources for maintaining a healthy work-life balance.	60	15	10	5	3.27	0.40	SA
Grand Mean/SD					3.72	0.64	SA

**Research question v:** How can institutional policies and initiatives be developed to support the resilience and well-being of female administrators in Delta State universities?

The results of institutional policies and initiatives supporting the resiliency and wellbeing of female administrators at Delta State Universities are shown in (Table 5). The findings show that respondents strongly agreed (SA) that these policies are effective; clear mental health support policies had a high mean score of 3.98, and 89 respondents strongly agreed (SA) that they are important. Likewise, training sessions and seminars aimed at fostering resilience were viewed favorably (mean score 3.96), with 70 participants strongly agreeing (SA) with their effectiveness. Strong support (mean score 3.70) was also shown for effective channels of communication for stress-related concerns, suggesting satisfaction among 68 respondents (SA). On the other hand, there was greater variation in the responses with a mean score of 3.27 for offering adequate resources for work-life balance. There is general agreement regarding the importance of these institutional initiatives in promoting resilience, as evidenced by the grand mean score of 3.72 overall and the standard deviation of 0.64. The results underscore the significance of strong institutional policies and initiatives, like well-defined mental health support, efficient communication, and resilience programs, in augmenting the resilience and overall welfare of female administrators. They also underscore the necessity of ongoing

enhancements in these domains within academic environments.

**Hypothesis 1:** There is a positive relationship between personal qualities and characteristics of female administrators and their ability to thrive under pressure.

*Personal Qualities/Characteristics (PQ&CH AVEQS):* With a t-value of 7.832 and a significance level of 0.000, the standardized coefficient (Beta) for PQ&CH AVEQS is 0.585, signifying a robust and noteworthy positive correlation (Table 6). The study by Fletcher and Sarkar (2016), which emphasizes the importance of personal qualities like optimism and self-efficacy for resilience and thriving under pressure, lends weight to this conclusion. Furthermore, Bonanno et al. (2015) stress that resilience is strongly influenced by personal attributes such as emotional control and adaptive coping mechanisms, confirming the idea that resilience is positively impacted by personal attributes in female administrators.

**Hypothesis 2:** Positive organizational support structures and policies are significantly correlated with the resilience and ability of female administrators to thrive under pressure.

*Organizational Support Structures and Policies (POSS&P AVEQS):* For POSS&P AVEQS, the standardized coefficient (Beta) is 0.571, with a significance level of .000

**Table 6:** Descriptive Statistics

	Mean	Std. Deviation	N
Personal qualities and characteristics	3.79	0.601	90
Positive organizational support structures and policies	3.84	0.68	90
Effective coping mechanisms and strategies	3.71	1.02	90
Institutional policies and initiatives	3.72	0.64	90

and a t-value of 7.211. The hypothesis is supported by this finding, which shows a substantial positive association. According to a 2016 study by Michel et al., employee resilience is greatly increased by organizational support, which includes professional growth and mental health resources. Furthermore supporting the significance of organizational support structures and policies is research by Goyal and Parkash (2020), which shows that supportive organizational policies and a positive work environment are essential for promoting resilience.

**Hypothesis 3:** Effective coping mechanisms and strategies employed by female administrators mediate the impact of stress and adversity on their performance and well-being.

*Effective Coping Mechanisms and Strategies (ECM&S AVEQS):* With a t-value of 8.791 and a significance level of .000, the standardized coefficient (Beta) for ECM&S AVEQS is 0.624, indicating a significant positive mediation effect. This result is consistent with the research conducted by Folkman and Moskowitz (2016), who contend that efficient coping techniques, such as problem-solving and emotion-focused approaches, are essential for reducing the negative effects of stress on wellbeing. Effective coping skills provide a mediating role in preserving performance and well-being under stress, as demonstrated by the study conducted by Kinman and Grant (2020), which further supports the theory.

**Hypothesis 4:** Institutional policies and initiatives targeting resilience building and well-being can positively impact the experiences and effectiveness of female administrators in Delta State universities.

*Institutional Policies and Initiatives (IP&IR AVEQS):* For IP&IR AVEQS, the standardized coefficient (Beta) is 0.792, with a significance level of .000 and a t-value of 9.521. This suggests a substantial and favorable influence, so confirming the idea. According to research by Robertson and Cooper (2017), institutional policies emphasizing well-being programs and resilience training greatly increase the effectiveness and resilience of employees. Similarly, the research by Sweeney and Fry (2021) confirmed the beneficial effects of focused institutional policies and initiatives on resilience development by finding that extensive institutional support and well-being programs enhance employees' resilience and job satisfaction.

## Conclusion

Building resilience demands a diverse strategy, especially for female administrators at Delta State Universities who need to thrive under pressure. The distinct obstacles encountered by women occupying leadership roles demand customized approaches that nurture individual and occupational development. Programs for comprehensive resilience training that prioritize work-life balance, emotional intelligence, and stress management should be put into place. Peer support groups and mentoring programs can offer vital direction and encouragement to female administrators as they negotiate gender-specific challenges and institutional dynamics. Reforms to the laws intended to foster an atmosphere that is more encouraging and inclusive are also crucial. This includes initiatives to combat gender bias, focused professional development opportunities, and flexible work schedules. By giving these programs top priority, Delta State Universities can enable female administrators to flourish and innovate in their positions while also withstanding pressure, thus advancing the success and forward-thinking development of the school.

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