
Adversity Quotient and the Work Performance of Administrative Officers in the City Government of Mabalacat

JOYCE PIA D. CASTRO

ianjoyz0420@gmail.com

Saint Anthony College of Technology

ELIZER M. DIMARUCUT, EdD

elizer.dimarucut001@deped.gov.ph

Saint Anthony College of Technology

Abstract — The study's primary objective was to investigate the relationship between the Adversity Quotient and the work performance of Administrative Officers in the City Government of Mabalacat during the Academic Year 2024-2025. The study involved the participation of Administrative Officers assigned to all departmental units within the City Government of Mabalacat. A total of 40 permanent Administrative Officers served as respondents. This study employed a quantitative method, utilizing a descriptive-correlational research design. The gathered data were analyzed using statistical methods such as frequency and percentage, the Pearson Chi-square test, and Pearson's correlation coefficient (r). Based on the findings, 32.5% of the respondents comprised the largest proportion of employees with 7-8 years of employment. Most respondents (53.33%) obtained a high adversity quotient, interpreted as climbers. A significant relationship was found between respondents' adversity quotient levels and years of employment. 67.50% received a very satisfactory rating in their work performance. On the other hand, 32.50% were classified as outstanding. A significant relationship was found between the adversity quotient and respondents' work performance. The proposed RISE-UP Program (Resilience and Adversity Quotient Enhancement for Sustainable and Productive Public Service) is a practicable approach for institutionalizing resilience building practices.

Keywords: Adversity, Work Performance, Administrative Officers, Intervention Plan

I. INTRODUCTION

Local government is a continuously changing entity and administrative officers serve a significant role to make government services function appropriately. These officials are key participants to the process; overseeing how the needs of the public are addressed, and how services interact with the various governmental departments and resource allocation is made. Daily the administrative staff in local government units (LGUs) can find themselves facing quite a few.

Thus, the Adversity Quotient is important as it reflects how well people overcome and tolerate the situations of adversity. In administrative jobs, high AQ will result to higher capability in dealing with stressful situation. For example, they will be able to tackle new situation and maintain their temper when they are having the pressure. They can easily come out with new idea as when they are able to overcome it. In here, adversity means tough conditions or the past occurrences which will determine the toughness of the employees. It is the fact of dealing with adversity, whether individuals can achieve with successes and progression, whether individuals can cope with problems, tasks and challenge and whether individuals can experience disappointed, unhappy and helplessness.

The adversity quotient (AQ) measures an individual's ability to manage life's challenges. It is also referred to as the "science of resilience." An individual with high adversity is more likely to persist in challenging situations. The adversity quotient is a type of intelligence that enables people to effectively deal with problems and achieve success.

A high adversity quotient helps people overcome problems that would otherwise prevent them from reaching their goals. The Adversity Quotient enables the quantification of individuals' resilience, akin to assessing their emotional and intellectual capacities, thereby facilitating enhanced support for those who have encountered adversity.

Dr. Paul Stoltz (1997) posits that the Adversity Quotient comprises two fundamental elements of any pragmatic concept: scientific theory and practical application. AQ measures your resilience in the face of adversity and your capacity to overcome it.

AQ forecasts who will triumph over adversity and who will succumb. AQ forecasts those who will surpass performance and potential expectations, as well as those who will underperform. AQ forecasts who will capitulate and who will triumph.

He also asserted that AQ manifests in three forms. AQ is an innovative conceptual framework designed to comprehend and improve all dimensions of success. It is founded on a significant foundation of seminal research, providing a pragmatic and distinctive amalgamation of insights that reinterprets the criteria for success. AQ quantifies their response to adversity.

Adversity Quotient has four dimensions that accurately assess an individual's AQ. The abbreviation CORE encapsulates control, origin, ownership, reach, and endurance.

C denotes the management of an unfavorable occurrence. Individuals who perceive hardship as transient, external, and circumstantial tend to possess optimistic explanatory styles and reap the rewards of life. Hope and action materialize into reality through perceived control, or learned helplessness will dissipate. Increased control is associated with a higher propensity for taking positive action.

The second O signifies ownership, which denotes accountability. This addresses the extent of responsibility for the consequences of hardship, regardless of their kind. Individuals with elevated AQ augment their accountability to regulate, empower, and stimulate action. Conversely, those with low AQ reject the issue, resulting in inaction, surrender, blame-shifting, diminished performance, resentment towards others, and various other detrimental behaviors. Owning the outcome means being responsible for achieving a specific result in response to an issue. Individuals with high scores typically assume accountability for producing a particular result, irrespective of the underlying factors.

R signifies reach, assessing the extent to which adversity permeates all aspects of an individual's life. A diminished AQ reaction permits adversity to impact other facets of life, resulting in financial distress, insomnia, resentment, social withdrawal, and suboptimal decision-making. However, a high R-score may confine the scope of the issue to the specific occurrence. A

misconstrued connection represents a singular misunderstanding, while distressing, and does not indicate that life is disintegrating.

E signifies endurance in the face of temporal adversity. The attribution theory, articulated by Peterson et al. (1993, as quoted by Canivel, 2019), posits a notable distinction between persons who ascribe misfortune to transient factors vs those who attribute it to more permanent or enduring causes. According to this idea, individuals who perceive their competence as the reason for failure (a stable cause) are less inclined to persist than those who attribute failure to their effort (a transitory cause).

The response of administrative officers to natural disasters is a conspicuous example of the high AQ. In the context of disasters, the local government unit usually spearheads the response. This means that administrative officers have to immediately deploy resources, liaise with other agencies and cater to the pressing needs of the public. When strong political pressure or public demand, individuals with high AQ can maintain their sense of purpose and ethics.

Educational psychologists have also confirmed that the adversity quotient is a barometer of professionalism in today's world. Professionals are being judged by how well they handle themselves and each other. Adversity quotient is a type of emotional talent that determines how individuals can utilize their skills in the most effective way, and it even helps them use reason in the proper context (Ramy, 2014). Being resilient is a crucial characteristic for individuals in the teaching field.

The creativity styles can be associated with the adversity quotient (Jahaheni, 2018). Such empowers an individual to increase and maintain positive creativity. Positive affect or emotion reinforces creativity primarily via memory and thought. A positive effect would foster a more significant flow of ideas, as they are productive and dedicated to their roles.

Stoltz (2000) argues that those who leverage AQ the best performs optimally under adversity which include minor every day and major problems. They develop from these issues and react with greater speed and appropriateness. A large workforce where stress is managed appropriately increases efficiency, innovativeness and capability while reducing turnover and morale.

Organizations must rely on their leaders and their workforce to be quick, agile, and adaptable. HR and talent management professionals can significantly influence organizational culture building; however, they must adjust their lens on human capital. They must reframe their goal from maximum work output to one focused on well-being and resilience.

AQ, conversely, embodies the notion of resilience and is delineated by Cloninger (2016) as the “capacity to endure stressful circumstances or instances of mistreatment, without suffering the typical adverse effects of such experiences.” Adversity is one of the strongest influences a person can encounter. It molds you, define you and form you for better. Adversity is one the most potent ignition spark of glory. A person experiences adversities every day, varying from small, frustrating incidents, to large catastrophic event. The path of success in business and in life is developing adversity into a tangible benefit (Stoltz & Weißenmayer, 2010).

As adversities intensify, the majority of persons' available and utilized capabilities decline; they shrink when they should expand. It represents a paradox. As the necessary capacity required of an individual escalates, that individual's (similar to most individuals) existing and assessed competencies decline (Stoltz, 2000).

Due to swift societal transformations instigated by evolving norms and job dynamics, employees are expected to oversee larger groups while maintaining high-quality and uniform instruction.

The employees' workload has significantly increased. They must perform a range of administrative tasks, including planning, evaluation, and participation in meetings. They must address all social and technological advancements and stay current.

Moreover, they are frequently expected to undertake responsibilities that are outside their job scope. The Adversity Quotient pertains to the ability to navigate unforeseen circumstances and is significantly associated with stress management, albeit to a lesser extent.

Aguirre et al. (2018) assert that coping with stress involves employing cognitive and behavioral strategies to manage stressful circumstances and reduce stress levels. Adjustment refers

to the efforts made to manage a stressful circumstance by reconciling our wants and goals with environmental expectations and feasible options.

Zarate (2018) asserted that minor structural modifications within an organization or personnel substitutions in a specific region can influence the promotion or obstruction of changes in attitude and performance by others. Change can modify the cultural norms, personal values, attitudes, and emotions of persons in the workplace.

Workplace transformations are influenced by each employee's attitudes and emotions around change. Crucial to adapting to change is the implementation of specific alterations via the cultivation of new attitudes, values, and behaviors, achieved through either identification or internalization.

Undoubtedly, numerous challenges arise daily in excelling in one's selected profession. It encompasses the stress associated with an individual's occupation, the daily disappointments encountered, and, most significantly, the unforeseen circumstances that challenge their fortitude to persevere and continue with life.

Almario (2013) indicated that government personnel encountered common physical stressors, including weariness, work overload, insufficient sleep, worry, excessive expectations from superiors, and alterations in their work environment.

Lazaro's (2018) study examined the correlation between adversity quotient and performance level, as assessed by the 360-degree feedback system, among selected middle managers across several departments in the City of Manila. The researcher specifically examined if a significant correlation existed between the respondents' profile variables—namely age, gender, civil status, and duration of service—and the adversity quotient and performance level indicated by the 360-degree feedback system.

The study revealed that the demographic profile characteristics examined were not significantly correlated with the Adversity Quotient, similar to the respondents' performance levels. Nonetheless, a strong association was identified between the Adversity Quotient and performance, as indicated by the 360-degree feedback system.

Santos (2016) examined the influence of Adversity Quotient® on enhancing the quality of life among Filipino special education (SPED) teachers. She claimed that SPED educators encounter numerous hurdles in their regular routines. They develop tailored educational programs and execute administrative tasks and operations.

Therefore, she was required to characterize them based on their AQ®. Her findings suggested that special education instructors are both resilient and proficient professionals. Santos proposed that the AQ theory and practice could be incorporated into the faculty development program to enhance awareness of adversity.

Macabiog (2018) conducted a study on the Adversity Quotient® of nurse managers in hospitals and nursing schools in Benguet province. She asserted that no published research studies addressed Adversity Quotient® in nursing. Consequently, the study aimed to assess the overall AQ® of nurse managers and its correlation with their years of experience, current field of practice, management roles, and age. The AQ profile, created by Stoltz, functioned as the research tool.

The results indicated that nurse managers achieved a moderately high score on AQ. Furthermore, notable disparities were identified in their AQ® relative to their present field of practice and managerial role. Nonetheless, no substantial variations were seen between age and years of experience. The results demonstrated that nurse managers exhibit resilience when confronted with challenges in their work environment. Recommendations were proposed for extending the study to staff management, faculty, and student nurses to enhance performance.

Cando and Villacastin (2018) examined the correlation between the adversity quotient® and emotional intelligence, as well as their impact on the teaching effectiveness of university instructors. The results indicated an average overall AQ, signifying the ability to overcome problems in their lives. The data suggested that the students rated the teaching of their instructor to be very good in general, meaning that they perceived their lecturer as having and delivering a good level of teaching.

However, the results vary when attempting to correlate EQ and AQ® with teaching performance. It was disclosed that both EQ and AQ® are uncorrelated with the evaluations of their instructional efficacy. This indicates the ability to face personal issues and understand one's own feelings. The opinions shared by others do not affect the efficacy of their instructional performance.

In local context, Tiangco (2016) has coined the Filipino term *katatagang-loob* to represent resiliency or the resilience of Filipinos. There were two constructs shown in a study by De Guzman et al. (2017) that could exemplify the concept of Filipino resilience. The primary conviction is where one strongly believes that resiliency results from past experience. The second construct is a condition that exemplifies resilience in both physical and spiritual actions. Numerous studies regarding AQ have identified its predictive capacity concerning numerous characteristics, including health, leadership, and sales.

The reviewed literature and studies suggest that employee adversity quotients can be used to benchmark potential interventions for developing and improving employees' work performance in HR offices and organizations. Additionally, the literature demonstrates that the adversity quotient affects employees' resilience in coping with adversity.

Given that adversity affects work performance, there is a need for research on the adversity quotient and its impact on the work performance of Administrative Officers in the Local Government.

A clear picture of Administrative Officers' adversity quotient and work performance will serve as a springboard for delving into the subject. This study aimed to determine the relationship between the Adversity Quotient and the work performance of Administrative Officers in the City Government of Mabalacat, during the School Year 2024-2025.

Conceptual Framework

The figure adopted an independent variable and dependent variable model to determine the relationship between Adversity Quotient and work performance in the Local Government Unit of Mabalacat.

In this study, the independent variable was the adversity quotient of Administrative Officers. The questionnaire to measure the independent variable was based on Stoltz's Adversity Quotient Survey Questionnaire (1997).

The dependent variable was the level of work performance as indicated in their DPCR-IPCR.

The study also examined the significant relationship between the Adversity Quotient and the work performance of the respondents.

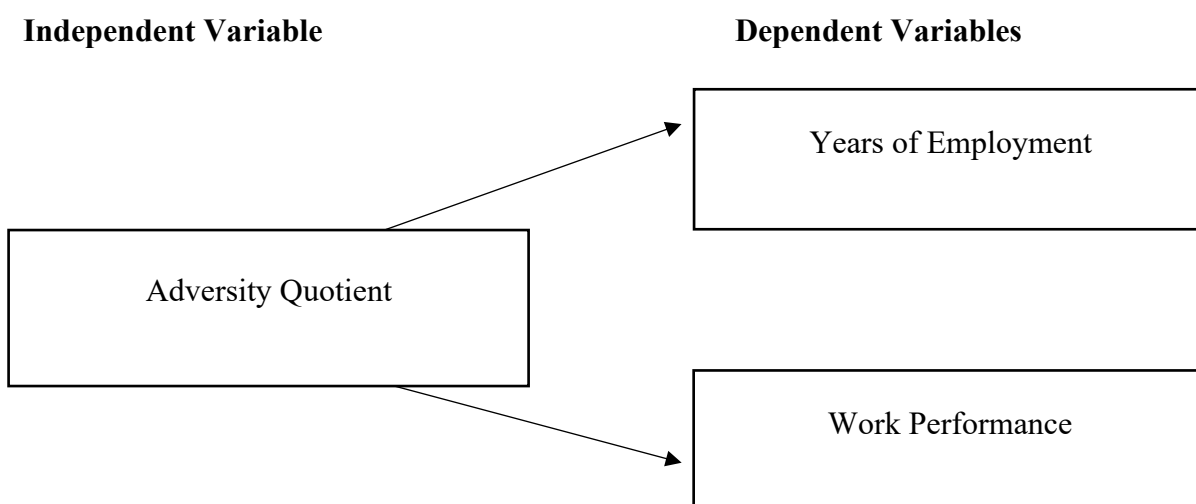


FIGURE 1
PARADIGM OF THE STUDY

Statement of the Problem

The study's primary objective was to assess the relationship between the Adversity Quotient and the work performance of Administrative Officers in the City Government of Mabalacat.

Specifically, the following questions were answered:

1. How may the respondents' years of employment be described?
2. How do the respondents describe the level of their adversity quotient?
3. How do the Administrative Officers describe their work performance based on their DPCR-IPCR?
4. Is there a significant relationship between respondents' years of employment and their level of adversity quotient?
5. Is there a significant relationship between the adversity quotient and the work performance of the respondents?
6. What intervention plan can be proposed based on the study's findings?

Hypotheses

The following alternative hypotheses were raised in the study:

1. There is a significant relationship between the adversity quotient level and the respondents' years of employment.
2. There is a significant relationship between the adversity quotient and the work performance of the respondents.

Significance of the Study

The results of this investigation were expected to benefit the subsequent entities:

Department Head of Human Resources Management. This study aims to enhance the comprehension of the significance of resilience in the face of adversity for various types of employee work. This may also lead to enhanced governmental service delivery.

Civil Service Commission. This research material will be crucial for the commission in formulating improved policies and examining the system for beneficial change and advancement across all government institutions.

Administrative Personnel. This study will be advantageous for them as it will elucidate their Adversity Quotient® and its impact on their work performance. This study's recommendations may propose strategies for managing workplace stress, including the establishment of alternate work arrangements. This study may reveal the significance of Adversity Quotient® in relation to personality.

Future Researchers. This work may serve as a reference and guide for future scholars with aligned interests in undertaking comparable investigations.

Scope and Delimitation

The study's primary objective was to investigate the relationship between the Adversity Quotient and the work performance of Administrative Officers in the City Government of Mabalacat, covering the School Year 2024-2025.

The study was delimited to the identified variables, including the respondents' years of experience and adversity quotient level. The level of work performance based on their DPCR-IPCR.

The study also investigated the significant relationship between the adversity quotient, years of employment and the work performance of the respondents.

Definition of Terms

To facilitate a better understanding of their study, the following were defined:

Adversity. This refers to the conditions in employees' professional and personal lives that present difficulties, restrictions or setbacks. This may be bereavement, financial hardship, occupational strain, family problems and the like. Adversity refers to situations that test an individual's resilience and capacity for coping and coping with change.

Adversity Quotient. This involves a person's ability to respond to, cope with, and overcome difficulties or adversity experienced in life in general. It involves professional, personal, and interpersonal realms. It denotes a person's perseverance and determination to get through difficulties. It measures one's ability to cope with and recover from adversities.

Work Performance. This refers to the observable and measurable behaviors demonstrated by city government employees as they carry out their job responsibilities in alignment with institutional goals and objectives. In this study, work performance was evaluated based on the employees' Developmental Performance Commitment and Review (DPCR) and Individual Performance Commitment and Review (IPCR) ratings.

II. METHODOLOGY

This chapter elaborates on the study's research design, respondents/key informants, research instruments, data collection, ethical considerations, and data analysis.

Research Design

The researcher employed a quantitative research approach to collect more comprehensive data and present the findings effectively. It is a technique whose primary objective is to collect data in numerical figures. The beauty of this method lies in its ability to offer a strong possibility of assessing or quantifying the variables underlying the phenomenon under investigation.

Descriptive correlational research was notably employed among the various quantitative methodologies. Descriptive research seeks to delineate, elucidate, and analyze current conditions. The objective is to investigate a phenomenon that occurs at a specific location and moment. It pertains to situations, practices, structures, disparities, or relationships, held attitudes, processes, or observable trends.

At the same time, correlational research describes what currently exists (conditions, practices, processes, and structures). It aimed to determine the nature, degree, and direction of relationships between variables or use these relationships to make predictions (Creswell, 2012).

The researcher employed the descriptive-correlational method, as the study aimed to determine the relationship between the Adversity Quotient and the work performance of administrative officers in the City Government of Mabalacat.

Respondents

The study involved the participation of Administrative Officers assigned to all departmental units within the City Government of Mabalacat. A total of 40 permanent Administrative Officers served as respondents. Due to the small size of the population sample size that can be managed, the study used total enumeration sampling method in sampling the population of the Administrative Officers, as it covered the whole population. The method of sample chosen covered all individuals that belong to the group that meets the criteria rather than some part of it. This study reduced sample bias and helped in gathering a clear picture of the population. The table below shows the distribution of the respondents in their respective departments.

TABLE 1
SUMMARY OF THE DISTRIBUTION OF THE RESPONDENTS

Position Title	Total Administrative Officer
Administrative Officer I	4
Administrative Officer II	9
Administrative Officer III	4
Administrative Officer IV	11
Administrative Officer V	12
Total	40

Instruments

To obtain the necessary data for the study, the researcher used the following instruments:

The first questionnaire consisted of information about the personal characteristics of the respondents. The questions included years of employment as an Administrative Officer.

Adversity Quotient Questionnaire adapted from Stoltz (1997). The questionnaire measured the administrative officers' adversity quotient. It tested the unconscious pattern of how people respond to adversity.

The documentary analysis obtained the second data based on the DPCR-IPCRF of Administrative Officers. The data obtained determined the respondents' work performance levels.

Data Collection

The researcher sent a letter of request to the Graduate School Office and the Office of the City Mayor of Mabalacat City. After the approval was secured, the researcher personally visited the respondents' offices.

Prior to the actual distribution of the questionnaires, the schedule of the respondents was secured to determine when they could participate in the data collection. It ensured they have enough time to complete the survey once they participate.

Additionally, their time was affected during the research due to the observance of ethical considerations. The adopted questionnaire was distributed personally by the researcher within a five-week period. The researcher monitored the retrieval of the questionnaire to increase the retrieval rate. This gave the respondents enough time to assess the topics at hand. The information was collected and used only for this study.

Statistical Treatment

The gathered data was treated statistically using the following statistical techniques:

1. Frequency and percentage, to identify the personal variables of the respondents.
2. Mean, to determine the respondents' work performance level based on their obtained DPCR/IPCR ratings. The scale in CSC MC No. 6, s. 2012 was used as a guide for interpretation, and to wit:

Range	Adjectival Rating
4.500-5.00	Outstanding
3.500-4.499	Very Satisfactory
2.500-3.499	Satisfactory
1.500-2.499	Unsatisfactory

3. Weighted mean, to determine the extent of the level of the adversity quotient of the respondents.

4. Pearson Chi-Square Test, to determine the significant relationship between the adversity quotient level and the respondents' years of service.

5. Pearson r , to determine the significant relationship between the adversity quotient, profile, and the work performance of the respondents.

III. RESULTS AND DISCUSSION

This chapter presents, analyzes, and interprets the data obtained from the assessment tools, considering the specific objectives raised in Chapter 1.

1. Description of the Respondents' Years of Employment as Administrative Officers.

Table 2 presents the years of employment of the Administrative Officers in the City Government of Mabalacat. Based on the table, 32.5%, which comprises the largest proportion of employees, have been employed for 7-8 years, while 30% have been employed for 9 years or more.

TABLE 2
YEARS OF EMPLOYMENT AS ADMINISTRATIVE OFFICER

Variable	Years of Employment	Frequency (F)	Percentage (%)
Years of Employment as AO	3–4 years	9	22.5%
	5–6 years	6	15.0%
	7–8 years	13	32.5%
	9 years & above	12	30.0%
	Total	40	100%

2. The Level of Adversity Quotient of the Respondents

Table 3 presents the distribution of the administrative officers according to their level of adversity quotient. Findings reveal that a majority of the respondents (53.33%) demonstrated a high level of adversity quotient, classified as “climbers.” Stoltz and

According to Weißenmayer (2010), climbers are persons that keep striving for acquiring new information and improving their skills. Such people know their objective and mission; therefore, they do not abandon their life and career objectives, no matter what happens. Climbers also motivate others to reach their greatest potential by being strong and positive. On the other hand, 46.67% of the respondents obtained a moderate level of adversity quotient, categorized as “campers.” Campers are those who work hard to reach a comfortable or stable position in life and prefer to remain within that plateau. While they demonstrate effort and commitment, they may lack the continuous drive for further self-improvement and growth.

Interestingly, none of the respondents recorded a low level of adversity quotient, referred to as “quitters.” According to Stoltz and Weißenmayer (2010), quitters are typically negative, tend to give up easily, and frequently complain.

Stoltz and Weißenmayer stated that this study is good news, but young campers could revert to being quitters instead of advancing to the climber profile if they lack the right motivation and development.

Matore et al. (2020) pointed out the importance of a good adversity quotient to preserve mental health and vulnerability to mental illness. They reported that it can also lead to improved efficiency, competence, effectiveness, creativity and job satisfaction as a person’s AQ gets higher.

TABLE 3
LEVEL OF ADVERSITY QUOTIENTS OF THE RESPONDENTS

Characteristics	Frequency	Percentage
Climber (High)	21	53.33
Camper (Moderate)	19	46.67
Quitter (Low)	0	0.00
N= 40	40	100.00

3. Description of the Respondents Relative to their Work Performance

Table 4 presents the respondents' work performance. As shown in the table, the majority of Administrative Officers, or 67.50%, received a very satisfactory rating for their work performance. On the other hand, 32.50% were classified as outstanding. The results suggest that most of them consistently demonstrate the expected standards of their work.

They also exhibit proficiency, efficiency, and effectivity in carrying out the tasks delegated to them. This implies that the respondents are excelling in their responsibilities and doing more than what is expected. Furthermore, this set of respondents is highly committed and capable in their assigned roles, which can be attributed to their professional competence.

TABLE 4
DESCRIPTION OF THE RESPONDENTS RELATIVE TO THEIR WORK
PERFORMANCE

Descriptive Rating	Frequency	Percentage
Outstanding	13	37.50
Very Satisfactory	27	67.50
Total	40	100

4. Relationship between the Level of the Adversity Quotient and the Respondents' Years of Employment

Table 5 delineates the relationship between the level of adversity quotient and the respondents' years of employment. The table above demonstrates the calculated chi-value as 12.36 with a probability of 0.04. As the p-value is less than 0.05 confidence level, there is enough evidence to reject the null hypothesis in favor of the alternative. Hence, there is a significant

relationship between the respondents' level of adversity quotient and the respondents' years in employment.

The findings suggest that the years of tenure of the respondents, particularly in terms of years of employment as an Administrative Officer, are significantly associated with the level of adversity quotient. This means that individuals who have developed higher AQ have a better chance of staying longer in the company amid the adversities in the work environment.

A study by Korn (2014) revealed that resilience could grow over time, indicating that experience may be a more complex definition of age. Additionally, Coatta (2018) noted that, over time and through experience, individuals can learn to adapt to their environment.

A study by Lazaro (2018) examined the substantial association between respondents' profile factors, including age, gender, civil status, and duration of service, and their adversity quotient and performance level as shown by the 360-degree feedback system. The study found that the demographic profile variables examined were not substantially correlated with the Adversity Quotient.

TABLE 5
RELATIONSHIP BETWEEN THE LEVEL OF THE ADVERSITY QUOTIENT AND
THE RESPONDENTS' YEARS OF EMPLOYMENT

Variable	χ value	p-value	Remarks
Level of Adversity Quotient and Years of Employment	12.368434	0.04642**	Significant

Note: If the p-value is <.05**significant If the p-value is <.01*significant If p-value is >.05ns

5. Relationship between the Adversity Quotient and the Work Performance of the Respondents

Table 6 shows the relationship between AQ and respondents' job performance. The value of estimated correlation coefficient, r-value, is 0.368 that shows moderately positive relationship between AQ and job performance.

Moreover, the probability value of 0.043 is inferior to the confidence level of 0.05. The data indicate a substantial correlation between the adversity quotient and the respondents' work performance. The findings demonstrate that the adversity quotient is a significant predictor of job performance. AQ could lead to high work productivity and performance. On the contrary, people who are able to handle stress well are more prone to achieve in their desired occupations.

Stoltz (2000) indicated that those individuals who successfully apply AQ operate more effectively when faced with problems; from both major to micro-ones, they face every day. They not only learn more effectively from them, but they can also deal with them more effectively.

The organization's capacity to complete work and generate new concepts, elevate productivity, retain staff members and improve the overall morale would increase with higher Adversity Quotient. Furthermore, it was found that a high relationship exists between AQ and performance in short-term workers in the study of Johnson (2015), indicating a higher AQ resulted in higher performance. Lazaro (2018) indicated a strong association between the adversity quotient and performance as evidenced by the 360-degree feedback system.

Conversely, the findings of Ablana and Isidro (2019) indicated that there is no significant correlation between employees' job performance and Adversity Quotient. The research indicated that the adversity quotient does not determine employee performance and does not influence job efficacy

Table 6

Relationship between the Adversity Quotient and the Work Performance of the Respondents

Variable	r-value	p-value	Remarks
Adversity Quotient and Work Performance	0.368434	0.04371**	Significant

Note: If p-value is <.05**significant If p-value is <.01*significant If p-value is >.05n

6. Proposed Intervention Plan

RISE-UP Program: Resilience and Adversity Quotient Enhancement for Sustainable and Productive Public Service

I. Terminal Objective

To enhance the Adversity Quotient and work performance of Administrative Officers in the City Government of Mabalacat

II. Enabling Objectives

1. Increase the AQ level of Administrative Officers;
2. Sustain above-average work performance ratings; and
3. Strengthen workplace support systems.

III. Target Beneficiaries

All Administrative Officers under the City Government of Mabalacat.

Priority Focus: Employees with moderate AQ levels (campers) and those with less than 5 years of employment.

IV. Components of the Intervention

1. Resilience and AQ Capacity-Building Training Series

Enhances mental toughness, self-efficacy, emotional regulation, and adversity handling based on Stoltz AQ framework (Control, Ownership, Reach, Endurance)

- Training Modules:

Understanding Your AQ Profile

From Camper to Climber Mindset

Cognitive and Emotional Resilience Skills

Adaptive Decision-Making Under Pressure

Workplace Stressors and Healthy Response Strategies

Expected Output:

Increased AQ self-awareness and practical coping techniques

2. Team Building and Values Formation Workshops

Enhances belongingness, morale, and collaborative work climate

Builds social resilience and emotional safety nets inside the organization

Expected Output:

Higher morale, stronger group identity, lower turnover intention

V. Resources Needed

HRD Staff / Training Facilitators

Licensed Psychologist / Stress Management Specialist (if available)

Training Kits, Handouts, Digital Modules

Venue and Logistics

Evaluation Tools and AQ assessment instrument

VI. Monitoring and Evaluation

Process Evaluation

Attendance and participation records

Completion of training sessions and mentoring meetings

Participant feedback and satisfaction ratings

Outcome Evaluation

Comparison of pre- and post-AQ scores

Improvement in work performance ratings

At least 15–20% improvement in AQ levels among moderate employees

Sustained very satisfactory to outstanding work ratings

Higher employee engagement and morale

Lower incidence of workplace dissatisfaction or inefficiency

IV. CONCLUSIONS AND RECOMMENDATIONS

This chapter focuses on the summary of findings, conclusions drawn, and recommendations offered:

Summary of Findings

Based on the interpretation and analysis of data, the following were the summary of findings:

1. 32.5 % of the respondents comprise the largest proportion of employees who have been employed for 7-8 years.
2. Most respondents (53.33%) obtained a high adversity quotient, interpreted as climbers.
3. 67.50% received a very satisfactory rating in their work performance. On the other hand, 32.50% were classified as outstanding.
4. There was a significant relationship between the respondents' adversity quotient level and the years of employment.
5. There was a significant relationship between the adversity quotient and the work performance of the respondents.
6. The proposed intervention plan was crafted based on the study's findings.

Conclusions

Based on the summary, the following conclusions were drawn:

1. Most of the Administrative Officers have been categorized as experienced professionals. However, some of them are young and new in their service.

-
2. The high adversity quotient of the Administrative Officers is characterized by remarkable persistence and strong commitment to pursue their aspirations amid the uncertainties and adversities in their workplace.
 3. The very satisfactory performance inferred that the respondents' work performance was achieved above the established standards relative to their goals, objectives, and targets stipulated in the IPCRF rating.
 4. Adversity quotient is a good predictor of tenure ship among administrative officers. Thus, individuals who have developed higher AQ have a better chance of staying longer in the institution amid adversities in the work environment.
 5. The favorable association between the adversity quotient and the respondents' work performance demonstrates that the adversity quotient is a strong indicator of work performance. Consequently, supplementing AQ can result in increased production and efficiency. Likewise, when someone effectively manages stress, they can excel in their job duties.
 6. The proposed RISE-UP Program (Resilience and Adversity Quotient Enhancement for Sustainable and Productive Public Service) provides a practical means to institutionalize resilience building processes.

Recommendations

Based on the summary, the following are the recommendations offered:

1. Department Heads are encouraged to motivate experienced officers, especially the new Administrative Officers, to actively engage and participate in professional training to update their competence and align with the City's development goals.
2. The high level of adversity of the personnel may be sustained through several individual and group activities that facilitate self-reflection, developing insight, and

building resilience, which are vital characteristics for employees in managing demanding personal and professional lives.

3. Apparently, AO is a strong predictor of work performance. Thus, it is further recommended that the study be extended to all the city government employees to improve performance.

4. Human resource personnel may assess the adversity quotient during recruitment, placement, and promotion procedures to incorporate resilience and flexibility into human resource decisions.

5. The proposed intervention may be sustained through institutional policy, embedding resiliency-building activities in annual training calendars and review of performance management systems.

6. Future researchers may opt to conduct similar research to support these findings found in this study. Moreover, additional variables may also be considered, such as other professional profiles that correlate with adversity quotients and work performance.

REFERENCES

- [1.] Ablana, M.B. & Isidro (2014). Correlation between adversity quotient® and job performance of LGU employees of Tayabas City: Input to effective public personnel management, *Southern Luzon State University*. <https://www.peaklearning.com/wp>
- [2.] Aguirre, F.U., Monce, M.E., Dy, G.C. et. al. (2018). *Introduction to Psychology*. Malabon: Mutya Publishing House, Inc. 169-171.
- [3.] Almario, R. B. (2018). Stress management guidelines for government employees. Unpublished Undergraduate Thesis. *Southern Luzon State University*, Lucban, Quezon.
- [4.] Almeida D M & Davis K D (2020). Workplace flexibility and daily stress processes in hotel employees and their children. *Am. Acad. Pol. Soc. Sci.* 638 123–40.
- [5.] Bailey, D. E., & Nancy B. Kurland. (2020). A review of telework research: Findings, new directions, and lessons for the study of modern work. *Journal of Organizational Behavior* 23(4): 383-400.
- [6.] Cando, J. & Villacastin, L.N. (2018). The relationship between adversity quotients (AQ) and emotional quotient (EQ) and teaching performance of college PE faculty members of CIT University. *International Journal of Science: Basic and Applied Research*, 18(2), 354-367. <http://gssrr.org/index.php?journ>
- [7.] Canivel, L. D. (2019). *Principal's Adversity Quotient: Styles, Performance, and Practices*. http://peaklearning.com/documents/PEAK_GRI_canivel.pdf
- [8.] Cloninger, S. C. (2016). *Theories of personality: Understanding persons*. (6th Ed.). Singapore: Pearson Education South Asia Pte Ltd.
- [9.] Coatta, K. (2008). A conceptual and theoretical analysis of resilience in the context of aging with multiple morbidities. Retrieved from <http://summit.sfu.ca/system/filedf>

-
- [10.] Coenen, M. & Kok, R. (2020). Workplace flexibility and new product development performance: The role of telework and flexible work schedules. *European Management Journal*, [online] 32(4), pp.564-576
- [11.] De Costa, S., Paez, D., Sánchez F., Garaigordobil M., & Gondim S. (2015). Personal factors of creativity: a second meta-analysis. *Journal of Work and Organizational Psychology*. 31 (2015) 165–173. www.elsevier.es/rpto.
- [12.] Galea, C., Houkes, I. & De Rijk, A. (2020). An insider's point of view: how a system of Flexible working hours help employees to strike a proper balance between work and personal life. *The International Journal of Human Resource Management*, 25(8), pp.1090-1111.
- [13.] Gottlieb, B., H., K., E.K., & Barham, E. (2020). *Flexible Work Arrangements: Managing the Work-Family Boundary*. West Sussex PO19 1UD, England: John Wiley & Sons Ltd.
- [14.] Hill, E. J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2020). Finding an extra day week: The positive influence of perceived job flexibility on work and family life balance. *Family Relations*, 50, 49–58.
- [15.] Hinz, Michael & Jessica (2011). *Learn to Balance Your Life*. Paul Watkins.
- [16.] Jahani H., Mirmalleh R. S., Ghafelehbashy H., Sarichloo M.E., (2018). Investigation into the mental health of the first-and last-year students of QUMS. *J Qazvin University of Med. Sci.* 12(2): 41-49
- [17.] Johnson, M. B. (2015). *Optimism, Adversity, And Performance: Comparing Explanatory Style and AQ*. http://peaklearning.com/documents/PEAK_GRI_johnson.pdf
- [18.] Joyce K, Pabayo R, Critchley J A, & Bambra C (2017). Flexible working conditions and their effects on employee health and well-being. *Cochrane database Syst. Rev.*
- [19.] Korn, A. (2014). To bend, but not to break. <https://aura.antioch.edu/cgi/viewcontent.cgi>
-

-
- [20.] Lazaro, A. (2018). Adversity quotient and the performance level of selected middle managers of the different departments of the city of manila as revealed by the 360-Degree feedback system. Thesis, *Pamantasan ng Lungsod ng Maynila*, Philippines.
- [21.] Macabiog, R. F. (2018). *Adversity quotient of nurse managers* Abstract <http://udr.slu.edu.ph:8080/jspui/handle/123456789/678>
- [22.] Matore, M. E. E. M., Rahman, N. A., Idris, H., Khairani, A. Z., & Al Hapiz, N. M. (2020). Is the adversity quotient (AQ) able to predict the academic performance of polytechnic students? *Journal of Critical Reviews*, 7(3), 393–398.
- [23.] Ramy A. F., Beydokhty A.A., & Jamshidy L. (2014). Correlation between emotional intelligence and creativity factors. *International Research and Journal of Management Sciences*. Vol. 2 (10), 301-204.
- [24.] Santos, M.C.J. (2016). Assessing the effectiveness of the adapted adversity quotient program in a special education school. *Journal of Arts, Science & Commerce*, 3(4), 13-23. <http://www.researchersworld.com/vol3/issue4/vol3df>
- [25.] Smith, G. P. (2020). *Flexible Work Arrangements Promote Productivity*. Available at: <http://www.chartcourse.com/articleflexiblework.html>, last visit at 2011/8/25.
- [26.] Stavrou, E. & Kilaniotis, C. (2020). Flexible Work and Turnover: Empirical investigation across cultures. *British Journal of Management*, Vol. 21, Issue 2, pp. 541-554.
- [27.] Stoltz, P. G. (2000). *Adversity quotient @ work: Finding your hidden capacity for getting things done*. New York: Harper Collins.
- [28.] Stolz, P. G., & Weihenmayer, P. (2010). *The Adversity Advantage*. New York: Simon & Schuster, Inc.
- [29.] Sweeney, K. (2016). Flex Time Accommodates Employer Budgets and Employee Benefits News. *March Issue*.
-

-
- [30.] Tiangco, JAN (2016). *Convergence between Filipino philosophy and Taoism on the value of resiliency: Katatagang-loob and the way of the Tao*. Retrieved from <https://daflen.wordpress.com/teachers/full->
- [31.] Wend, E., R. (2020). *Reason for Requesting a Flexible Work Arrangement: The Perceptions of Managers on Employee Commitment*. Thesis for the Doctor of Philosophy in industrial/organizational psychology.
- [32.] Why kids should be taught to have a high Adversity Quotient (AQ) and not just a good IQ (2020, June 16). *The Times of India*. <https://timesofindia.indiatimes.com/life->
- [33.] Zarate, C. A. (2019). *Organizational Behavior and Management in the Philippines Organizations*. Mandaluyong City: National Bookstore.