Assessment of the Crisis Management Program of SPI Power Incorporated Towards Business Resiliency

Neil M. Quijano[1], Harry Santiago P. Achas[2] , May Juanna P. Añasco[3]

[1]Head, Resiliency, Environment, Health, Safety & Security Manager, State Power Inc.

[2]Faculty of the School of Criminology and Criminal Justice, PHINMA - Cagayan De Oro College

[3]Faculty of the Senior High School, PHINMA - Cagayan De Oro College

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ABSTRACT

This study assessed the effectiveness of the crisis management program of SPI Power Incorporated in Villanueva, Misamis Oriental. Using a descriptive research design, it evaluated the Crisis Management Team's (CMT) performance in four key areas: preparedness, crisis response, crisis recovery, and organizational preparedness actions. Data were collected through a survey questionnaire distributed to 86 respondents, including internal staff and external stakeholders. Descriptive statistics, such as frequencies, percentages, and weighted means, were applied to analyze the data. The findings showed that SPI Power Incorporated's crisis management program was rated as "Highly Effective" across all four areas. Preparedness emerged as the strongest dimension, highlighting the organization's focus on proactive measures like risk assessment and contingency planning. Crisis response was also rated highly, demonstrating the effectiveness of communication, coordination, and deployment of resources during emergencies. Crisis recovery, while effective, revealed opportunities for improvement, particularly in timely communication and the establishment of recovery time objectives. Organizational preparedness actions were consistently implemented, including structured training, after-action reviews, and collaboration with external agencies. The demographic profile revealed that most respondents had over 16 years of service and held operational and supervisory roles, indicating strong experience within the organization. The COVID-19 pandemic was the most commonly handled crisis, followed by safety incidents and natural disasters, while cybersecurity breaches and terrorism events were less frequent. Overall, this study provided valuable insights into the strengths and areas for improvement of SPI Power Incorporated's crisis management program, supporting ongoing efforts to enhance resilience and ensure energy supply stability in Mindanao.

Keywords: *business resiliency, crisis management, crisis recovery, crisis response, organizational preparedness, preparedness, state power incorporated.*

INTRODUCTION

Background Of Study

The security and resilience of energy infrastructure are paramount in maintaining the stability of a nation's power supply. In the Philippines, power plants and transmission towers have become frequent targets of various threats, ranging from armed insurgencies to environmental activism and natural disasters. Notably, the Calaca Power Plant in Batangas faced an armed attack by insurgents, which underscores the vulnerability of critical energy assets. Such incidents can significantly disrupt power generation and pose long-term risks to the national grid (Ramirez, 2015).

In Mindanao, SPI Power Incorporated plays a critical role contributing approximately 20% of the region's electricity supply, which ensures energy stability and supports economic growth. Operating in a high-risk environment, it faces threats from natural disasters, terrorism, and technological failures, necessitating robust crisis management strategies. Additionally, its involvement in energy transition initiatives underscores its importance in promoting sustainable power solutions in the region (PSALM, 2024; SPI, 2024).

In parallel, environmental activists, particularly Greenpeace, have increasingly targeted coal-fired power plants such as those in Pagbilao, Sual, and Masinloc. These facilities, vital to the country's energy production, are often criticized for their environmental impact. While the objective of these activists is to advocate for renewable energy and reduce carbon emissions, their actions may result in unintended consequences, including disruptions to power supply (De Vera, 2016).

Compounding these challenges are the recurring natural disasters that plague the Philippines. As a nation situated in the Pacific Ring of Fire, the country frequently experiences typhoons, earthquakes, and volcanic activity, all of which pose significant threats to energy infrastructure. For instance, transmission towers and lines have been the target of bombings, which, when combined with the impacts of natural disasters, have led to widespread outages, adversely affecting both economic activities and the daily lives of citizens (Santos, 2018).

In response to these ongoing threats, the DOE Resiliency Policy outlined in the energy sector emphasizes the need for robust response and recovery strategies to mitigate the risks associated with such disruptions. The policy promotes planning and investment on energy resiliency to ensure the nation's energy infrastructure continues to deliver while anticipating and reducing vulnerabilities. The energy sector requires to embrace the guiding principles of strengthening the existing energy infrastructure, implement the “Build Back Better” approach, improve existing operational, maintenance and practices, and to develop resilience standards. This approach, which prioritizes both immediate recovery and long-term sustainability, highlights the critical importance of embracing resilience as a key strategy in safeguarding the nation’s energy infrastructure (DOE Department Circular, 2018)

Therefore, it is essential for SPI Power Incorporated to know how to manage crises in a turbulent and dynamic global business environment in order to prevent financial and reputational loss. Both theoretical and empirical findings indicate that a proactive crisis management is to prefer rather than a reactive one, which can provide guidelines for a pre-crisis preparation plan for the relevant and specific needs of the organization.

Furthermore, Albert W. K. Tan (2021) states that experiences also demonstrate the value of being well-prepared while addressing crises. Knowing and comprehending how employees view their companies' crisis-awareness and crisis-preparedness, as well as how this relates to the organizations' real strategic activities, is a crucial component of working toward proactive crisis management. When looking into incidents where industrial crises have impacted businesses, we frequently discover instances where the issue was solely caused by an incorrect impression of crisis awareness. Top management improves their capacities and readiness to deal with crises in time by accurately addressing crisis preparedness, understanding how to favourably affect employee perspective, and increasing their crisis awareness and strategic action-plan in every large organization.

Unfortunately, SPI Power Incorporated is under immense threats these days due to various issues and challenges. One of the most significant of these threats are terrorism and natural catastrophes, which are experienced at diverse levels and intensity by different countries compromising the reliability and availability of electric supply. The series of disasters in the year 2013 in the country are examples of large-scale crises that have had a huge impact on the energy systems for a period of time.

Additionally, in recent years, the crisis acquires prominence with the world facing an uncertain and insecure environment at very high level although some events are more unprecedented. SPI Power Incorporated cannot be in isolation from these issues and developments in the external environment having the capacity to precipitate crises, being vulnerable and categorized as one of the critical infrastructures in the industry.

In spite of many challenges, political changes, increasing power demands, and disasters happen in the Mindanao SPI Power Incorporated addresses the challenges of stabilizing supply of electricity in Mindanao. The operation of the Mindanao Power Plant, SPI Power Incorporated beginning 15th of November 2006, expands the generation mixed and improved power supply dependability, reduced dependence on relatively more expensive power from oil-based power plants, and increased systems reserve margin from 13% to 24% (Required margin is 21%).

Since the start in November 2006, the power plant accounts for about 20% of the island’s total electricity supply and thus contributes stability and power supply reliability necessary to sustain Mindanao’s economic growth and

development. If SPI Power Incorporated contracts capacity disrupts either due to crisis events such as terrorism and natural catastrophes or even the impact of technology failure, such unexpected downtime could be a detrimental impact to the stability of power supply of the whole Mindanao region.

This study seeks to examine the impacts of crisis events on the SPI Power Incorporated business operations while exploring the effectiveness of existing resiliency plans and crisis management strategies in addressing these challenges. By assessing the demographic profiles of respondents involved in crisis management, as well as the preparedness, response, recovery, and overall strategies of organizations, the research aims to provide a comprehensive evaluation of current efforts. Understanding these risks and analysing the data collected will help identify strengths and areas for improvement in crisis management, ultimately offering insights on how to enhance organizational resilience and ensure the continued stability and security of the country's energy supply.

THEORETICAL FRAMEWORK

Integrated Crisis Mapping Theory

This theory effectively supports the phases of crisis management; preparedness, crisis response, crisis recovery, and organizational action planning developed by Jin et al. (2015). The ICM theory emphasizes both emotional and cognitive dimensions of crisis management, which align with the structured processes required for effective crisis handling. In the context of SPI Power Incorporated, an organization critical to the energy infrastructure, crisis preparedness is paramount. According to ICM, preparedness involves identifying potential crises, understanding stakeholder emotions, and planning responses that balance both logistical and psychological needs. This aligns with SPI Power Incorporated requirement to anticipate risks such as technical failures or environmental disasters, ensuring that protocols are in place to minimize operational disruptions while addressing the concerns of both employees and the stakeholders.

During the crisis response phase, ICM suggests that timely and accurate communication is essential to mitigate emotional impacts on stakeholders, a principle that SPI Power Incorporated could adopt in managing real-time crises such as power outages or industrial accidents. In the energy sector, where public trust is vital, timely updates and transparent communication are critical. For SPI Power Incorporated, the crisis response phase would not only involve restoring power or resolving technical issues but also addressing stakeholder concerns through public statements and coordination with governmental bodies. This parallels the ICM theory's emphasis on managing both the crisis and the emotions that accompany it, as seen in SPI Power Incorporated needs to reassure the public and its workforce during unforeseen events.

As the crisis moves into the recovery phase, the ICM theory highlights the importance of restoring stakeholder trust through transparent communication and demonstrating accountability. For SPI Power Incorporated, this might involve communicating the steps taken to prevent future crises, ensuring that lessons learned from the incident are incorporated into future planning. Additionally, the power industry's critical role in society means that trust recovery extends beyond operational recovery to include building long-term resilience. ICM's framework encourages organizations like SPI Power Incorporated to focus on both short-term recovery efforts, such as stabilizing operations, and long-term strategies for restoring and strengthening public confidence.

Furthermore, the ICM theory contributes to the organizational action plan by recommending the integration of emotional management strategies into overall crisis management. For SPI Power Incorporated, this means not only addressing the technical and operational aspects of a crisis but also considering the emotional responses of stakeholders, such as customers, regulators, and employees. The power industry's impact on daily life magnifies the emotional responses during crises, making it crucial for SPI Power Incorporated to include emotional management in its action plan. By adopting the ICM's approach, SPI Power Incorporated can ensure that its crisis management strategies are comprehensive, addressing the human element alongside operational concerns.

In conclusion, the Integrated Crisis Mapping theory provides a holistic framework that supports SPI Power Incorporated's crisis management approach by emphasizing both emotional and strategic planning. From crisis preparedness to recovery, and into long-term action planning, SPI Power Incorporated can utilize ICM to balance operational efficiency with emotional intelligence. This alignment between theory and practice ensures that the

organization not only manages the immediate effects of a crisis but also sustains its relationships with stakeholders, ensuring trust and stability in the long run.

In the context of the study, the ICM Theory is relevant as it emphasizes the need to assess and respond to the emotional and practical needs of stakeholders during the crisis phases—preparedness, response, recovery, and planning. By recognizing the specific emotional dynamics in crises, organizations like SPI Power Incorporated can develop tailored strategies that address both operational disruptions and stakeholder trust, ensuring a more comprehensive crisis management approach.

CONCEPTUAL FRAMEWORK

In this study, the conceptual framework revolved around the evaluation of the crisis management strategies at SPI Power Incorporated, focusing on the effectiveness of the organization in managing crises through four key phases: Preparedness, Crisis Response, Crisis Recovery, and; Organizational Preparedness Action.

The study incorporated independent variables that include the demographic profiles of respondents, such as their position within the organization, years of service, education in crisis management, and the types of crises they have handled. These variables influence how employees engage in and contribute to each phase of crisis management. According to Tan (2021), an individual's role and experience within an organization are significant in determining how well they perform in crisis management tasks such as risk analysis, threat assessment, and execution of crisis strategies. Similarly, employees with longer service records and formal education in crisis management are better equipped to handle complex crisis situations (Vasickova, 2020).

The dependent variables include the four primary stages of crisis management, which are crucial to maintaining organizational resilience and mitigating the impact of crises. Crisis preparedness, focuses on ensuring that the organization is ready to respond to high-probability crises and unexpected emergencies. This involves contingency planning, education, and training for personnel, ensuring that crisis management teams are well-equipped to manage any situation. Integrated Crisis Mapping (ICM) Theory, as described by Jin et al. (2015), highlights the importance of addressing both the emotional and cognitive dimensions during the preparation phase. For SPI Power Incorporated, preparing for crises also involves assembling a crisis management team, creating communication protocols, and establishing coordination with external stakeholders such as government agencies and emergency services. These preparation efforts ensure that the organization can act swiftly and effectively when a crisis occurs (Tan, 2021).

The next phase is crisis response phase. It assesses how effectively the organization manages real-time operations during a crisis. This phase includes communication, resource deployment, and operational decision-making. The Situational Crisis Communication Theory (SCCT), as developed by Coombs (2015), emphasizes the need for strategic communication during a crisis, based on the specific nature of the event and how stakeholders perceive the organization's responsibility. SCCT helps organizations like SPI Power Incorporated tailor their crisis communication strategies to ensure that stakeholders—including employees, the public, and regulatory bodies—are kept informed with accurate and timely information. For example, when a crisis such as a power outage or industrial accident occurs, SPI Power Incorporated must communicate promptly to reassure its interested parties and prevent misinformation from spreading. Effective communication not only mitigates reputational damage but also helps maintain trust with key stakeholders (Coombs, 2015).

The third phase, crisis recovery, focuses on the actions taken to restore normal operations and assess the overall effectiveness of the crisis response. Recovery is a multi-faceted process that includes debriefing, rebuilding damaged infrastructure, and learning from the event to improve future preparedness. Integrated Crisis Mapping (ICM) Theory supports the recovery process by stressing the importance of both operational recovery and emotional recovery for stakeholders, ensuring that organizations like SPI Power Incorporated not only resolve the immediate issues but also restore public confidence (Jin et al., 2015). For SPI Power Incorporated, the recovery phase might involve assessing the technical failures that led to a crisis, repairing the damage, and communicating transparently with its customer and interested parties about the steps being taken to prevent future occurrences. This phase also includes analyzing the crisis to extract lessons learned, which are then integrated into the organization's long-term strategic planning (Coombs, 2015).

The final phase is organizational preparedness action. Organizational Preparedness Action involves the deliberate strategies and processes that organizations undertake to ensure readiness and resilience in the face of crises. This includes proactive measures like training, resource allocation, scenario planning, and the establishment of communication and response protocols. It emphasizes the ability to anticipate disruptions, adapt during crises, and recover effectively, thereby safeguarding operations and stakeholder trust. It highlights that organizational resilience and preparedness are essential for ensuring continuity and adaptability in unpredictable environments. These strategies are integral to reducing vulnerabilities, strengthening responses, and maintaining functionality during crises (Mangra & Mangra, 2024; Giorgiana & Gabriel, 2024)

This conceptual framework integrates the independent variables (demographic characteristics of respondents) with the dependent variables (effectiveness of crisis management) across all four phases of crisis management—prevention, preparation, response, and recovery. By doing so, it aims to understand how the demographic factors, such as years of service, education, and position within the organization, influence the effectiveness of the respondents in handling crises. This study, therefore, provides insights into both the strengths and areas for improvement in SPI Power Incorporated's crisis management strategies. Furthermore, the framework contributes to building a more resilient organization capable of mitigating risks, ensuring operational continuity, and strengthening public trust in times of crisis. The application of SCCT, ICM, and Contingency Theory of Crisis Management (Coombs, 2015) underlines the importance of tailoring crisis responses to the specific context of the organization, ensuring flexibility and adaptability in the face of different crisis scenarios.

By evaluating how demographic factors affect crisis management outcomes, this framework seeks to provide actionable recommendations for enhancing the resilience of SPI Power Incorporated's crisis management system. The study also highlights the importance of continuous improvement in crisis management programs through regular review and updating of protocols, ensuring that the organization is prepared for both foreseeable and unforeseen crises in an increasingly uncertain global environment.

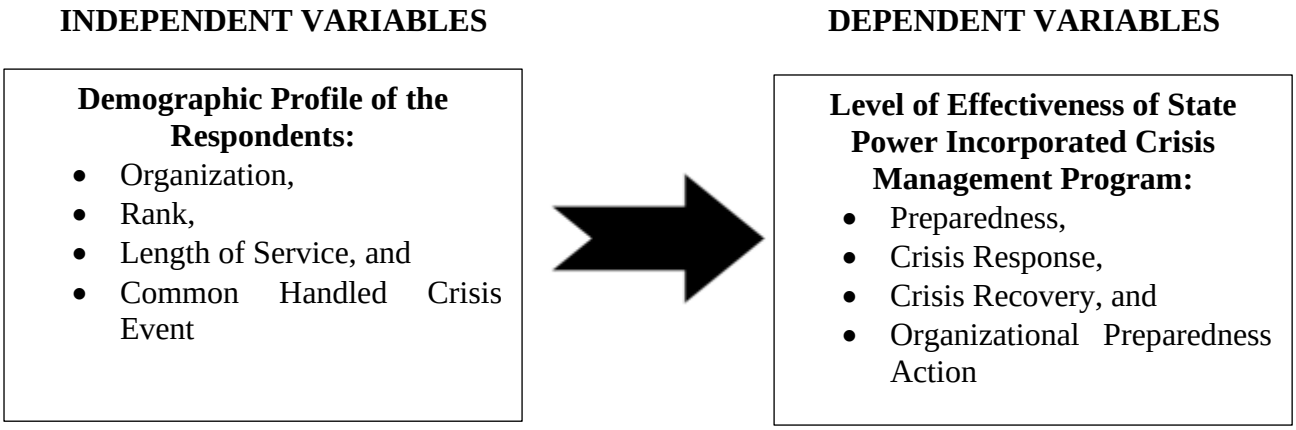

Figure 1. Schema showing the interrelationship between the independent and dependent variables of the study.

Objectives Of the Study

The aim of this study is to focus on the Crisis Management Team's capability and actions during or shortly after a crisis in order to evaluate if CMT knows what practices they have to use in times of crisis and if they act accordingly. The objective is to evaluate CMTs' beliefs (importance) and actions and to test the consistency of crisis management professional practices' importance and performance.

This general purpose led to the formulation of specific objectives:

1. To present the profile of the respondents in terms of demographic profile and the type of crisis commonly handled or managed.

2. To assess the effectiveness of the crisis management of the SPI Power Incorporated in focusing on Prevention including the process of threat assessment, risk analysis, mitigation strategies; Preparation

including the process of contingency planning, education, training; Response including the process of communications, crisis operation, deployment of resources; Recovery including the process of debriefing, rebuilding, review and learning.

3. To determine the organization preparedness actions necessary to make SPI Power Incorporated more resilient.

This study can be viewed in three main parts, although they are interrelated. The first one is concerned with issues of crisis management. The second part is related to the issue of evaluating the crisis management practices in times of crisis, and the third part is stakeholders' relationship in crisis situations. All objectives constitute the second and third part of the study with the determination of what are the top business risks for State Power Incorporated, the crisis management performance maturity level of the crisis management team, and assessment of the effectiveness of the crisis management of SPI Power Incorporated.

Statement Of the Problem

This study aimed to assess the effectiveness of the Crisis Management of SPI Power Incorporated. Specifically, it attempts to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
   1.1 Organization,
   1.2 Rank,
   1.3 Length of Service, and;
   1.4 Most commonly handled crisis event?
2. What is the level of effectiveness of the crisis management program SPI Power Incorporated in terms of;
   2.1 Preparedness,
   2.2 Crisis Response,
   2.3 Crisis Recovery, and;
   2.4 Organizational Preparedness Action?
3. Is there a significant difference on the assessment of level of effectiveness of crisis management program of the SPI Power Incorporated Crisis Management Program on the respondents when grouped according to their profile?
4. What new program can be proposed from the results of the study?

Hypothesis

For Problem statements 1, 2 and 4, these are hypothesis-free. For Problem statement 3, the researcher used the following null hypothesis.

Ho: There is no significant difference when respondents were grouped according to their demographic profile.

Significance Of the Study

This study holds significance as it provides a comprehensive assessment of the effectiveness of the Crisis Management Team's (CMT) at SPI Power Incorporated. The research highlights key areas of strength in managing crises across prevention, preparedness, response, and recovery, while also identifying areas for improvement. These insights are valuable for strengthening the company's resilience, ensuring that it can handle future crises efficiently and maintain operational continuity. By improving its crisis management practices, the organization can mitigate risks, protect its assets and personnel, and safeguard its reputation during emergencies.

SPI Power Incorporated. The study provides an in-depth analysis of SPI current crisis management program, allowing the company to identify strengths and areas that require improvement. By understanding its gaps in crisis preparedness, response, and recovery, SPI can adopt more proactive measures to mitigate risks, ensuring minimal disruption to its operations. This also helps the company protect its personnel, financial stability, assets, and reputation, making it better prepared to handle future crises effectively and efficiently.

SPI Power Incorporated Crisis Management Team (CMT). The study offers valuable feedback to the CMT, showcasing their current performance in managing various crises, such as natural disasters, equipment failures, or security threats. By highlighting areas where the team excels and identifying aspects that need further development, the CMT can enhance their strategies, communication, and coordination during crisis situations. This helps the team respond more swiftly and effectively, minimizing damage and ensuring faster recovery from crisis events.

Power Industry. Other companies in the power industry can use the findings as a benchmark to evaluate their own crisis management systems. Given that the power sector is critical to infrastructure and public safety, learning from SPI Power Incorporated's experiences and crisis management framework can help other organizations fortify their own processes. This study promotes a culture of preparedness across the industry, encouraging companies to strengthen resilience, thereby ensuring energy security and continuous operation in times of crisis.

Department of Energy (DOE) - Mindanao Field Office: The DOE oversees the energy sector, ensuring that power companies comply with national energy regulations, including crisis management protocols, safety standards, and disaster preparedness plans.

Energy Regulatory Commission (ERC): The ERC is responsible for regulating and enforcing policies concerning power generation and distribution. They could use the study's findings to monitor the compliance of companies like SPI Power Incorporated and improve their regulations on risk management and public safety measures.

National Electrification Administration (NEA): NEA oversees electric cooperatives, especially in rural areas. Their role in ensuring stable energy distribution and crisis mitigation aligns with the study's focus on managing crises in power companies.

National Power Corporation (NPC): NPC plays a role in managing power generation facilities, including those in Mindanao. The study’s insights on crisis management would help NPC in refining their procedures and aligning them with government safety protocols.

Office of Civil Defense (OCD) - Region X: OCD is tasked with disaster preparedness and emergency response. Since the study covers crisis management in critical infrastructure like power companies, the OCD could benefit from this information in planning for public-private partnership and coordinated responses during energy-related emergencies.

Philippine Institute of Volcanology and Seismology (PHIVOLCS) - Northern Mindanao: Given that power companies are often vulnerable to natural disasters, PHIVOLCS can use the findings to assess disaster risks and ensure power infrastructure is resilient, particularly during seismic events.

Department of Environment and Natural Resources (DENR) - Region X: Since power plants interact with the environment, DENR could use the study to evaluate how crisis management procedures affect environmental safety and compliance with environmental regulations.

Local Government Units (LGUs): LGUs, particularly in areas where power plants like SPI Power Incorporated are located, would benefit from understanding how these companies manage crises, as it affects public safety and local disaster preparedness efforts.

Stakeholders and Customers. Stakeholders, including investors, suppliers, and customers, benefit directly from a power company that is prepared and resilient. A company with a strong crisis management program is more likely to maintain continuous operations, ensuring uninterrupted electricity supply. This reliability boosts stakeholder confidence, especially during emergencies, as it assures them that the company is well-equipped to handle crises without compromising on service delivery or operational efficiency. Customers, in particular, enjoy the security of knowing their power supply will remain stable, even in adverse situations.

Future Researchers. For future researchers, this study serves as a reference point for examining the effectiveness of active learning strategies within different educational contexts. It provides a methodological framework and highlights potential areas for further investigation, such as the impact of specific active learning techniques on various academic subjects or grade levels. Additionally, the study's findings can guide future research on how cognitive load theory and constructivist principles can be applied to enhance learning outcomes.

Definition Of Terms

The following terms are used technically and operationally based on the objective of the study.

Business Resiliency. It refers to an organization's ability to adapt, recover, and thrive in the face of disruptions or changes. For SPI Power Incorporated, business resiliency is critical due to its role as a major energy provider in Mindanao, supplying approximately 20% of the region's electricity. Resiliency in this context involves ensuring uninterrupted power generation despite challenges such as natural disasters, equipment failures, or security threats.

Crisis. This refers to a critical event that may impact an organization's Profitability, reputation, or ability to operate.

Crisis Management. It refers to an inherently abnormal, unstable and complex situation that represents a threat to the strategic objectives, reputation or existence of an organization. (PAS 200:2011 Crisis Management – Guidance and Good Practice).

Crisis Management Plan. This refers to a clearly defined and documented plan of action to implement and manage the Crisis Management process.

Crisis Management Planning. This refers to the process to analyze vulnerabilities, evaluate existing crisis management plans, develop and implement a comprehensive crisis management program.

Crisis Management Team. This refers to the composition of key executives, essential key supporting players and the heads of business with critical functions. Each member has a set of pre-defined roles and responsibilities for implementing the Crisis Management Plan.

Crisis Recovery. It involves the actions taken to restore normalcy following a crisis. This includes the utilization of resources for debriefing, rebuilding infrastructure, and analyzing the event to extract lessons for future improvement. The effective management of both tangible and intangible resources, like time, finances, and morale, is crucial to ensuring resilience and organizational learning (Tan, 2021; Wilks & Moore, 2023).

Crisis Response. It refers to the immediate actions and communications undertaken during a crisis to manage and mitigate its impact. This involves deploying resources efficiently such as emergency funds, staff, and logistics while maintaining clear, timely communication with all stakeholders to reduce harm and regain stability (Coombs, 2015; Wilks & Moore, 2023).

Crisis Simulation. It is a training exercise designed to replicate a crisis scenario to test an organization’s preparedness and improve its response strategies. It ensures that resources like staff, communication systems, and operational plans are effectively deployed during real crises (Coombs, 2015).

Organizational Preparedness Action. This encompasses structured activities such as conducting regular training, building partnerships with external stakeholders, and continuously updating crisis management plans. Effective organizational preparedness relies heavily on resources like crisis management teams, financial investments, and updated technologies to maintain readiness and ensure resilience (Coombs, 2015; Wilks & Moore, 2023).

Preparedness. This refers to the proactive measures taken by an organization to anticipate potential crises, including threat assessment, risk analysis, and implementing mitigation strategies. It involves allocating

resources such as trained personnel, equipment, and technology to enhance the ability to respond effectively during crises (Coombs, 2015; Tan, 2021).

Resilience. This refers to an organization's ability to absorb shocks, adapt to disruptions, and recover efficiently from crises while maintaining essential operations. Building resilience often involves strategic investments in resources such as backup systems, flexible workflows, and employee training programs (Mangra & Mangra, 2024).

Risk Assessment. This is a systematic process of identifying potential threats and evaluating their likelihood and impact on the organization. This step ensures that resources are directed toward the most significant risks, forming the foundation of effective preparedness and response strategies (Wilks & Moore, 2023).

SPI Power Incorporated (SPI). It is is a special-purpose company established to own, finance, construct, operate, and maintain Mindanao's first coal-fired power plant. The plant, located on a 55-hectare site within the PHIVIDEC Industrial Estate in Villanueva, Misamis Oriental, has an installed capacity of 232 MW and was developed through a 25-year Build-Operate-Transfer (BOT) agreement with the state-owned National Power Corporation (NPC) and the Power Sector Assets and Liabilities Management Corporation (PSALM). Previously known as STEAG State Power Inc., the company rebranded as SPI Power Incorporated following a significant ownership restructuring that commenced in 2023 after Aboitiz Power Corporation (AP) acquired the majority stake from the German company STEAG GmbH. Backed by a team of about 200 highly skilled professionals with solid technical know-how, SPI Power remains committed to addressing the Philippines' growing energy needs.

Scope And Limitation

This study focuses on the assessment of effectiveness of the crisis management of the SPI Power Incorporated in terms of managing the various phases of crisis response and identification of gaps in the current resilience measures in order to determine the current crisis management performance maturity level towards organization resilience.

In studying corporate organizations such as SPI Power Incorporated, the researcher neither has access to all related information nor do they have enough time to make complete research in this area. The researchers are restricted to the study literature and the journals and newspapers available to us. They do not aim to have a perfect assessment of SPI Power Incorporated's effectiveness of the crisis management program since this was nearly impossible to make and subject for continuous improvement and crafting a comprehensive intervention program towards organizational resilience-readiness.

Assumptions

This study operates under several key assumptions. First, it is assumed that all respondents in the Crisis Management Team (CMT) of SPI Power Incorporated possess the necessary knowledge and experience to provide valid and reliable responses regarding the effectiveness of the crisis management program. The second assumption is that the instruments used to measure the effectiveness of the crisis management program, including preparedness, response, recovery, and organizational preparedness actions, accurately capture the variables of interest. Third, the demographic profile of the respondents is crucial, encompassing factors such as their organization, rank, length of service, and common crisis events they handle. These elements are presumed to play a significant role in shaping their perception and performance in crisis management. Finally, it is assumed that the findings from this study will provide meaningful insights into areas of improvement for crisis management at SPI Power Incorporated.

Organization Of the Study

This study is organized into five chapters, each addressing a specific aspect of the research process:

In Chapter 1, this introduces the background, objectives, significance, and scope of the study. It outlines the specific research questions being investigated and highlights the study's importance in understanding the

effectiveness of the crisis management program of SPI Power Incorporated. Key terms are defined, and the limitations and assumptions of the study are discussed.

In the next chapter, it reviews existing literature related to crisis management, including theoretical frameworks, crisis typology, risk assessment, crisis communication, and organizational resilience. This chapter provides the foundation upon which the current research is built, offering insights into past studies and their relevance to the current inquiry.

In the methodology chapter, it details the research design and methodology used in the study. It includes information on the population and sampling techniques, data collection methods (e.g., surveys and interviews), and the tools used to analyse the data. The validity and reliability of the research instruments are also discussed.

For Chapter 4, it presents the data collected during the study. It includes descriptive statistics, analysis of the responses from the participants, and an interpretation of the findings. The data is presented in tables and figures, and the chapter discusses how the results address the research questions.

Finally, it summarizes the key findings of the study, drawing conclusions based on the data analysis. It provides recommendations for enhancing the crisis management program at SPI Power Incorporated and suggests areas for future research.

REVIEW OF RELATED LITERATURE AND STUDIES

This part of the paper presented the literature and significant studies that were used in the study as basis of the foundations and assumptions thereto. This section started with the definition of Crisis, followed by Risk Analysis, Crisis Management Planning, Crisis Typology, Contingency Planning, Purposes of Crisis Management, Decision Making and Coordination, Stakeholder Relationship, Crisis Communication and lastly, ends with local literature on Organization Resilience.

Crisis Management

A crisis is an extraordinary occurrence that harms and has an adverse effect on organizations. Because of this, crisis management was regarded as a crucial step that must be taken to address the causes and effects of a crisis in order to stop or avoid similar extraordinary events from happening in the future.

To define, the word "*crisis*" is frequently used in contemporary media stories, official government reports, policy documents, and well-known speeches. The phrase is commonly used to describe a wide range of events, including political scandals, urban protests, terrorist attacks, tsunamis, hurricanes, air disasters, pandemic viruses, chemical explosions, wildfires, and economic downturn. It also seems to be gaining more attention than ever. Numerous of these crises highlighted how developed public sectors, found in developed economic and democratic nations, do not provide crisis shelter, leaving society vulnerable to their effects (Abdalla et al., 2021).

To continue with crises, crisis management systems or contingency management systems were designed and developed to avoid emergencies including the plan on how to deal with crises when they occur to mitigate their disastrous consequences.

In addition, a crisis is an unexpected event that causes damage to organizations and provides a negative impact on an organization's reputation. Accordingly, the crisis management system was described as the planning for a crisis as "the action of eliminating risk and uncertainty to enable decision-makers to achieve more control on crises". To deal with crises, authors defined crises as isolated events that can be examined via three things: (1) causes, (2) consequences, and (3) caution and coping.

First, the causes of crises could be described as failures that triggered the crisis immediately and the antecedent conditions which make the failures occurred. Second, the consequences of the crises were the impacts caused by the crises, consequences include immediate and long-term impacts. Thirdly, caution and coping with crises; crisis caution could be described as the actions taken to prevent or reduce the potential impact of the crisis. Crises caution could be described as the measures considered to respond to a crisis that has already occurred.

According to Abdalla et al., 2021, a crisis passes through four different phases: (1) prodromal crisis phase, (2) acute crisis phase, (3) chronic crisis phase, and (4) crisis resolution phase. The prodromal crisis phase is the first stage, where the initial symptoms of the crisis begin to appear. The acute crisis phase is the second phase, where the crisis starts causing damage; the crisis response in this phase is based on the extent of the preparedness of the organization, and how to respond efficiently. The chronic crisis phase is the third phase, it is also called the "clean-up" phase of the crisis, where the organization attempts to recover from the crisis, define its vulnerabilities and record the lessons learned from the successes and failures of its response. The crisis resolution phase is the final phase, where the organization returns to normality and continues its full functionality. To conclude, effective crisis planning aims at early determining of the warning signals from the crisis.

Phases of Crisis Management

Preparedness Phase

Preparedness is the foundational phase of crisis management, where organizations take proactive measures to anticipate and mitigate potential crises before they occur. This involved the development of a comprehensive Crisis Management Plan, which outlined the specific actions and responses required for various types of emergencies. A key component of preparedness is conducting thorough risk assessments to identify and evaluate potential threats that could disrupt operations.

Additionally, organizations also invested in training programs and regular drills to ensure that employees and stakeholders were familiar with their roles and responsibilities during a crisis, enhancing readiness.

Another critical aspect is the establishment of clear communication protocols that enable the swift and accurate dissemination of information to internal and external stakeholders, ensuring that all parties were well-informed and can respond effectively during an emergency. Preparedness, therefore, equipped an organization to handle crises with greater resilience and reduces the impact of unforeseen disruptions.

In this phase of crisis management, several key elements come into play to ensure an organization is equipped to handle potential crises. These components laid the groundwork for a well-prepared organization, ready to respond effectively when a crisis arose.

Crisis Management Purpose

There were several reasons a crisis management is required. Unless the organization has formal crisis management and crisis response programs implemented, the crisis problem will not require a short-term solution. As previously mentioned, a crisis could transform from a minor incident to a very large and complex problem that might require large amounts of time and resources of the organization towards containing it.

Also, it could threaten not only the organization or an individual itself but the society in which it operated. Therefore, there was no other option than to create safeguards and protocols that could help people to adequately respond to a crisis. Survival was the most important purpose of crisis management. It was not always possible to prevent a crisis; therefore, Crisis Management helped an organization, an individual or a nation to survive in and after a crisis.

Other reasons were to minimize negative reactions as they could prevent any organization from effectively recovering from their disaster, either for a long time or permanently; to safeguard company assets as the product, facilities, equipment and people can all be threatened by a crisis situation; to minimize financial losses as only a small portion of possible financial losses can be protected through insurance but the bigger loss of market share through lost customers and weakened product/service allegiance will have long lasting impact. There are many other reasons why formal crisis response programs are required within every organization.

Eventually, this crisis management model put forth by Santana in 2022 is depicted in Figure 8. It addressed fundamental problems with crisis management, such as crisis typology, crisis phases, stakeholder management, and crisis resource management, while highlighting and defining the specific crisis management tasks that must be performed during each phase.

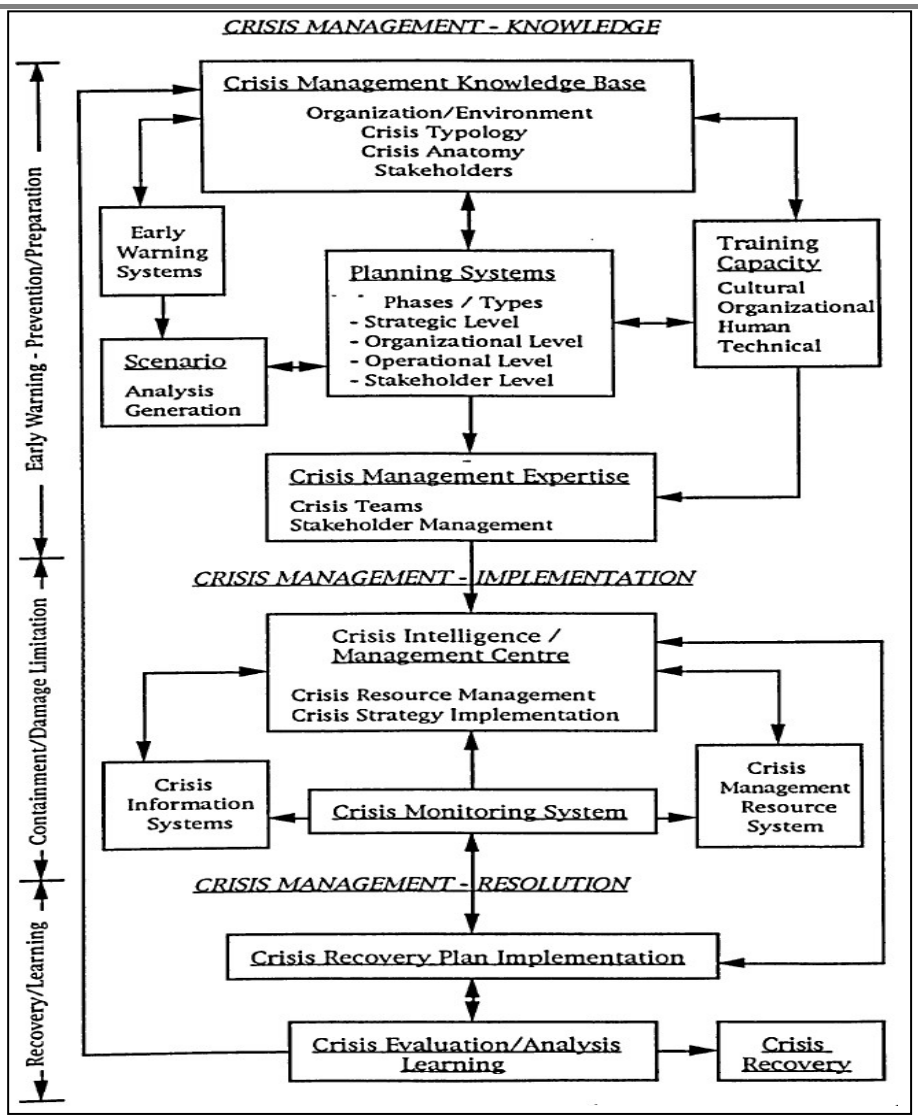

Figure 2: The Crisis Management Model

In the model, it clarified where the crisis management take place, prior to the occurrence of a crisis. It is important to emphasize that if one is not in a crisis, one is in a pre-crisis situation. A crisis provides more opportunities than threats if one is crisis-prepared.

Basically, no industry was immune to the crisis. Crises were inevitable. Looking to the facts in review of literature, it seemed that the only way to fulfil the strategic objectives of an organization was to expect the unexpected. There was strong evidence to suggest that most of the crises witnessed in the past, could have been better managed, if they not been avoided, minimizing the impact on the organization, industry, local communities and stakeholders.

Unfortunately, the number of potentials for organizational crises is on the rise. A crisis comes in many shapes and types. Preparation, prevention, mechanisms to deal with crises that could not be avoided, prior planning for recovery, and a system that continually learns is the only way one could ensure to take advantage of a potentially disastrous situation. A crisis offers, if preparation is in place, more opportunities than threats.

Crisis Planning

Building on crisis risk assessment, crisis planning involved developing strategies to address these risks. The art of crisis planning involves minimizing risk and uncertainty so that one can exert more control over one's own course of action (Jankowski, 2020). According to Shrivastava (2023) on crisis management, it was seen as a discrete occurrence which can be examined in terms of its origins in both immediate and antecedent conditions, repercussions, caution (prevention or lessening the impact), and response. According to Jankowski (2020), there

are four stages of a crisis: the prodromal stage, the acute stage, the chronic stage, and the stage where the crisis is resolved. There must be a strategy for identifying the early warning signs of the first stage because it might be tougher to detect or obvious but action cannot be performed. The level of the damage caused by the crisis depends on how well-prepared and successful the organization's crisis response strategy was, and it became difficult to regain lost ground once the organization has moved from the prodromal stage to the next stage of acute crisis. The third stage is the "clean-up" stage after a crisis, also known as the recovery stage, where vulnerabilities were found and lessons were learned from both the failures and accomplishments of the crisis response. Finally, the crisis resolution stage could be referred to as the point at which the company resumes normal operations.

Crisis Management Plan

Crisis Management Plan provided a structured approach, detailing the specific actions to take during different types of emergencies. According to Caywood and Stocker (2018), a crisis management plan (CMP) included a wide range of deliberate procedures and activities that accounted for the complexity of crises based on realistic predictions on how a crisis would present itself together with the organizational reaction. The effects of a crisis might not be limited to the organization in which they first appear; they might also affect all linked stakeholders, most often with amplifying effects.

Particularly, the government processed the crisis, and the communication method must be used to address the crisis with a specifically tailored plan to mitigate the circumstances. Depending on the generating event, the impacts, and the consequences that were created, there should always be a crisis management plan at least. Additionally, a business continuity plan, which was a component of the protective measures, is typically supported by crisis management when an incident affects several business activities. The type of occurrence that must be handled and the crisis management has some constant characteristics (Khodarahmi, 2019).

As stated by Al Shobaki, Abu Amuna, and Abu-Naser (2016), a corporation will first employ a Crisis Management Plan to outline prevention methods, major recommendations, and response strategies in the event of disclosure. The Crisis Center would not be established until after. The Crisis Center is a group, office, or organization that coordinates action in the event of a catastrophe or tragedy (Oxford Dictionaries, 2015).

To point out, the Crisis Management Team (CMT) needs to be in charge and make decisions without getting bogged down in pointless discussions. Not only must this CMT be accountable, but they also need to have the power to do so. The CMT must handle all of the disaster's logistics at once, organize information, and decide on a communication plan. This team is made up of a small group of individuals with a variety of abilities, including lawyers, key decision-makers, communications experts, and people with expertise in human resources management. Three fundamental questions should be addressed by each member of the crisis management team: What happened? Why? And, what are you going to do?

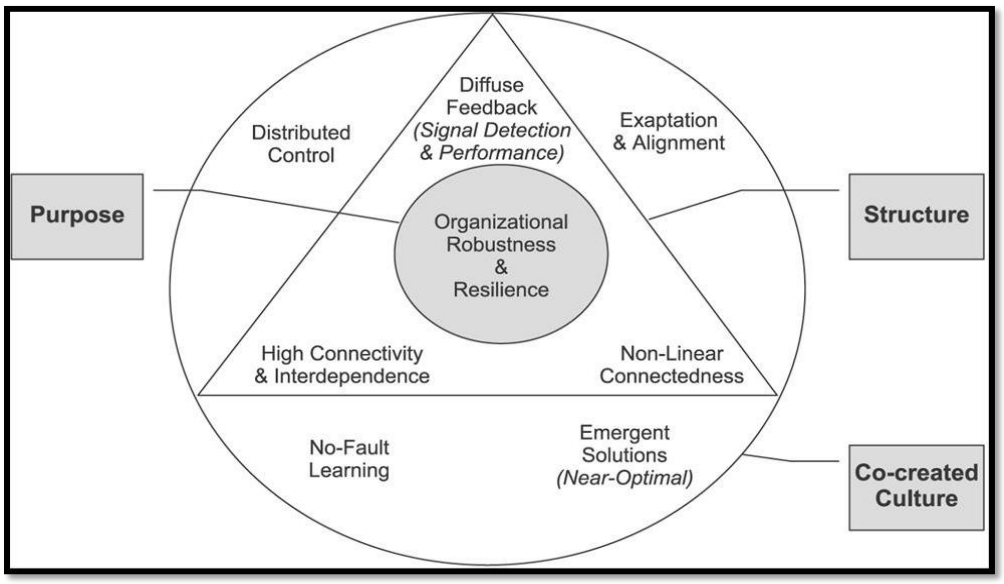

Figure 3: A complexity science framework for a crisis response system

In summary, the Preparedness phase of crisis management involved proactive planning and actions to ready an organization for potential crises. It included conducting crisis risk assessments to identify threats, developing a Crisis Management Plan with detailed response strategies, and implementing training programs and drills to ensure staff are familiar with their roles during emergencies. Additionally, clear communication protocols were established to ensure timely and accurate information sharing. This phase equipped the organization with the tools and knowledge needed to respond quickly and effectively, minimizing the impact of crises when they occur.

Decision Making and Coordination

Decision-making and coordination involve developing frameworks and protocols for how decisions were made and coordinated across different teams during a crisis. This includes establishing roles and responsibilities, decision-making processes, and coordination mechanisms to ensure that all aspects of crisis response are managed efficiently (Coombs, 2015). For instance, the use of deadly force or deploying the military. Crisis administrators must make hard calls while taking into consideration political, policy, ethical, organizational, occasionally personal consequences, risks, trade-offs and opportunities. During which, crisis conditions enlarge the discrepancy among the demand for supply of public resources, while the situation continues to be volatile and uncertain. The period needed for consultation, thinking and gaining acceptance is highly reduced (Boin, A., & Lagadec, P., 2016).

However, the effectiveness of a crisis response involves more than making hard decisions. The decisions must also be implemented into practice. The implementation of these decisions lays in the hands of a diffused network which could be achieved through vertical and horizontal coordination. Coordination, as well, is essential to avoid miscommunication, unneeded overlap and disputes between actors. A well-documented phenomenon of incompatibility between dissimilar actors was the “battle of the Samaritans” present in response teams to massive scale disasters in which governments, NGOs and agencies forced their dissimilar approaches and methodologies of disaster response, resulting in a problematic alignment of their actions and consumption of precious energy on squabbling and impractical maneuvering (Boin, A., & Lagadec, P. (2016).

To point out the review of the literature on crisis management, it was a recent field of research as there were many problems associated with this evolution. The problem of definition (defining crisis) was a serious and complex one in the subject of crisis management. It was argued that it hampered development in the field. The concept of crisis was reviewed and a description of the use of the concept in many disciplines was done. The implications relating to the diverse use of the concept were also emphasized. Crisis management is a new field of study which has implications for defining itself. Some definitions have been proposed but received little empirical support.

Lastly, the major issues related to crisis management, such as crisis typology and the main phases in the evolution of a crisis have been discussed in the literature. A crisis has many distinct consequences, to both the crisis sufferer and its stakeholders. A discussion on crisis consequences and decision making in crisis was also presented. Crisis management inevitably involves crisis decision making. However, a crisis is an ill-structured situation and there are many implications for the decision-making process which are presented and discussed.

In conclusion, it is stated that an organization can manage crises in a better way if it is properly understood and managed in each individual phase in a defined process. Unfortunately, in many instances management still takes only a reactive position, viewing crisis management activities mostly as a means for coming back as soon as possible to "business as usual". Planning in advance was the only way possible to avoid unavoidable circumstances. Managers win over the challenge posed by a potential crisis. By crisis planning and crisis training in advance, the negative effects of a crisis on the organization, and on the stakeholders, can be immensely reduced, and the opportunities that a crisis provides can, at the same time, be enjoyed and utilized by all directly or indirectly related to the operating functions of the organization.

Stakeholder Relationship

Building and maintaining stakeholder relationships is an essential part of preparedness. This involves identifying key stakeholders and establishing communication and engagement plans to ensure that they are informed and prepared to act if a crisis occurs (Coombs, 2015).

It is in relation to crisis and crisis management. The word "stakeholder" was first used in a memorandum at the Stanford Research Institute (SRI), in 1963, generalizing the notion of stockholders as the only group to whom management need to be responsive. A stakeholder can be described as a person, group or organization that has interest or concern in an organization (Freeman, and Reed1983). Stakeholders can affect or be affected by the organization's actions, objectives and policies. Some examples of key stakeholders are creditors, directors, employees, government agencies, owners or shareholders, suppliers, unions, and the community from which the business draws its resources.

Evidently, the stakeholder theory was "popularized" in the 1980s by Edward Freeman. It was suggested that a new theory was found to reduce uncertainty in the turbulent times of the 1980s. Freeman's main argument was that management ignored the external forces and changes in the environment. It has been suggested that there was a need for incorporating "external" change into the more traditional internal management model (supplier - firm - customer relationship).

As stated, external change in Freeman's words, "in terms of the emergence of several new groups and the restructuring of old relationships of lesser importance, which have come to have a stake in the actions or inactions of the corporation". By incorporating this group, it is argued that uncertainties derived from external changes can be reduced (since they can be readily assimilated).

Also, in this way, events and pressure groups that could become crises because their existence had been neglected and not incorporated into daily routines would become familiar and "manageable". For the purpose of this study, all stakeholders should be regarded as important and attention should be taken to consider and respect their "demands" in decision making. They are all (certainly not equally, but to a certain degree) important in preventing and managing crises. In this light, the stakeholder theory is extremely relevant to the issue of crisis and crisis management. Stakeholders play a very important role in both preventing and managing crisis

Significantly, stakeholders played a major role in crisis and crisis management. Stakeholders are central in organizational crisis prevention and management. As a matter of fact, an organizational crisis which does not affect any stakeholder is hard to imagine. The needs and demands of stakeholders have to be balanced and prioritized when required. In dealing with the issue of crisis, it is important to understand the concepts and implications of the stakeholder theory in order to plan effectively for crisis management.

As discussed above, different contributions to the issue of stakeholder identification have been made. It is important to understand that all stakeholders, directly or indirectly, have the potential to be affected by organizational crises or inflict damage on an organization (contributing towards organizational crises) and all are important in effective crisis management as they can help in preventing and managing crises. As discussed earlier, the stakeholder relation can be presented in a relationship model as in figure 9 below.

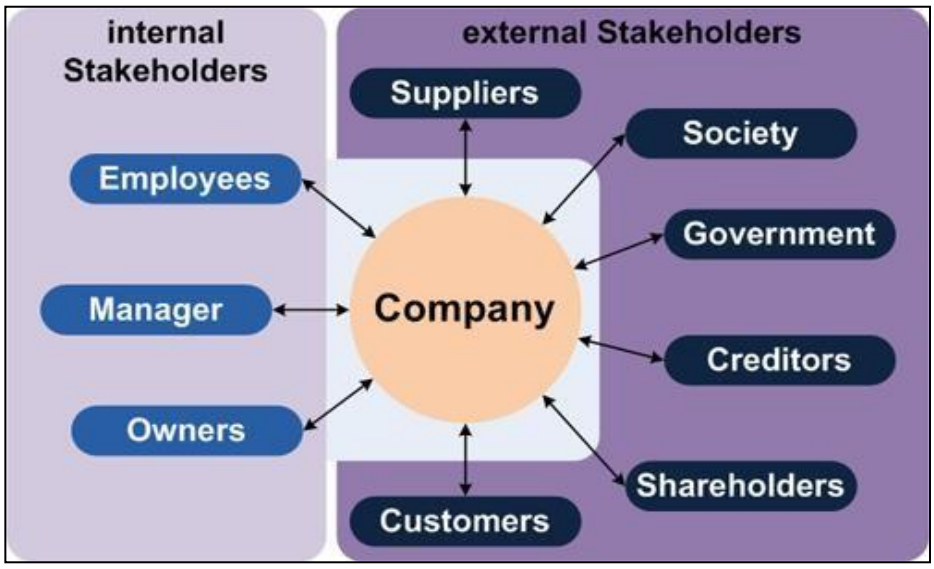

Figure 4: The Stakeholder Relationship

The stakeholder theory has been discussed and an account of its recent history and current issues has been presented, specifically in relation to the controversies surrounding the theory. It differed fundamentally from other theories in that its intention was to explain and guide the behavior of organizations towards respecting and satisfying stakeholders' expectations without favouring any one group at the expense of others.

To conclude, the Stakeholder Relationship Management approach to Crisis Management cannot be seen as a once only tactic but has to be implemented across the organization as a paradigm shift. All crucial Stakeholders need to be identified and consider both formal and informal agreements. Networks and cooperation have to be established before and tightened in a crisis situation. A pre-crisis phase planning, system and exercise and training including internal and external stakeholders should be conducted in order to determine the crisis-preparedness of an organization.

In summary, a macro-level crisis decision should be considered in order to determine respective stakeholder prioritizations and communications. Local community and authorities as a public stakeholder (e.g. police, fire department, relief services, media, etc.) may be of crucial importance in crisis situations as well and have to be considered where applicable. The learning process of the own crisis history has to be extended by the learning of the Stakeholders' crisis histories.

Crisis Risk Assessment

Crisis risk assessment forms the foundation by identifying possible threats and vulnerabilities that could affect operations. A crisis interferes with your operations, poses a risk to the safety of others, damages your reputation, and has a detrimental impact on your money (Fearn-Banks, 2016).

Planning for crisis management begins well in advance of a problem. When things are going well, it could be tempting to put off risk management. However, a lack of planning can have negative operational, legal, and PR effects (Sadgrove, 2016). Analyzing the risk your firm faces was crucial when developing a crisis management plan. Making a crisis management strategy helped you choose the best methods for handling the different types of crises you might encounter. You can see a backlash from the public or observe a wave of unfavorable criticism resulting from your upcoming business actions.

Phases Of Crisis

These are the four phases of risk and crisis management (Wilks & Moore, 2023). The framework, also known as the Four R's approach adopted by PATA, aimed to demonstrate how locations and small businesses can successfully manage the four distinct phases of a crisis: Reduction, which involved identifying early warning signals; Readiness, which entailed creating plans and conducting drills; Response, which involved carrying out operational and communication plans in a crisis situation; and, Recovery, which mean getting the organization

1. Reduction	1.1	Crisis Awareness
	1.2	Political Awareness
	1.3	Standard Operating Procedures
2. Readiness	2.1	Crisis Management Plan
	2.2	Tourism Planning
	2.3	Health and Safety Measures
3. Response	3.1	Emergency Response Procedures
	3.2	Investigation
	3.3	Family Assistance
	3.4	Communication
4. Recovery	4.1	Business Continuity Plan
	4.2	Human Resources
	4.3	Debriefing

Figure 5: Four R's approach adopted by PATA

The crisis management process has been broken into five steps similarly by Mitroff and Pearson (1993). The same was depicted in Figure 6 below. As asserted by Tokakis, & Polychroniou, et al. (2019), "The Three Phases" was possible to think about as a modified version of Mitroff and Pearson's framework. In addition to the prior theories, Gonzalez-Herrero and Pratt (2015) developed a four-phase crisis management model approach that covers issues management, planning-prevention, the crisis, and post-crisis. This section discusses the theory. Please see figure 6.

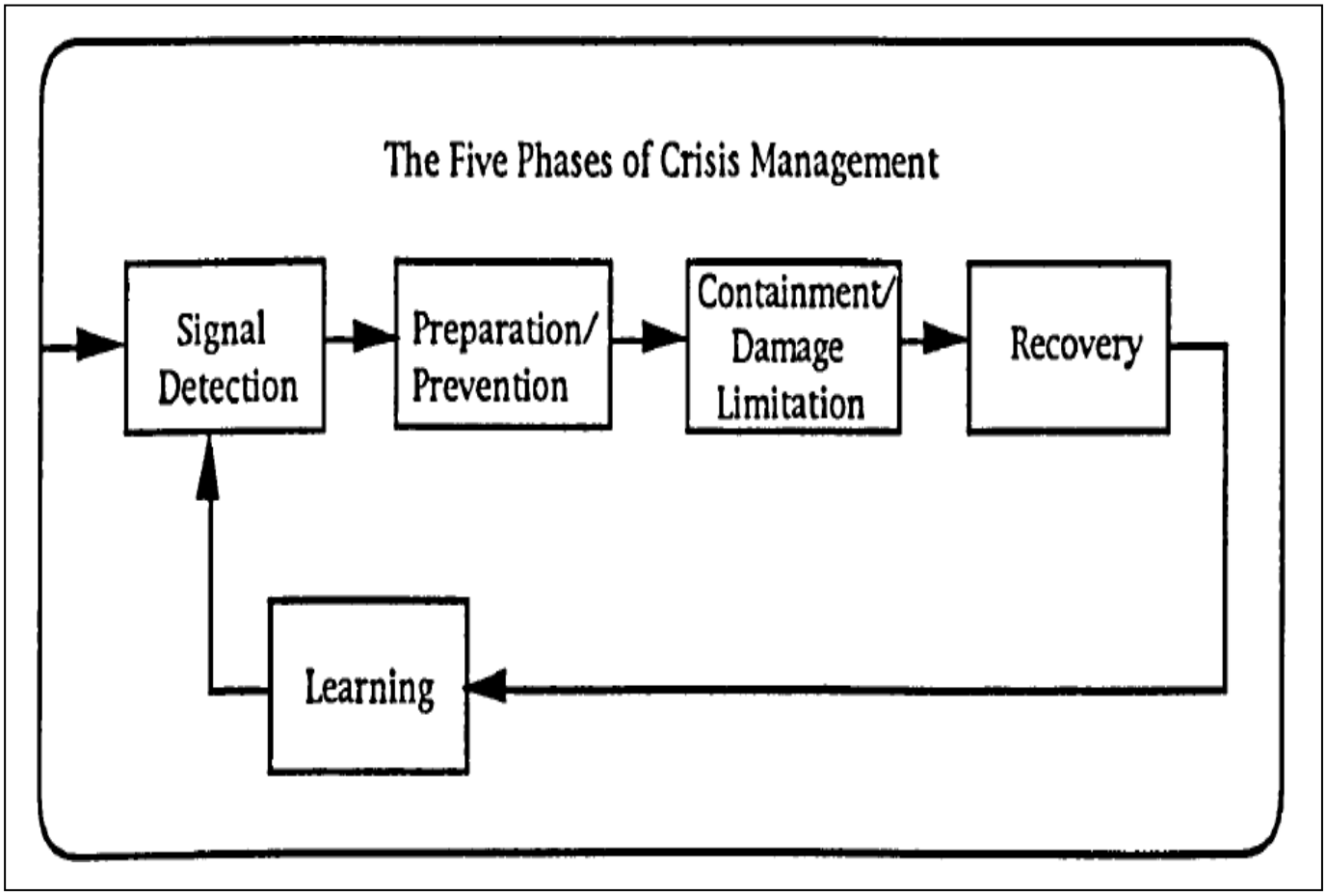

Figure 6: The phases of Crisis Management

Issue Management Stage

This represented the first task of a crisis communication manager that suggested scanning of the environment for single issues that might affect a company in near future; collecting data on crises and evaluating them; and developing strategy to prevent crisis or redirect its course.

Prevention Stage

In this stage, it calls for research of public attitudes by taking feedback to acquire knowledge about organizations constituencies and itself and to determine the message outlets that would be used in implementing the crisis communications plan.

The Crisis Stage

This was the decision made by managers which led to a fall in the value of the company in the market.

Post Crisis Stage

How the managers responded to stakeholders' advice and demand, how they judged the crisis response strategy and how they implemented it.

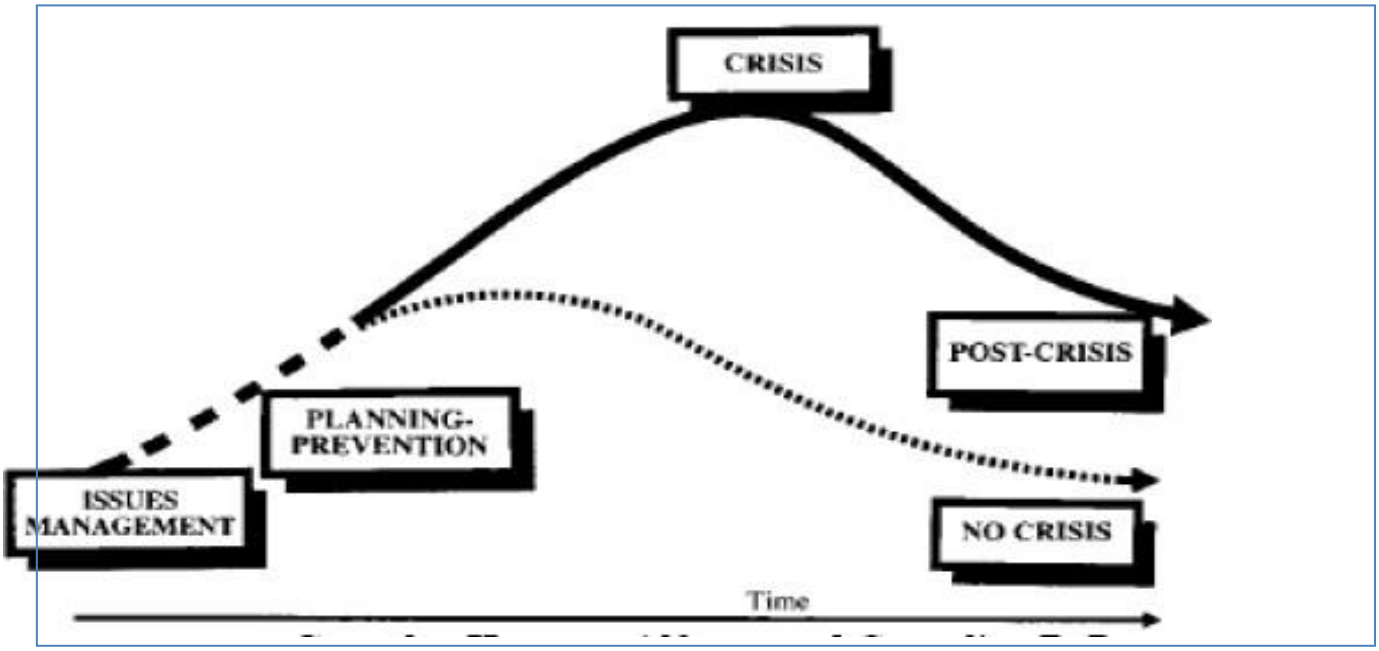

Figure 7: Four-Phase Crisis Management Model Process

The totality of actions performed to lessen the impacts of a crisis were included in crisis management according to Donelli, C. C., Fanelli, S., Zangrandi, A., & Elefanti, M. (2022). A crisis is typically studied by breaking it down into various phases of a crisis management cycle. The four phases identified were prevention (threat assessment, risk analysis, mitigation methods), preparation (emergency planning, education, and training), response (communications, emergency working, and resource deployment), and recovery (debriefing, reconstruction, and learning).

Significantly, this cycle was not a replica of every crisis management in actual practice, but it should be viewed as a rough approximation of policymaking that enabled understanding and knowledge of this complex activity. The stages provided a broad overview of the various types of activities that take place at various times. Post-crisis studies frequently employed these classifications in their reports because they were simple to comprehend, practical, and offered the appearance of object separation.

Crisis Response Phase

The Crisis Response phase is a critical part of crisis management, focusing on immediate actions to manage and mitigate the impact of a crisis. This phase begins with the activation of the crisis management team and the implementation of the pre-established crisis plan. The team is responsible for coordinating response efforts, ensuring that every member understands their role and the steps required to control the situation (Coombs, 2015). At this stage, emergency services or internal response teams are deployed to address the immediate threat, whether it's managing physical damage, medical emergencies, or security concerns.

Another vital element of crisis response is the implementation of evacuation or sheltering procedures, which may be necessary depending on the nature and severity of the crisis. These procedures ensure the safety of employees and stakeholders by removing them from immediate danger or providing safe shelter until the crisis subsides (Coombs, 2015). Effective crisis communication is essential during this phase, as keeping stakeholders—such as employees, the public, the media, and regulatory bodies—updated with accurate, timely information can help manage public perception, prevent misinformation, and maintain trust (Coombs, 2015).

Additionally, the organization must coordinate with external agencies, including government bodies and regulatory agencies, for support, resources, or compliance with legal and safety standards. This external collaboration ensures that the response is aligned with broader regulatory frameworks and may provide access to resources beyond the organization’s immediate capacity (Coombs, 2015). The overall goal of the crisis response phase is to contain the crisis, prevent further damage, and protect both people and organizational assets.

Crisis Escalation

Crisis escalation is a critical concept within the Crisis Response phase. It referred to the process by which a crisis situation intensifies or worsens over time, potentially leading to more severe impacts or broader consequences. As a crisis escalates, the challenges faced by an organization often become more complex and demanding, necessitating a more immediate and robust response.

Effective management of crisis escalation involved closely monitoring the situation to detect early signs of worsening conditions. This may include an increase in the scale of the problem, more widespread effects, or escalating threats that require additional resources or more significant intervention. For example, an initial equipment failure might escalate into a major operational disruption if not promptly addressed, impacting broader business operations or leading to safety hazards.

To mitigate escalation, organizations must be prepared to adjust their crisis response strategies dynamically. This could involve activating additional response teams, implementing more stringent safety measures, or escalating the crisis to higher levels of management for more significant decision-making and resource allocation. Effective crisis communication becomes even more crucial during escalation, as keeping stakeholders informed and managing their expectations can help prevent misinformation and panic, and facilitate a coordinated response.

Overall, managing crisis escalation effectively aims to contain the situation and limit its impact, preventing further damage and helping the organization to maintain control over the unfolding crisis. By proactively addressing escalation, organizations can enhance their resilience and better navigate the complexities of severe crises (Coombs, 2015).

A disaster was described by Zamecka and Buchanan (2000) as: "A catastrophic event that severely disrupts the fabric of a community and requires the intervention of the various levels of government to return the community to normality." Below is the flow of risk, crisis and disaster as they come together to create crisis escalation.

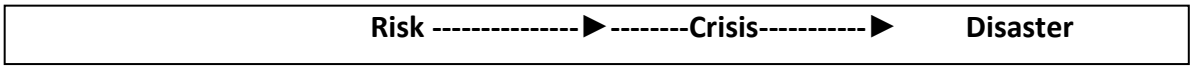

Figure 8: An Escalation of Events

Crisis Communication

Crisis communication is crucial during the Crisis Response phase. It involves the strategies and processes used to convey timely and accurate information to stakeholders, including employees, the public, media, and regulatory bodies, to manage the situation effectively and maintain trust (Coombs, 2015). Failure to communicate adequately with various audiences during a crisis could lead to serious consequences for an organization. The communications that take place in an organization during a crisis is critical in crisis communications (Ulmer, R. R., Seeger, M. W., & Sellnow, T. L., 2017). During a crisis numerous response strategies have emerged. Attribution theory provided a useful framework for the conceptualization of crisis communications management which maintained an organization's public perception based upon the dimensions of locus, stability, and controllability of the crises by the organization.

Understanding crisis communication before, during, and after a crisis is very important in the Crisis Management Plan of an organization. For example, the BP Oil Spill incident 2010 has addressed the key components of ethical principles in crisis communication, including the ethical principles of responsibility, accountability, and humanistic care. The case of BP oil spill provides an important example for understanding how these principles are valued by public opinion in a crisis situation, and how the communication actions by a corporation in this type of circumstances might have long-term effect on the brand image of the organization.

According to Tankebe, J., & Meško, G. (2014), taking into account the main part of crisis communication literature has concentrated on external crisis communication. It is arguably to say that external crisis communication has somewhat turned into an equivalent to crisis communication. External crisis communication

consists of a set of response strategies with the aim of influencing the perceptions of external stakeholders to rehabilitate and shield the image, legitimacy and stature of an organization.

Lately, more attention and importance has been given to internal communication by researchers, who acknowledged that among stakeholders, the most vital and predominant stakeholders in times of crisis, are the internal ones. This study focuses on operational internal communication, more specific inter-organizational communication which involves the communication between responding organizations (e.g. Fire brigade, Police, Emergency response units, Virus outbreak response units etc.).

Crisis Recovery Phase

Crisis recovery is the phase that takes place once the immediate crisis has been managed, focusing on restoring normal operations and mitigating long-term impacts. This stage begins with a thorough assessment of the damage caused by the crisis, encompassing physical destruction, financial losses, and reputational harm (Coombs, 2015). Organizations then implement their business continuity plan to resume essential functions and services as efficiently as possible.

This process often involves rebuilding infrastructure, replacing damaged equipment, and repairing any affected systems to ensure operational stability. In addition to these operational tasks, it is crucial to provide support for employees and stakeholders, which includes psychological assistance and clear communication about the recovery process to help all parties navigate the aftermath. The organization also conducts an evaluation of the crisis response to determine its effectiveness and identify areas for improvement. This evaluation helps refine future crisis management strategies, ensuring that the organization learns from the experience to better handle potential crises in the future (Coombs, 2015).

Organizational Resilience

Organizational resilience is closely related to the Crisis Recovery phase. It refers to the organization’s capacity to recover from crises and adapt to new conditions. Building resilience involves lessons learned from previous crises and the ability to restore normal operations while preparing for future challenges (Coombs, 2015). Operational resilience and strategic resilience are two viewpoints on organizational resilience. Operational resilience, also known as passive resilience, focuses on overcoming a crisis and returning to a previous state. It is frequently related with the capacity for adaptive interpretation and action. On the other hand, an active resilience or strategic resilience is characterized as the ability to quickly transform risks into opportunities, identify a special opportunity, and respond successfully as they compete (Folke et al., 2019).

On the other hand, managers should be mindful of the ways in which crisis vulnerabilities accumulate in a system and implement internal scanning procedures (or adapt existing ones) to identify them. Managers should regard building resilience and mitigating vulnerability as an aspect of normal business under strategic direction, and not simply focus on the response to a crisis. Managers should set and enforce rigorous standards and objectivity when it comes to identifying the lessons from a crisis or a near-miss. Neither individual nor corporate reputation should stand in the way of the responsibility to achieve genuine learning and enhanced resilience.

Organizational Preparedness Action Phase

Organizational Preparedness Action encompasses a range of activities and strategies designed to enhance an organization's readiness for potential crises, ensuring a coordinated and effective response when emergencies arise. Central to this approach is the establishment of standard operating procedures (SOPs) for managing various crisis scenarios, providing clear guidelines and protocols to follow during emergencies (Coombs, 2015). To maintain high levels of preparedness, organizations must engage in ongoing training and simulation exercises, which help teams practice their roles and refine their response skills in a controlled environment (Coombs, 2015). This preparation also involves developing a crisis management team with defined roles and responsibilities, ensuring that each member is well-versed in their specific duties during a crisis.

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Furthermore, organizations benefit from creating alliances and partnerships with external entities such as government bodies, emergency services, and other relevant organizations. These collaborations provide additional resources and support during crises, facilitating a more robust response (Coombs, 2015). Regular review and updating of the crisis management plan are crucial to incorporate new risks, technologies, or organizational changes, ensuring that the plan remains relevant and effective (Coombs, 2015). Overall, Organizational Preparedness Action integrates these elements into the organizational culture, enhancing the ability to respond effectively to unforeseen events and reducing the potential impact of crises.

Type of Crisis

According to Pauchant and Mitroff (1992), they published a categorization method in their book Transforming the Crisis Prone Organization and was cited by Hein, 2020. It was created by placing crises that frequently happened at the same time into a crisis family. The model is shown in Figure 9 below.

Based on the figure, seriousness was indicated by the horizontal dimension. The crises on the left were outside the realm of what a logical, average person would do. The institutions that were already in place can take care of those on the right. The vertical dimension separated crises that were brought on or influenced by relatively impersonal economic or technical forces from those brought on by human considerations, such as employee sabotage.

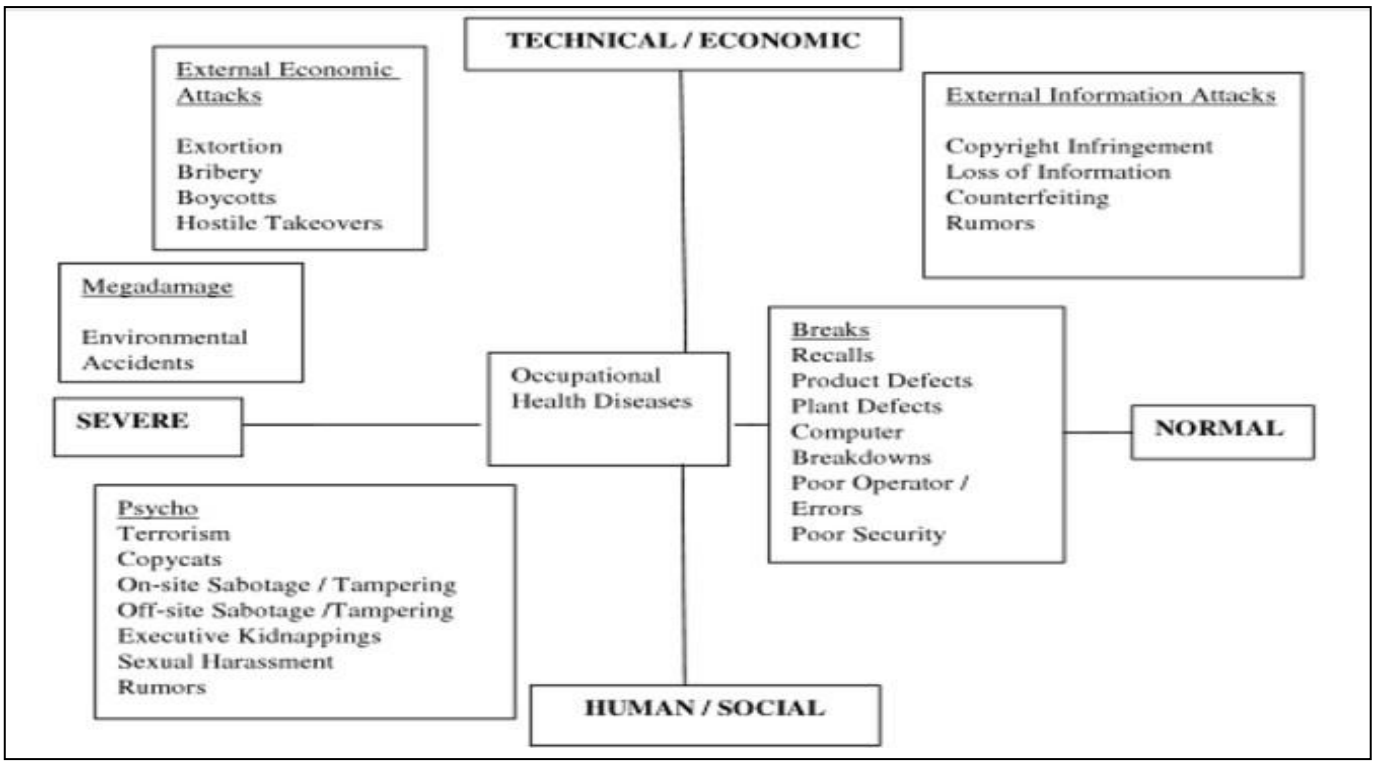

Figure 9: Crisis Typology

As you can see, different forms of crises might be encountered by corporate operation managers. In general, crises were categorized into two categories: those that were caused by external factors (external factors) and those that are caused inside (internal factors). Physical environment, social environment, managerial failure, and seven particular categories can all be used to categorize crises (Liu, B.F., Austin, L., & Jin,Y., 2017). Natural disaster, technology failure, conflict, malevolence, warped values, deception, and misconduct are the seven distinct categories.

To point out, these crises all have three key traits in common: they were unexpected, unknown, and time-constrained (Liu, B.F., Austin, & Jin, 2017). Even though there were some early warning indicators, crises typically come on quickly. The most stunning crises were always those that came on abruptly and were unpredictable (Albert W. K. Tan, 2021). This element of surprise was described as "shadowy, mobile, and unpredictable" (Grubb, A. 2019). It was true that the element of surprise aids terrorists in achieving their

objectives. Uncertainty about the type of crisis an organization might encounter or for which one should prepare results from this element of surprise.

Additionally, it was likely that managers paid little attention to planning a reaction to low-probability, high-impact occurrences like terrorist strikes. As a result, managers were typically ill-prepared for a crisis related to terrorism. To make problems worse, managers were under intense pressure to decide quickly and with insufficient information while dealing with a crisis. The tremendous stress and anxiety that a crisis produced, not only for managers but also for staff, was made much worse by time compression. To put it another way, "business as usual" becomes impossible in a crisis situation (Stafford, Yu, and Armoo, 2016).

In connection with the previous study, the study being conducted presently could be associated therewith and for it to provide quality results in the same recent study. The comparable relations of foreign literature and studies were relevant in the local study as it assisted to further strengthen the findings of this study.

Crisis management is a critical aspect of organizational resilience, encompassing several phases that ensure effective navigation through challenging situations. The first phase, preparedness, focuses on proactively planning and preparing for potential crises before they occur. This includes developing crisis management plans, training personnel, establishing communication protocols, and creating emergency response teams. Preparedness ensures that the organization is ready to act swiftly and efficiently when a crisis arises, reducing the time it takes to mobilize resources and personnel. It involves identifying potential risks and vulnerabilities, conducting regular drills, and continuously reviewing and updating plans to adapt to emerging threats.

The second phase, crisis response, is activated when an actual crisis occurs. It involves the immediate actions taken to manage the crisis, mitigate damage, and ensure the safety of employees, stakeholders, and the organization’s assets. Effective crisis response requires clear leadership, communication, and decision-making to address the crisis as quickly as possible. The organization’s ability to coordinate resources, manage stakeholders, and maintain operational continuity during a crisis plays a pivotal role in minimizing disruptions and maintaining public trust. This phase is marked by quick, decisive action and continuous assessment to adapt to changing circumstances.

Following the crisis response is the crisis recovery phase, which focuses on restoring the organization to normal operations as quickly as possible. This phase involves evaluating the long-term impact of the crisis, addressing any damage, and ensuring that recovery plans are executed efficiently. Crisis recovery includes psychological support for affected individuals, rebuilding infrastructure, and revising business continuity strategies to prevent future crises. It is crucial for organizations to learn from each crisis and implement corrective actions to improve future preparedness and response strategies. Lastly, organizational preparedness action ensures that the lessons learned during recovery are integrated back into the preparedness phase, reinforcing the organization's resilience and ability to handle future crises effectively.

In conclusion, the phases of crisis management—preparedness, crisis response, crisis recovery, and organizational preparedness action—are interdependent and essential for ensuring organizational resilience. Each phase plays a critical role in managing the full spectrum of a crisis, from proactive planning to recovery and continuous improvement. By focusing on these phases, organizations can create a robust crisis management strategy that not only helps them navigate through immediate challenges but also strengthens their long-term ability to cope with future crises. The dynamic nature of crisis management highlights the importance of ongoing training, evaluation, and adaptation to ensure that organizations are always ready to respond to the unexpected.

METHODOLOGY

This chapter outlined the research design, methods, and procedures used to assess the effectiveness of the crisis management program of SPI Power Incorporated. The study employed a descriptive research approach, enabling a detailed examination of the crisis preparedness, response, recovery, and organizational preparedness actions of the Crisis Management Team (CMT). It also detailed the research participants, data collection instruments, and the process used to gather and analyse data. Finally, the steps taken to ensure the ethical conduct of the research were explained.

Purpose of the Study

The purpose of this study was to assess the effectiveness of the crisis management program of SPI Power Incorporated, focusing on its Crisis Management Team (CMT). Specifically, the study aimed to evaluate the effectiveness of the CMT in managing crises across four critical areas: preparedness, crisis response, crisis recovery, and organization preparedness action. Through an examination of the demographic profiles of the CMT members and the types of crises commonly handled, the study sought to determine the strengths and areas for improvement in the organization's crisis management strategies.

Additionally, this research aimed to explore whether there were significant differences in crisis management programs when respondents were grouped according to their demographic profiles, such as position, length of service, and educational background.

Ultimately, the findings of this study provided insights into how SPI Power Incorporated could enhance its resilience and readiness to face future crises, ensuring continuous operational stability and improved organizational preparedness.

METHOD USED

This study employed a descriptive research design to evaluate the effectiveness of crisis management strategies implemented by SPI Power Incorporated. Descriptive research is ideal for understanding the current practices, strategies, and experiences of the respondents, providing a clear snapshot of crisis management within the organization. According to Jankowski (2020), descriptive methods help in providing comprehensive data that reflects the reality of the observed phenomenon. The focus was on the preparedness, crisis response, crisis recovery, and organization preparedness action stages in crisis management as these stages are critical to maintaining operational stability (Shrivastava, 2023).

The population of this study consisted of employees from various departments of SPI Power Incorporated, including executives, managers, and key staff from different levels involved in crisis management. A total of 86 respondents were selected using a combination of random and purposive sampling, as suggested by Vasickova (2020), ensuring that employees with relevant crisis management experience were well represented. This method allowed the study to capture diverse perspectives on how the organization handles crises, ranging from top-level executives to operational staff. The sample also included respondents from key external stakeholders, such as regulatory bodies and emergency response teams, enhancing the comprehensiveness of the findings.

Data collection involved the primary methods of a survey questionnaire. The questionnaire focused on gathering quantitative data regarding the respondents' demographics, including position, years of service, and commonly handled crisis. It also assessed the effectiveness of crisis management across four key areas: preparedness, crisis response, crisis recovery, and organization preparedness action (Coombs, 2015). Data analysis was conducted using descriptive statistics, including frequency distribution, percentages, and weighted mean to assess the responses of the participants. The one-way ANOVA test was also utilized to determine if there were significant differences in perceptions of crisis management effectiveness based on demographic variables, such as years of service and position in the organization (Tan, 2021). This statistical approach allowed the research to identify patterns and draw conclusions about the factors influencing effective crisis management at SPI Power Incorporated, as well as areas for improvement.

Additionally, ethical considerations were carefully observed throughout the study, with all respondents providing informed consent and assurances that their responses would remain confidential.

Role of Researcher

The role of the researcher in this study was to ensure objective data collection and analysis regarding the effectiveness of the crisis management program of SPI Power Incorporated. The researcher utilized a consolidated survey instrument, primarily a self-designed questionnaire, to gather information from participants.

Additionally, the researcher was responsible for administering and collecting questionnaires, as well as overseeing the validation and reliability testing of the research instruments through pre-testing and dry runs.

Data Collection

In order to gather the information needed in the study, the researcher used a consolidated survey instrument or researcher – made questionnaire. The questionnaire was floated among respondents to maintain the objectivity of the study based on their assessment on the effectiveness of the crisis management program of SPI Power Incorporated.

On the other hand, considering the technicalities involved in the study, the researcher outlined a question from the main data gathering tool. This was done in order to reinforce the findings of study.

The first instrument was subdivided into two parts, namely: Demographic Characteristics; and, effectiveness of the crisis management program of SPI Power Incorporated.

The first part contained the profile of the respondents which covered their personal characteristics. It consisted of the following: Position; Years in Company Service; and, the Commonly Handled Crisis event.

The last part of the questionnaire measured the Crisis Management program of the respondents covering the following variables: Prevention (threat assessment, risk analysis, mitigation strategies); Preparation (contingency planning, education, training); Response (communication, crisis operation, deployment of resources); and, Recovery (debriefing, rebuilding, learning).

The research instrument used in this study was validated as follows: First, the variables considered were submitted to the office of Power Plant Manager and researcher's adviser for comments, corrections, suggestions and revision. Next, the questionnaire was pre – tested for further improvement.

Lastly, dry-run was done as a basis for further revision in order to ascertain clarity, understanding, reliability and validity of the instrument before the same was floated.

Data Analysis

The following procedures were undertaken to maximize the possibility of getting the data needed in the study.

Primarily, the use of questionnaires was the main data gathering approach in this study. To facilitate such a process, it followed a logical procedure during the actual data gathering to ensure the orderly collection of information needed.

First, the researcher sends a letter to the office of the power plant manager asking permission to conduct the study, specifically the floating of survey questionnaires among the intended participants.

Second, after the permission was secured, the researcher personally administers the distribution of the survey questionnaires to the supposed respondents of the study assigned in the above – mentioned offices. Standardized questionnaires were distributed via personal contacts. Data were collected over a period of 1 month. There were fourteen (14) departments selected randomly. A total of 22 Paper Questionnaires were sent to all participants and online questionnaires were distributed through survey and Google Doc links to power plant employees, department managers, executives/top management, and key stakeholders.

Third, the researcher personally collected and gathered the answered questionnaires to sort and tally the responses. This served as a guide during tabulation and computation of the data.

After such tabulation and computation, the data was analysed, interpreted and was presented in textual and tabular presentation with due consideration of the sub problems and hypotheses of the study.

To give value to the data that was gathered, a scoring procedure was utilized. The scaling presented below served as a guide in scoring the questionnaire and aid the researcher in interpreting the result.

Scale	Range	Verbal Description	Qualitative Interpretation
4	95%-100%	Excellent/Always	Highly Effective
3	94%-85%	Good /Most of the times	Effective
2	84%-75%	Fair/sometimes	Moderately Effective
1	74%-50%	Poor/Not at all	Not Effective

The following statistical tools were employed to treat the data gathered for further analysis and interpretation such that:

1. The frequency and percentage distribution were applied in order to determine the profile of the respondents.

2. The weighted mean was used to determine the respondent's assessment on the crisis management capabilities of SPI Power Incorporated.

3. The one-way ANOVA test was used to determine the significant difference of the perceived level of management capabilities of the Crisis Management Team when the respondents grouped according to their profile.

Research Respondents

The research respondents are comprised of a diverse group of stakeholders who were integral to the crisis management efforts of SPI Power Incorporated. Internal Respondents include SPI Power Incorporated officers, such as executives, department managers, and shift leaders, who are directly involved in managing the company's operations and crisis response. External Respondents encompass governmental and emergency response organizations, including the Philippine National Police (PNP), Armed Forces of the Philippines (AFP), Bureau of Fire Protection (BFP), Philippine Coast Guard (PCG), Local Disaster Risk Reduction and Management Offices (LDRRMO), and industry partners, which collaborate with SPI Power Incorporated in addressing crises such as natural disasters and security threats. Third-Party Services are also represented by service providers like JCCI and VK for manpower services, and SSP-RRT for security services, who play a crucial role in supporting SPI's crisis preparedness and response efforts. These respondents bring extensive experience and insights into the effectiveness of SPI Power Incorporated's crisis management strategies across different phases, including preparedness, response, and recovery.

This dynamic research environment highlights the interplay between SPI Power Incorporated's internal processes and its external partnerships. Together, they form a robust framework for crisis management and operational resilience. The collaboration between SPI Power Incorporated and its stakeholders ensures continuous refinement of strategies to maintain reliable energy production while safeguarding against unforeseen challenges.

The respondents' tenure at SPI Power Incorporated varies, with the majority having served for over 16 years, indicating extensive experience in the industry. These respondents have dealt with diverse crisis events, including critical equipment failures, natural disasters (such as floods, typhoons, and earthquakes), pandemics like COVID-19, and safety incidents. Their unique experiences provide valuable insights into the effectiveness of SPI Power Incorporated crisis management strategies across different phases such as preparedness, response, and recovery.

Research Setting

The research study was conducted at SPI Power Incorporated, a leading power generation company located in Mindanao, Philippines. As a key energy provider, SPI plays a pivotal role in the region's electricity supply, contributing approximately 20% of Mindanao's total power needs. Established in 2006, SPI Power Incorporated

operates Mindanao's first coal-fired power plant within the PHIVIDEC Industrial Estate in Villanueva, Misamis Oriental. The facility, with an installed capacity of 232 MW, is essential for ensuring a stable energy supply in a region historically prone to power shortages.

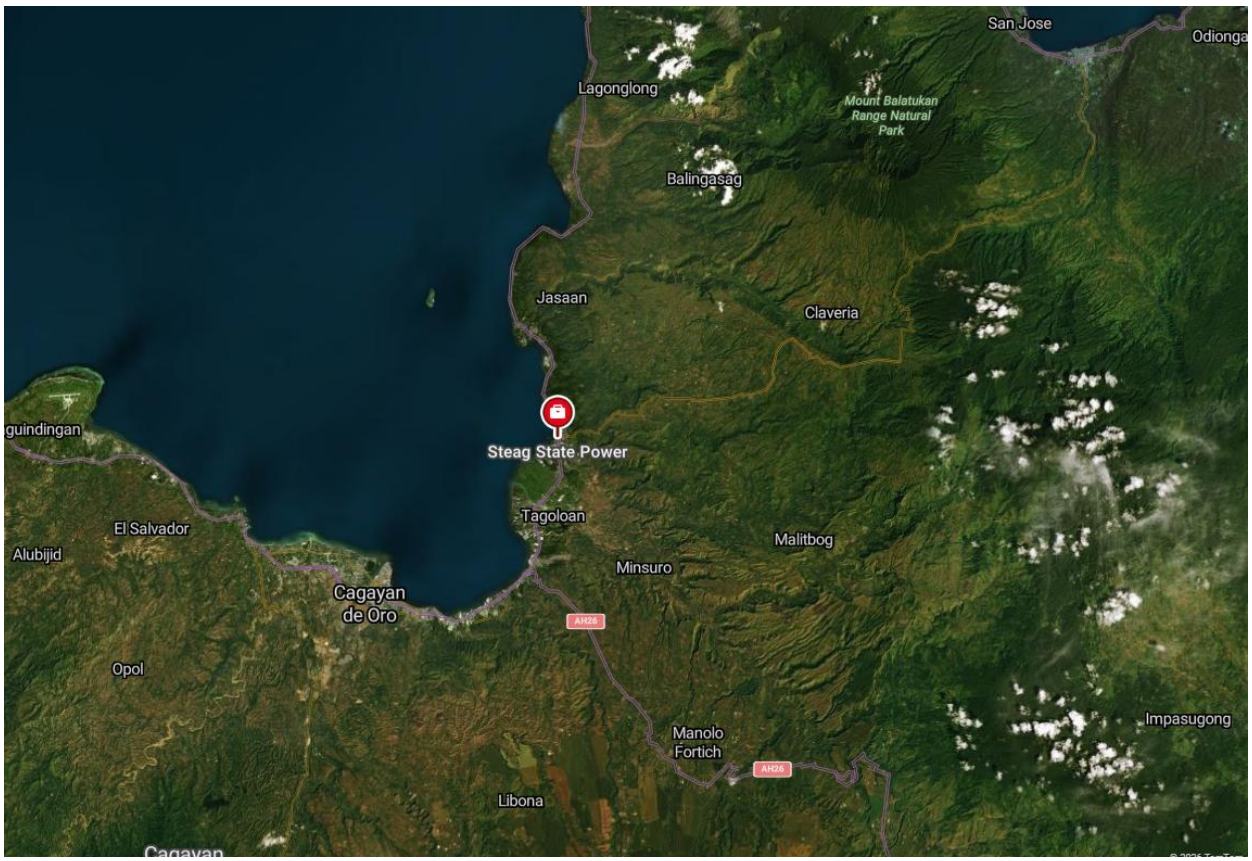

Figure 10: Location Map of the Conducted Study, previously known as STEAG State Power now State Power Incorporated

SUMMARY

The research design and procedures used to assess the effectiveness of the crisis management program of SPI Power Incorporated. The study employed a descriptive research approach to evaluate the crisis preparedness, response, recovery, and organizational actions of the company's Crisis Management Team (CMT). A total of 86 participants were involved, including employees from various ranks such as executives, managers, and shift leaders, as well as external stakeholders.

In the data collection, it primarily utilized a questionnaire, divided into two parts: one focusing on the respondents' demographic characteristics, such as position, years of service, and commonly handled crisis, and another assessing the Crisis Management Team's program across four key areas prevention, preparation, response, and recovery. Data analysis employed descriptive statistics, including frequency distribution, percentages, and weighted means, to interpret the responses.

A scoring system ranging from "Highly Effective" to "Not Effective" was applied to measure the effectiveness of the Crisis Management Team in handling crises. Ethical considerations were observed, including obtaining permissions and validating the research instruments through pre-testing and dry runs to ensure clarity and reliability. This methodology enabled a comprehensive evaluation of SPI Power Incorporated effectiveness of crisis management programs, aiming to identify areas of strength and opportunities for improvement.

Presentation, Analysis and Interpretation Of Data

This chapter presents the findings, analysis and interpretation of the gathered data. The data are presented in tables that followed the orders which are cited in the statement of the problem.

Problem 1. What are the demographic profiles of respondents engaged in crisis management within SPI Power Incorporated, specifically in terms of the organization, length of service, and the types of crises event most commonly handled?

Table 1: Distribution of the respondents in terms of the Organization

Frequency Distribution and Percentage in terms of Organization		
Organization	**Frequency**	**Percentage**
Internal Respondents (SPI)	**59**	**68.6%**
External Respondents (PNP, AFP, BFP, PCG, LDRRMO Villanueva and Tagoloan, Interested Parties)	**10**	**11.6%**
Third-party Services (JCCI, SSP-RRT, VK Manpower Services)	**17**	**19.8%**
Total	**89**	**100%**

Table 1 presented the organizations of the respondents, along with their corresponding frequency and percentage. The distribution of respondents according to organizational affiliation revealed a significant concentration within SPI Power Incorporated, categorized as Internal Respondents, comprising 68.6% of the total sample. This high percentage suggested that the study's core insights are primarily drawn from the perspectives of those directly involved with the organization's internal operations, policies, and activities.

On the other hand, External Respondents accounted for 11.6% of the total. These included representatives from law enforcement (PNP, AFP, PCG), emergency response services (BFP), local disaster risk reduction management officers, and stakeholders. While this group was relatively smaller, their inclusion provides a valuable cross-sectional view of how SPI Power Incorporated initiatives or operations may be perceived or impacted by sectors outside the organization, particularly those involved in public safety, governance, and community engagement.

The Third-party Services group constituted 19.8% of the respondents. This included individuals from service and manpower providers such as JCCI, SSP-RRT, VK, among others. Their responses contributed critical operational insights, especially in the context of outsourced tasks such as security, utility support, and logistics, which are essential to SPI Power Incorporated external collaborations and support systems.

Overall, a comprehensive representation of participants ensured that multiple perspectives are captured, thereby enriching the validity of the study (Martinez & Gonzalez, 2019), with the majority drawn from within the organization and a meaningful proportion from both external stakeholders and third-party service providers. This distribution supported a comprehensive understanding of the topic being studied by integrating internal perspectives with external operational and institutional insights.

Table 2. Distribution of the respondents in terms of the rank in the Organization

Frequency Distribution and Percentage in terms of Rank		
Rank	**Frequency**	**Percent**
Executives	**5**	**5.8%**
Department Managers / CMT	**16**	**18.6%**
Shift Leaders	**7**	**8.1%**
Interested Parties/Stakeholders	**5**	**5.8%**
DBC Coordinator	**1**	**1.2%**
Incident Management Team	**5**	**5.8%**
Others	**47**	**54.7%**
Incident Commander		
Operator		
Section Chief		
Contractor		

Head		
Fire Marshall		
Staff		
Nurse		
Rank and file		
Supervisor		
Total	**86**	**100.0%**

Table 2 presented the frequency distribution and percentages of respondents based on their rank within the organization. A total of 47 respondents (54.7%) occupies various operational and supervisory roles, including Incident Commander, Operator, Section Chief, Contractor, Head Fire Marshall, LDRRMO, Staff, Nurse, Rank and File, and Supervisor. This group constituted the largest proportion of respondents, highlighting their critical role as front liners in implementing crisis management strategies. Their perspectives provided valuable insights into the practical application of crisis protocols and the challenges faced at the operational level, offering essential feedback on the effectiveness of current practices.

Sixteen respondents (18.6%) were Department Managers, representing the decision-makers responsible for strategic planning and resource allocation during crises. Their input is vital for understanding the organization's capacity to integrate crisis management into broader business resiliency efforts and ensuring alignment between operational practices and organizational objectives.

Seven respondents (8.1%) were Shift Leaders, whose responsibilities bridge the gap between operational teams and management. Their feedback sheds light on the coordination, communication, and leadership dynamics essential for effective crisis response, particularly in high-pressure situations.

Five respondents each (5.8%) came from Executives, Interested Parties/Stakeholders, and the Incident Management Team. Executives contribute a high-level perspective on organizational resilience, policy-making, and long-term planning. Stakeholders provide external viewpoints, emphasizing how the organization's crisis management strategies impact or rely on external partnerships. The Incident Management Team offers specialized insights into the tactical aspects of crisis response, ensuring that technical and procedural issues are addressed effectively.

The diversity of ranks among respondents was instrumental in providing a comprehensive understanding of crisis management within the organization. Accordingly, ranks facilitate comparison across groups or individuals in a way that minimizes the influence of outliers or skewed distributions, (Nguyen & Thomas, 2016). Their varied inputs illuminated how responsibilities, perspectives, and strategies at different levels contribute to business resiliency, ensuring a well-rounded analysis of the organization's preparedness and response mechanisms during crises.

Table 3: Distribution of the respondents in terms of their length of service

Frequency Distribution and Percentage in terms of Length of Service			
Length of Service		**Frequency**	**Percent**
	1-5 Years	10	11.6
	6-10 years	12	14.0
	11-15 years	19	22.1
	16 years and above	45	52.3
	Total	**86**	**100.0**

Table 3 showed the distribution of respondents based on their length of service within the organization. The majority of respondents, 45 individuals (52.3%), have served for 16 years or more, indicating that more than half

of the respondents possess extensive experience within the organization. This group provided invaluable insights into the evolution of the organization's crisis management practices over time, offering perspectives on long-term trends, the effectiveness of established protocols, and institutional knowledge critical for sustaining business resiliency.

Nineteen respondents (19) or 22.1% have a length of service between 11 to 15 years, representing a significant proportion of the workforce with over a decade of organizational familiarity. These respondents likely bridge the gap between seasoned personnel and newer employees, contributing a blend of historical insight and adaptability to evolving strategies. Their input is vital for assessing the implementation of crisis management initiatives and their alignment with organizational goals.

Twelve respondents (14.0%) have worked for 6 to 10 years, reflecting mid-level experience. This group is particularly valuable in providing perspectives on the organization's crisis management practices as they relate to recent developments and changes in the external environment, such as technological advancements or regulatory updates.

Finally, 10 respondents (11.6%) have served for 1 to 5 years, representing the newest cohort within the organization. Their feedback offers fresh perspectives on the effectiveness and accessibility of training, onboarding, and communication related to crisis management. Their experiences highlight the organization's ability to instill resilience practices in newer employees, which is crucial for sustaining long-term preparedness.

The varied lengths of service among respondents contribute to a comprehensive understanding of crisis management within the organization. Length of service is often associated with increased job familiarity and competence, which can influence performance outcomes, (Roberts & Greene, 2016). Each group offers unique insights into how institutional knowledge, adaptability, and training practices collectively support business resiliency, ensuring the organization's preparedness and capability to navigate crises effectively.

Table 4: Distribution of the respondents in terms of their commonly handled Crisis

Frequency Distribution and Percentage in terms of Commonly handled Crisis		
Commonly Handled Crisis	**Frequency**	**Percent**
Critical Equipment Failure	33	3.84
Labor Migration (Loss of Key Personnel)	13	1.51
Pandemic (COVID-19)	53	6.16
Cyber Security (Hacking)	5	0.58
Safety Incident/Accident	47	5.47
Regulatory and Environmental Issue	24	2.79
Natural Catastrophe (Flood)	28	3.26
Natural Catastrophe (Earthquake)	24	2.79
Natural Catastrophe (Typhoon)	34	3.95
Terrorism (Attempted Extortion)	11	1.28
Terrorism (Bomb Threat)	13	1.51
Terrorism (Bombing)	5	0.58
Total	**860**	**100.00%**

Table 4 showed the frequency and percentage of various crises commonly handled by the organization. The most frequently encountered crisis is the COVID-19 pandemic, with 53 occurrences, making up 6.16% of the total crises. This reflected the significant global impact of the pandemic and underscores the organization's need for adaptive crisis management strategies to address large-scale health emergencies. The pandemic has tested the resilience of businesses worldwide, making its inclusion in the study critical for understanding organizational preparedness and response during prolonged disruptions.

Safety incidents or accidents, reported 47 times (5.47%), further highlighted the importance of workplace safety as a cornerstone of crisis management. Addressing these incidents ensures not only the well-being of employees

but also the continuity of operations, underscoring the role of proactive safety measures in building resiliency. Natural catastrophes such as typhoons (34 cases, 3.95%), floods (28 cases, 3.26%), and earthquakes (24 cases, 2.79%) emphasized the vulnerability of organizations to environmental threats. These crises required robust disaster preparedness plans, including infrastructure resilience, early warning systems, and community engagement, to mitigate their impact on business operations.

Critical equipment failure, occurring 33 times (3.84%), represented another frequent challenge. This highlighted the need for regular maintenance, effective contingency planning, and technological upgrades to ensure operational continuity. Similarly, regulatory and environmental issues, reported 24 times (2.79%), underscore the importance of compliance and sustainable practices in avoiding disruptions to business activities.

On the personnel side, labor migration, reported 13 times (1.51%), reflected the challenge of retaining skilled workers during crises. Effective workforce management, training, and employee engagement were essential for maintaining operational stability and long-term resiliency.

Although less frequent, terrorism-related crises such as attempted extortion (11 cases, 1.28%), bomb threats (13 cases, 1.51%), and bombings (5 cases, 0.58%) posed serious security risks that require specialized crisis management strategies, including coordination with law enforcement and enhanced security measures. Cybersecurity breaches, such as hacking (5 cases, 0.58%), highlight the organization's vulnerability to digital threats, reinforcing the need for robust cybersecurity protocols to protect sensitive data and maintain operational integrity.

The variety of crises identified in the data highlights the multifaceted nature of risks faced by the organization. Identifying common crisis experiences among participants enhanced the relevance and applicability of research findings across similar contexts, (Tan & Morales, 2021). Addressing these challenges required a comprehensive crisis management strategy that integrated health and safety measures, disaster preparedness, technological resilience, regulatory compliance, workforce stability, and security. These insights were invaluable in enhancing the organization's ability to navigate crises effectively and maintain business resiliency in the face of diverse threats.

Problem 2. What is the level of effectiveness of crisis management program of SPI Power Incorporated in terms of;

2.1 Preparedness,
2.2 Crisis Response,
2.3 Crisis Recovery, and;
2.4 Organization Preparedness Action?

Table 5: The overall level of effectiveness of crisis management program of SPI Power Incorporated.

Summary of the level of effectiveness of crisis management program of SPI Power Incorporated			
	Overall Mean (M)	**Overall Standard Deviation (SD)**	**Qualitative Interpretation**
Preparedness	3.62	0.53	Highly Effective
Crisis Response	3.57	0.54	Highly Effective
Crisis Recovery	3.56	0.55	Highly Effective
Organization Preparedness Action	3.56	0.55	Highly Effective
Average	**3.58**	**0.54**	**Highly Effective**

Table 5 summarized the level of effectiveness of the crisis management program of SPI Power Incorporated across four dimensions: Preparedness, Crisis Response, Crisis Recovery, and Organization Preparedness Action. The results revealed that all dimensions were rated as "Highly Effective," with overall mean scores ranging from 3.56 to 3.62 and standard deviations between 0.53 and 0.55. Among these dimensions, Preparedness achieved

the highest mean score of 3.62 (SD = 0.53), indicating SPI Power Incorporated's strong capability to anticipate and plan for crises effectively.

Crisis Response followed with a mean score of 3.57 (SD = 0.54), indicating SPI Power Incorporated's ability to act decisively and efficiently during crises. This score highlights the organization's preparedness in implementing immediate and effective measures to mitigate the impact of adverse events, ensuring minimal disruption to operations. Meanwhile, both Crisis Recovery and Organization Preparedness Action achieved a mean score of 3.56, with standard deviations of 0.55.

Meanwhile, the Crisis Recovery dimension underscored the organization's strong focus on restoring normalcy after disruptions, which is essential for maintaining operational continuity and resilience. Similarly, the Organization Preparedness Action dimension reflects SPI Power Incorporated's proactive strategies to strengthen its readiness for unforeseen events, including regular assessments, training programs, and contingency planning. These scores collectively emphasized the organization's commitment to not only responding effectively during crises but also ensuring a swift recovery and sustained preparedness for future challenges.

Overall, the effectiveness of SPI Power Incorporated's crisis management program, noting that all dimensions—Preparedness, Crisis Response, Crisis Recovery, and Organization Preparedness Action—were rated as "Highly Effective." While all dimensions scored well, Preparedness had the highest mean score (3.62, SD = 0.53), indicating exceptional strength in proactive planning and risk mitigation. Conversely, Crisis Recovery and Organization Preparedness Action scored slightly lower (3.56, SD = 0.55), suggesting areas for potential enhancement. To improve, SPI Power Incorporated should focus on integrating knowledge and enhancing coordination across all dimensions through cross-functional training and detailed recovery planning. Maintaining the program involves regular audits, training, technology integration, stakeholder engagement, and fostering a culture of continuous improvement, ensuring long-term resilience.

Table 6. The level of Effectiveness of Crisis Management Program of the Crisis Management Team in terms of Preparedness

CMT Level of Effectiveness of Crisis Management Program in terms of Preparedness				
Item number	**Question**	**Mean (M)**	**Standard Deviation (SD)**	**Qualitative Interpretation**
1	SPI has a clearly defined crisis management plan in place and designated crisis response team to lead your response.	3.72	0.48	Highly Effective
2	The CMT has system to provide early warning of potential crisis in the physical or virtual sphere and provided an updated emergency contact number, and contact information.	3.63	0.51	Highly Effective
3	The crisis management plan has crisis response procedures aligned to the company strategy, goals and purpose.	3.70	0.49	Highly Effective
4	SPI Crisis Operation Center has sufficient space, safety, and necessary facilities, including desk, office, digital clock, computer, internet, fax, whiteboard, google map, factory map, area map, projector video, mass notification system, etc.	3.43	0.71	Highly Effective
5	There are budget and the necessary funds to be spent on emergency conditions, repairs and damages and losses.	3.66	0.50	Highly Effective

6	The evacuation area is properly identified. The plans related to the safe evacuation and safe areas prepared and employees are aware of these plans.	3.67	0.47	Highly Effective
7	The crisis management team regularly conducted a dry run of the preparedness of your crisis management plan.	3.67	0.54	Highly Effective
8	The crisis management plan has crisis communication procedures or method to validate news, rumor control, and correct news reporting.	3.60	0.54	Highly Effective
9	All CMT members are suitably trained, competent and adequately resourced to perform their duties that met regularly for crisis planning.	3.43	0.60	Highly Effective
10	The crisis management plan has the process to escalate and mobilize the crisis management team and has been reviewed and signed by the president and power plant manager over the year.	3.66	0.48	Highly Effective
	Average	**3.62**	**0.53**	**Highly Effective**

The table 6 provided an assessment of the organization's crisis management program across various dimensions. The results indicated that the organization was generally "Highly Effective" in managing crises. In terms of preparation, the presence of a clearly defined crisis management plan and a designated response team received a mean score of 3.72, suggesting strong confidence in the existing crisis management structure. Similarly, the effectiveness of the Crisis Management Team (CMT) in providing early warnings of potential crises scored 3.63, reflecting a robust system for detecting and communicating emerging threats.

Preparedness played a critical role in minimizing the impact of crises, enabling institutions and individuals to respond swiftly and effectively, (Mendoza & Cruz, 2017). The alignment of crisis response procedures with the company's strategy and goals also scored highly, with a mean of 3.70, indicating that crisis management efforts were well-integrated with the organization's broader objectives. However, the adequacy of the SPI Power Incorporated Crisis Operation Center, while still rated as "Highly Effective" with a mean score of 3.43, showed a higher standard deviation (0.71), suggesting some variability in the responses and potential concerns about the facilities provided.

Budgeting and funding for emergencies, as well as the proper identification of evacuation areas, scored 3.66 and 3.67 respectively, indicating solid preparation in these areas. Regular dry runs of the crisis management plan also scored 3.67, demonstrating a commitment to ensuring preparedness through frequent testing of response procedures. The crisis communication procedures were rated at 3.60, reflecting effective strategies for validating news, controlling rumors, and reporting accurately during crises.

The competence and training of CMT members received a mean score of 3.43, with a standard deviation of 0.60, suggesting that while the organization is effective, there may be room for improvement in ensuring consistent training and competency levels across the team. Finally, the process for escalation and mobilization of the crisis management team, as well as its review and approval by top leadership, scored 3.66, indicating a well-established procedure for handling crises at the highest management levels.

Overall, the average score across all dimensions was 3.62, with an average standard deviation of 0.53, reinforcing the assessment that the organization is highly effective at managing crises, though some areas may benefit from further refinement to ensure consistency and effectiveness across all aspects of crisis management.

Table 7. The level of Effectiveness of Crisis Management Program of the Crisis Management Team in terms of Crisis Response

CMT Level of Effectiveness of Crisis Management Program in terms of Crisis Response				
Item number	**Question**	**Mean (M)**	**Standard Deviation (SD)**	**Qualitative Interpretation**
1	The members of the crisis management team acted according to the strategic direction of the response.	3.58	0.52	Highly Effective
2	The CMT set an operating rhythm for the response, so that meetings, briefings, information dissemination, press release, conferences, etc., are arranged coherently and has the ability to gather appropriate information quickly.	3.51	0.55	Highly Effective
3	The crisis management team ensures that correct and timely information and strategy are carried out for the internal and external to the organization (to the employees / people / authorities) according to the level of the crisis.	3.62	0.51	Highly Effective
4	The crisis response monitoring checklist were developed for the performance of crisis management team to improve the response to the crisis through its results.	3.53	0.59	Highly Effective
5	The crisis response plans ensure the clarity of roles and responsibilities and are familiar with crisis structure and process.	3.60	0.54	Highly Effective
6	The crisis leadership and decision work effectively to provide command and issued orders for declaring the level of crisis after the collection of information.	3.66	0.52	Highly Effective
7	The crisis management team convenes at the crisis operation center with a defined meeting agenda to oversee the tactical operation and to provide strategic direction.	3.63	0.51	Highly Effective
8	The CMT carried out a continuous review analysis of interested parties, to ensure that the right people receive the right messages and information, and that their views, advice and assistance are actively sought.	3.48	0.57	Highly Effective
9	The CMT reviewed and monitored the work of the crisis management team as a whole, to ensure that priorities are understood clearly and that its performance, the flow of information, and the flow of information, are appropriate to the demands of the situation.	3.51	0.55	Highly Effective
10	There are available necessary logistics and capacities needed for response operations, forecasting and recovery.	3.57	0.54	Highly Effective
	Average	**3.57**	**0.54**	**Highly Effective**

Table 7 presented the Crisis Management Team's (CMT) program in managing crisis responses, with a focus on various key aspects of their performance. Overall, the CMT was assessed as "Highly Effective" across all items, with an average mean score of 3.57 and a standard deviation of 0.54, indicating consistent and effective crisis management practices.

Firstly, the CMT members' adherence to the strategic direction of crisis responses received a mean score of 3.58, demonstrating strong alignment with organizational goals during crises. The team's ability to establish an operating rhythm for managing meetings, information dissemination, and press releases was slightly lower at 3.51, yet still reflects a coherent approach to gathering and sharing information quickly.

The table also highlighted the team's effectiveness in ensuring that timely and accurate information is provided internally and externally, scoring a mean of 3.62. This suggests that the CMT was proficient in managing communications at various crisis levels. The development and use of a crisis response monitoring checklist, which received a score of 3.53, underscores the team's commitment to continuous improvement in response strategies based on results.

An effective crisis response is essential to mitigating damage, restoring stability, and ensuring the continuity of operations during emergencies, (Lopez & Ramirez, 2018). Clarity in roles and responsibilities during a crisis, as well as familiarity with crisis structures and processes, was rated at 3.60, indicating that the CMT ensures that all members understand their duties. The CMT's leadership and decision-making processes were rated the highest at 3.66, reflecting their effectiveness in commanding and declaring crisis levels after thorough information gathering.

The effectiveness of meetings convened at the crisis operation center, with a clearly defined agenda, was rated at 3.63, showcasing the team's strategic oversight program. Continuous review and analysis of input from interested parties scored 3.48, the lowest mean in the table, suggesting a potential area for improvement in incorporating external feedback.

Lastly, the team's monitoring of its own performance and ensuring the appropriate flow of information was scored at 3.51, while the availability of necessary logistics and capacities for response operations received a score of 3.57. These results indicate that the CMT is well-equipped to handle logistical challenges and maintain operational efficiency during a crisis.

Overall, the table reflects a highly effective crisis management team that was effective in various aspects of crisis response, from strategic alignment and communication to decision-making and logistical support, with minor areas that could be refined for even better performance.

Table 8. The level of Effectiveness of Crisis Management Program of the Crisis Management Team in terms of Crisis Recovery

CMT Level of Effectiveness of Crisis Management Program in terms of Crisis Recovery				
Item number	**Question**	**Mean (M)**	**Standard Deviation (SD)**	**Qualitative Interpretation**
1	SPI has been insured against any type of crisis events.	3.65	0.53	Highly Effective
2	SPI Crisis management plan ensures alignment and relationship with external parties such as key business partners and major suppliers.	3.65	0.50	Highly Effective
3	SPI crisis management plan ensures stakeholder engagement in addressing the reputational damage, investor concerns and ongoing legal and insurance challenges.	3.62	0.49	Highly Effective
4	SPI crisis management plan has established an after-action review process in place.	3.56	0.54	Highly Effective

5	SPI crisis management team regularly hold of meetings for the crisis analysis in order to more learn and avoid the occurrence of similar events.	3.47	0.61	Highly Effective
6	SPI crisis operation center through its communication team ensures that there is appropriate notification of damages, casualties after the crisis.	3.47	0.57	Highly Effective
7	The recovery team is being led by a member of CMT and resource adequately.	3.56	0.54	Highly Effective
8	The recovery time of objective has been defined for immediate physical rebuilding or replacement of infrastructure.	3.42	0.64	Highly Effective
9	SPI crisis management has established plans to coordinate with the authorities-rescue team for assistance.	3.73	0.45	Highly Effective
10	SPI conducted Physiological First Aid to assists affected members in order to reduce initial distress.	3.47	0.65	Highly Effective
	Average	**3.56**	**0.55**	**Highly Effective**

The table 8 assessed the Crisis Management Team's (CMT) program in terms of crisis recovery. Overall, the CMT was rated as "Highly Effective" with an average mean score of 3.56 and a standard deviation of 0.55, indicating consistent and effective recovery practices.

One of the highest-rated items was the CMT's plan for coordination with authorities and rescue teams, scoring a mean of 3.73, reflecting the organization's strong ability to engage external support during crisis recovery. Both the insurance coverage against crisis events and the alignment with key business partners and suppliers received a mean score of 3.65, highlighting the importance of external relationships and financial safeguards in crisis recovery.

A structured crisis recovery process was vital for rebuilding trust, restoring operations, and learning from disruptions to strengthen future resilience, (Delgado & Santos, 2019). Stakeholder engagement in managing reputational damage, investor concerns, and legal challenges was rated 3.62, suggesting effective strategies for addressing the broader impacts of crises. The CMT's after-action review process and leadership in recovery efforts were both rated at 3.56, indicating that the organization places a strong emphasis on learning from past crises and ensuring that recovery efforts are well-resourced.

However, slightly lower scores were noted in areas such as the regularity of crisis analysis meetings (mean of 3.47), appropriate notification of damages and casualties (mean of 3.47), and the definition of recovery time objectives for rebuilding infrastructure (mean of 3.42). These areas, while still rated as "Highly Effective," suggest potential opportunities for further improvement in ensuring timely communication and efficient recovery operations.

Finally, the provision of Psychological First Aid to reduce distress among affected members scored 3.47, demonstrating the organization's commitment to supporting its members during recovery, though this area also shows room for enhancement.

In summary, the table indicated that the CMT was well-prepared and effective in managing crisis recovery, with solid plans and procedures in place to ensure a swift and coordinated response. However, there are minor areas, particularly around communication and recovery time objectives, where the organization could further refine its strategies to enhance overall crisis recovery program.

Table 9. The level of Effectiveness of Crisis Management Program of the Crisis Management Team in terms of Organization Preparedness Action

CMT Level of Effectiveness of Crisis Management Program in terms of Organization Preparedness Action				
Item number	**Question**	**Mean (M)**	**Standard Deviation (SD)**	**Qualitative Interpretation**
1	SPI has effective mechanism to identify and understand current and future risks on the horizon in sufficient detail to develop strategy and plans to meet the issues that face SPI.	3.55	0.59	Highly Effective
2	SPI knows what is important for the organization and is the resilience implemented consistent with the amount and type of risk we are willing to pursue or retain.	3.57	0.54	Highly Effective
3	From the executive and board level, SPI understands what resilience means as an organization, and this align with SPI core values and strategic aims.	3.67	0.50	Highly Effective
4	The top management has clear vision of where SPI as an organization should go, and what we should avoid. This vision clearly communicated throughout the organization.	3.59	0.58	Highly Effective
5	SPI conducted audit, exercise and test our resilience capabilities and knows exactly the procedures to follow in a crisis and what else happens across the organization.	3.52	0.61	Highly Effective
6	The CMT members are aware of the critical interdependencies, both internal and external, and actively consider these when making decisions.	3.58	0.56	Highly Effective
7	SPI established with strategic and operational responsibilities support to become more resilient and develop programs to build organization's capability for resilience by developing appropriate competencies among key employees.	3.56	0.52	Highly Effective
8	SPI takes timely and informed actions to intercept adverse events, mitigate their impact and sustain the transition to recovery and beyond.	3.52	0.53	Highly Effective
9	SPI's culture sufficiently open and transparent to allow critical risks that are recognized at a low level to be escalated appropriately; and that top management pass relevant information down to the appropriate level (s).	3.50	0.53	Highly Effective
10	SPI is flexible enough to respond rapidly to major emerging business risks and have plans to deal with disruption, the capability to respond to unforeseen events and the ability to successfully adapt when the established plan does not fit what is being experienced.	3.53	0.52	Highly Effective
	Average	**3.56**	**0.55**	**Highly Effective**

The table 9 evaluated the Crisis Management Team's (CMT) level of effectiveness of crisis management program in terms of organizational preparedness actions, focusing on the ability to anticipate, manage, and recover from

crises. The overall assessment is that the organization was "Highly Effective," with an average mean score of 3.56 and a standard deviation of 0.55, reflecting strong and consistent preparedness across various aspects.

One of the highest-rated areas was the understanding of resilience at the executive and board levels, scoring a mean of 3.67. This indicated that the organization's leadership has a clear grasp of resilience, aligning it with SPI's core values and strategic aims. Similarly, the clarity of top management's vision for the organization's direction and its effective communication throughout SPI Power Incorporated received a mean score of 3.59, highlighting strong leadership and vision.

Organizational preparedness actions are crucial in reducing vulnerability and enhancing the capacity to respond effectively during crises, (Villanueva & Cruz, 2020). The organization's ability to identify and understand current and future risks, crucial for developing effective strategies, scored 3.55, demonstrating a proactive approach to risk management. The alignment of organizational resilience with the type and level of risk that SPI Power Incorporated is willing to pursue or retain scored slightly higher at 3.57, reflecting a well-considered balance between risk and resilience.

SPI Power Incorporated's mechanisms for auditing, exercising, and testing resilience program received a mean score of 3.52, indicating a robust process for ensuring preparedness, though it suggests a potential area for further enhancement. Awareness of critical interdependencies, both internal and external, scored 3.58, underscoring the team's understanding of the broader factors that influence decision-making during crises.

Strategic and operational support for building organizational resilience through competency development among key employees also received strong ratings, with a mean of 3.56. This reflected the organization's commitment to continuous improvement and preparedness. The ability to take timely and informed actions to mitigate adverse events was similarly rated at 3.52, highlighting effective crisis interception and mitigation strategies.

The culture of openness and transparency within SPI, allowing for the appropriate escalation of recognized risks, was rated slightly lower at 3.50. While still "Highly Effective," this suggested a need for ongoing efforts to ensure that critical risks are communicated effectively across all levels of the organization. Lastly, SPI's flexibility in responding rapidly to major emerging risks and adapting to unforeseen events scored 3.53, reflecting the organization's ability to remain agile and responsive under pressure.

Overall, the table indicated that SPI Power Incorporated was well-prepared to handle crises, with strong leadership, effective risk management, and a commitment to resilience. However, areas such as auditing, communication of risks, and adaptability could be further refined to enhance the organization's preparedness and response program.

Problem 3. Is there a significant difference on the assessment of level of effectiveness of crisis management program of the SPI Power Incorporated Crisis Management Program when the respondents are grouped according to their profile?

Table 10. Test of significant difference on the perceived level of effectiveness of crisis management program of the Crisis Management Team in terms of Preparedness when grouped according to their profile

One-way ANOVA test results of the profile and the perceived level of effectiveness of Crisis Management Program in terms of Preparedness			
Profile	**F value**	**p-value at 0.05**	**Decision**
Organization	3.998	0.049*	Significant, Reject Ho
Rank	0.183	0.67**	Insignificant, do not reject Ho
Length of Service	0.823	0.367**	Insignificant, do not reject Ho

Commonly handled Crisis event	1.334	0.251**	Insignificant, do not reject Ho
*p-value is less than the alpha			
**p-value is greater than the alpha			

Table 10 showed the results of the one-way ANOVA test reveal insights into how different profiles affected the perceived level of effectiveness of Crisis Management Program in terms of Preparedness. The test analyzed four profiles: Organization, Rank, Length of Service, and Commonly Handled Crisis Event.

Starting with the Organization profile, the analysis showed a significant difference in the perceived management preparedness across different organizations, as indicated by the F-value of 3.998 and a p-value of 0.049, which is below the 0.05 significance threshold. This result led to the rejection of the null hypothesis, suggesting that the specific organization to which a respondent belongs significantly influences their perception of crisis management's preparedness program.

According to Lacerda (2019), it emphasized the importance of organizational structure and policies in shaping employees' views of crisis preparedness. Organizations that have well-developed crisis leadership and structured response strategies tend to be perceived as more prepared by their employees. This supported the finding that different organizations yield varying perceptions of preparedness, as indicated by the significant F-value and p-value in the analysis.

In contrast, the profiles of Rank, Length of Service, and Commonly Handled Crisis Event did not show significant differences in the perceived level of Effectiveness of Crisis Management Program. For the Rank profile, the F-value is 0.183 with a p-value of 0.670, indicating no significant variation in perceptions based on the respondent's rank within the organization. Similarly, the Length of Service profile has an F-value of 0.823 and a p-value of 0.367, showing that the length of time respondents has been with the organization did not significantly impact their views on management preparedness. Lastly, for the Commonly Handled Crisis Event profile, the F-value was 1.334 with a p-value of 0.251, again indicating no significant effect on the perceived management preparedness based on the types of crises respondents have commonly encountered.

Overall, the findings suggested that while the specific organization played a crucial role in shaping employees' perceptions of management's preparedness for crises, other factors such as rank, length of service, and crisis experience did not significantly influence these perceptions. This underscored the importance of organizational context in how preparedness was viewed within different companies or units.

Table 11. Test of significant difference on the perceived level of effectiveness of crisis management program of the Crisis Management Team in terms of Crisis Response when grouped according to their profile

One-way ANOVA test results of the profile and the perceived level of effectiveness of Crisis Management Program in terms of Crisis Response			
Profile	**F value**	**p-value at 0.05**	**Decision**
Organization	1.171	0.315**	Insignificant, do not reject Ho
Rank	0.318	0.728**	Insignificant, do not reject Ho
Length of Service	0.897	0.412**	Insignificant, do not reject Ho
Commonly handled Crisis event	0.358	0.7**	Insignificant, do not reject Ho
**p-value is greater than the alpha			

The one-way ANOVA test resulted for the profile and the perceived level of effectiveness of Crisis Management Program in terms of Crisis Response indicated that none of the examined profiles—Organization, Rank, Length

of Service, and Commonly Handled Crisis Event—have a significant impact on how respondents perceive management's program in handling crises.

Starting with the Organization profile, the F-value is 1.171 with a p-value of 0.315. Since this p-value was greater than the significance level of 0.05, it indicated that there is no statistically significant difference in the perceived crisis response program across different organizations. Thus, the null hypothesis, which suggested that perceptions did not vary significantly between organizations, is not rejected.

Similarly, for the Rank profile, the F-value is 0.318 with a p-value of 0.728, which was also above the 0.05 threshold. This result suggested that the respondents' rank within the organization did not significantly influence their perception of management's crisis response program, leading to the decision not to reject the null hypothesis.

The Length of Service profile showed an F-value of 0.897 and a p-value of 0.412, again greater than 0.05. This indicated that the length of time respondents has been with the organization did not significantly affect their views on how effective management was in responding to crises. Consequently, the null hypothesis is not rejected.

Finally, for the Commonly Handled Crisis Event profile, the F-value is 0.358 with a p-value of 0.700. This high p-value signifies that the type of crises commonly handled by respondents did not lead to significant differences in their perceptions of crisis response program, and therefore, the null hypothesis is not rejected.

In summary, the results showed that there are no significant differences in the perceived level of Management Program in terms of Crisis Response across different organizations, ranks, lengths of service, or types of crises handled. This suggested that these factors did not play a significant role in shaping how employees view their organization's ability to respond to crises.

Table 12. Test of significant difference on the perceived level of effectiveness in crisis management program of the Crisis Management Team in terms of Crisis Recovery when grouped according to their profile

One-way ANOVA test results of the profile and the perceived level of effectiveness of Crisis Management Program in terms of Crisis Recovery			
Profile	**F value**	**p-value at 0.05**	**Decision**
Organization	2.122	0.126**	Insignificant, do not reject Ho
Rank	0.519	0.597**	Insignificant, do not reject Ho
Length of Service	1.868	0.161**	Insignificant, do not reject Ho
Commonly handled Crisis event	0.234	0.792**	Insignificant, do not reject Ho
**p-value is greater than the alpha			

The one-way ANOVA test results for the profile and the perceived level of Management Program in terms of Crisis Recovery indicated that none of the profiles—Organization, Rank, Length of Service, and Commonly Handled Crisis Event—significantly influence respondents' perceptions of their organization's crisis recovery program.

Starting with the Organization profile, the F-value is 2.122 with a p-value of 0.126. Given that the p-value exceeded the 0.05 significance level, it suggested there is no statistically significant difference in perceived crisis recovery program across different organizations. Therefore, the null hypothesis, which posited that perceptions do not vary significantly between organizations, is retained.

The Rank profile has an F-value of 0.519 with a p-value of 0.597, also above the 0.05 threshold. This implied that the respondents' rank within the organization did not significantly affect their perceptions of management's crisis recovery program, leading to the conclusion that the null hypothesis is retained.

For the Length of Service profile, the F-value wass 1.868 with a p-value of 0.161. Since this result was not statistically significant, it suggested that the duration of service within the organization did not have a substantial impact on how respondents perceive crisis recovery program. Consequently, the null hypothesis is retained.

Finally, the Commonly Handled Crisis Event profile shows an F-value of 0.234 with a p-value of 0.792. The high p-value suggested that the type of crises respondents commonly handle does not significantly alter their perceptions of crisis recovery program, thereby retaining the null hypothesis.

In summary, the ANOVA test results showed that there are no significant differences in the perceived level of Effectiveness of Crisis Management Program in terms of Crisis Recovery based on organization, rank, length of service, or commonly handled crisis events. This suggested that these factors do not substantially influence employees' views on their organization's ability to recover from crises.

Table 13. Test of significant difference on the perceived level of effectiveness of crisis management program of the Crisis Management Team in terms of Organization Preparedness Action when grouped according to their profile

One-way ANOVA test results of the profile and the perceived level of effectiveness of Crisis Management Program in terms of Organization Preparedness Action			
Profile	**F value**	**p-value at 0.05**	**Decision**
Organization	2.699	0.073**	Insignificant, do not reject Ho
Rank	0.439	0.646**	Insignificant, do not reject Ho
Length of Service	1.868	0.161**	Insignificant, do not reject Ho
Commonly handled Crisis event	0.215	0.807**	Insignificant, do not reject Ho
**p-value is greater than the alpha			

The one-way ANOVA test results for the profile and the perceived level of Effectiveness of Crisis Management Program in terms of Organization Preparedness Action indicated that none of the profiles—Organization, Rank, Length of Service, and Commonly Handled Crisis Event—significantly influence respondents' perceptions of their organization's preparedness actions.

Starting with the Organization profile, the F-value is 2.699 with a p-value of 0.073. Although this p-value was somewhat close to the 0.05 significance level, it is still greater than the threshold, suggesting that there is no statistically significant difference in perceptions of organizational preparedness across different organizations. Consequently, the null hypothesis, which asserted that there is no variation in preparedness perceptions across organizations, is not rejected.

The Rank profile yielded an F-value of 0.439 with a p-value of 0.646. This high p-value indicated that respondents' rank within the organization did not have a significant effect on their perception of management’s preparedness program, leading to the conclusion that the null hypothesis is retained.

For the Length of Service profile, the F-value is 1.868 with a p-value of 0.161. Since this result did not reach statistical significance, it implied that the length of service within the organization did not significantly impact how respondents perceived the organization's preparedness actions. Thus, the null hypothesis is not rejected.

Lastly, the Commonly Handled Crisis Event profile has an F-value of 0.215 with a p-value of 0.807. The high p-value suggested that the type of crises respondents typically handle did not significantly influence their perception of organizational preparedness program, and therefore, the null hypothesis is retained.

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In conclusion, the ANOVA test results revealed that there are no significant differences in the perceived level of Effectiveness in Crisis Management Program in terms of Organization Preparedness Action based on organization, rank, length of service, or commonly handled crisis events. This indicated that these factors did not play a significant role in shaping employees' views on their organization's preparedness for crises.

Problem 4: What new program can be proposed from the results of the study?

Table 14: Timeline of the new program proposed based on the gathered results.

Timeline of the Integrated External Stakeholder Partnership Program (IESPP)	
Year 1: Relationship Building and Protocol Development (Months 1-12)	
Month	**Activity**
Month 1-2	**Program Initiation** – Establish the IESPP Project Team – Develop detailed work plan and secure management approval – Allocate necessary resources and budget
Month 3-4	**Stakeholder Mapping** – Identify and map key external stakeholders (LGUs, emergency services, law enforcement, NGOs, media) · Local **Emergency Services** • Fire department, police, ambulance services. · Regulatory **Authorities** • Department of Energy, DENR-EMB, DOLE, etc. · Local **Government and Municipal Leaders** • Coordination on evacuation, public safety, and resources. · Contractors **and Vendors** • Equipment suppliers, maintenance contractors, and service providers. · Community **Representatives** • Local leaders, nearby residents, and business owners. · Media **Outlets** • For controlled information dissemination and updates. · Environmental **Groups** • Consultation and compliance with environmental impact standards. · Insurance **Providers** • Risk assessment and claims coordination during recovery. · Utility **Partners** • National Grid Corporation of the Phil., PSALM, and other utilities. – Classify stakeholders by role and relevance to crisis management
Month 5-6	**Stakeholder Engagement** – Conduct initial consultations and relationship-building meetings – Present the IESPP concept and secure buy-in from key stakeholders
Month 7-8	**Protocol Development** – Co-create Memoranda of Understanding (MOUs) or partnership agreements – Draft roles and responsibilities, communication protocols, and resource-sharing arrangements
Month 9-10	**Joint Planning Workshop** – Conduct workshops to harmonize crisis management plans with external stakeholders – Establish a Joint Crisis Coordination Manual (draft version)
Month 11-12	**Capacity Building** – Conduct training on SPI's crisis management systems for external partners – Train SPI CMT members on external stakeholder engagement protocols
Year 2: Joint Exercises and Scenario-Based Testing (Months 13-24)	
Month 13-14	**Simulation Design** – Develop realistic crisis scenarios that require multi-agency response (e.g., natural

	disaster, sabotage, pandemic) – Assign roles to SPI and external stakeholders
Month 15-17	**Tabletop Exercises** – Conduct initial tabletop exercises to test protocols and communication flow – Gather feedback and refine plans
Month 18-20	**Field Exercises** – Organize live simulations with actual deployment of resources (e.g., joint evacuation drills, communication drills) – Evaluate performance and interoperability
Month 21-22	**Evaluation and Feedback** – Collect data and feedback from simulations – Identify strengths, gaps, and improvement opportunities
Month 23-24	**Protocol Revision** – Update Joint Crisis Coordination Manual based on lessons learned – Integrate refinements into SPI's Crisis Management Plan
Year 3: Institutionalization and Sustainability (Months 25-36)	
Month 25-27	**Integration into Policies** – Embed stakeholder partnership protocols into SPI's Standard Operating Procedures (SOPs) – Align with national regulations and industry standards
Month 28-30	**Continuous Improvement Plan** – Establish periodic review processes with external stakeholders – Create feedback loops to ensure protocols stay current and relevant
Month 31-33	**Sustainability Mechanisms** – Develop a schedule for annual joint exercises and refresher trainings – Secure budget and resources for long-term implementation
Month 34-35	**External Audit and Accreditation** – Conduct external audit of stakeholder integration protocols – Pursue certification (e.g., ISO 22320 for Emergency Management) to boost credibility
Month 36	**Program Handover and Celebration** – Present final program outcomes to SPI management and stakeholders – Celebrate achievements and recognize stakeholder contributions – Officially hand over program implementation to SPI's Crisis Management Team for ongoing operations

INTRODUCTION

The study's findings highlight SPI Power Incorporated's commendable internal crisis management capacity, with a well-established Crisis Management Team and strong preparedness measures. However, a key area identified for improvement is the limited integration of external stakeholders—such as local government units, emergency services, law enforcement agencies, and community partners—into the organization's crisis management framework. Recognizing that crises often extend beyond the boundaries of a single organization and require collaborative efforts, this recommendation proposes the establishment of an Integrated External Stakeholder Partnership Program (IESPP).

Purpose

The IESPP aims to build a resilient and comprehensive crisis management ecosystem that seamlessly incorporates external stakeholders into SPI Power's crisis preparedness, response, and recovery processes. By fostering strong relationships, mutual understanding, and coordinated action with key external actors, SPI Power can enhance its ability to respond effectively to large-scale crises, ensure continuity of operations, and protect the safety of its employees, assets, and the communities it serves.

Project Description

The IESPP will be launched as a three-year program, with the first year dedicated to stakeholder mapping, relationship building, and the development of formal collaboration protocols. This phase will include stakeholder workshops, partnership agreements, and joint training sessions to align expectations, roles, and communication channels during crises.

In the second year, the program will focus on simulation-based training and joint exercises, where SPI Power and its external partners will conduct realistic crisis scenarios (e.g., natural disasters, cybersecurity incidents, terrorism-related events) to test interoperability, decision-making processes, and communication flow. This phase aims to identify gaps, refine response strategies, and build trust among all participants.

The third year will emphasize institutionalizing these partnerships by integrating external stakeholder collaboration into SPI Power's Crisis Management Plan and organizational policies. The program will also develop a Joint Crisis Coordination Manual that outlines standard operating procedures, contact protocols, and resource-sharing mechanisms during crises. A periodic review and evaluation process will measure the program's effectiveness, identify areas for continuous improvement, and ensure that all partners remain engaged and prepared.

Key Performance Indicators (KPIs)

Number of External Stakeholder Agreements Formalized

This KPI measures the total count of formal agreements (such as Memoranda of Understanding, partnership contracts, or collaboration protocols) established between SPI Power Incorporated and its key external stakeholders, including local government units, law enforcement, emergency services, and community organizations. A higher number of formalized agreements indicates successful relationship-building efforts and demonstrates a shared commitment to coordinated crisis management. This KPI also ensures that roles and responsibilities are clearly defined, promoting accountability and collaboration during crisis events.

Frequency of Joint Exercises Conducted Annually

This KPI tracks the number of joint crisis simulation exercises held each year that involve both SPI Power Incorporated and its external partners. It includes tabletop exercises, field drills, and scenario-based simulations that test interoperability, communication, and coordination. A higher frequency of these exercises indicates proactive efforts to reinforce crisis preparedness, validate protocols, and build trust among all parties. This KPI aligns with the goal of sustaining a culture of collaboration and continuous learning.

Stakeholder Satisfaction Rate (Internal and External)

This KPI measures the percentage of satisfaction among both internal (SPI employees) and external stakeholders (e.g. LGUs, emergency services) participating in the IESPP. Satisfaction surveys and feedback forms distributed after training sessions, simulations, and real-world events will capture qualitative and quantitative data on how well the program meets stakeholder needs, including clarity of communication, coordination effectiveness, and perceived readiness. A high satisfaction rate reflects the program's relevance and its success in fostering confidence and cooperation.

Time to Activate Joint Crisis Protocols During Simulations

This KPI assesses the average time taken to activate and coordinate joint crisis protocols during simulation exercises from the initial alert to the first collaborative action (e.g. resource mobilization, communication deployment). A shorter activation time demonstrates improved efficiency and readiness, indicating that SPI Power Incorporated and its partners can respond swiftly and cohesively to a crisis. This KPI is crucial for minimizing the impact of crises by ensuring that collaborative actions can be executed in a timely manner.

Audit and Certification Score for Emergency Management Readiness

This KPI captures the score or rating awarded by external audits or certification bodies evaluating SPI Power Incorporated's readiness and adherence to best practices in emergency management. Standards like ISO 22320 (Emergency Management Requirements for Incident Response) provide frameworks for assessing crisis preparedness, communication protocols, and stakeholder coordination. A high audit and certification score signifies compliance with industry best practices, enhances credibility, and reinforces SPI's commitment to continuous improvement in crisis management.

By implementing the IESPP, SPI Power Incorporated will not only address the identified weakness of limited external stakeholder integration but will also strengthen its overall crisis management capability, ensuring a comprehensive and collaborative approach to crisis preparedness and response

Overall, Chapter 4 has presented quantitative research findings addressing the four research questions of this study. Namely: What is the demographic profile of the respondents in terms of organization, rank, length of service, and; most commonly handled crisis event? What is the level of effectiveness of the crisis management program SPI Power Incorporated in terms of Preparedness, Crisis Response, Crisis Recovery, and; Organizational Preparedness Action? Is there a significant difference on the assessment of level of effectiveness of crisis management program of the SPI Power Incorporated Crisis Management Program on the respondents when grouped according to their profile? and What new program can be proposed from the results of the study?

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATION

This chapter presents the finding, provides conclusions based on research findings from data collected through survey. As well as discussion and recommendations for future research. This chapter review the purpose of the study, research questions, literature review, and findings of the study. It then presents conclusions, discussion of the conclusions, and recommendations for practice and for further research.

SUMMARY OF FINDINGS

This presents an in-depth discussion of the findings based on the study on crisis management at SPI Power Incorporated, exploring three objectives of this study: the demographic profiles of respondents involved in crisis management, the assessed level of effectiveness of the Crisis Management Team program (CMT), and the differences in this perceived level of effectiveness when respondents are grouped according to their profiles.

Firstly, the data collected from respondents focusing on demographic profiles engaged in crisis management at SPI Power Incorporated reveals a strong internal foundation for handling crises, as evidenced by the predominance of internal staff making up 68.6% of the respondents. This significant proportion highlights the organization's reliance on its own personnel for managing and implementing crisis protocols, an approach that ensures operational consistency and alignment with company-specific policies. Further, the substantial presence of respondents with 16 years or more of service (52.3%) underscores the organization's depth of experience and institutional knowledge, which are critical assets in ensuring effective crisis response and continuity. The largest proportion of respondents holding operational and supervisory roles (54.7%) also indicates that frontline workers play a central role in crisis management efforts, contributing valuable, practice-based insights into the day-to-day challenges and strengths of existing protocols.

Notably, the data highlights that the COVID-19 pandemic emerged as the most commonly handled crisis, with 6.16% of total responses. This finding aligns with global trends that have seen health crises significantly disrupt business operations across industries, necessitating adaptive crisis management strategies that incorporate health, safety, and business continuity measures. Safety incidents and accidents (5.47%) were also reported frequently, indicating the importance of maintaining robust occupational health and safety practices as a key component of the organization's resilience strategy. Conversely, cybersecurity breaches (0.58%) and terrorism-related bombings (0.58%) were among the least frequently reported crisis events. Despite their lower occurrence, these crises represent high-impact threats that require dedicated attention, planning, and training to safeguard organizational assets and personnel.

The relatively low representation of external stakeholders (11.6%) in the data suggests a potential area for improvement in SPI Power's crisis management framework. Integrating perspectives from law enforcement, emergency services, local government units, and other stakeholders is essential for developing a holistic approach to crisis management, particularly for crises that extend beyond the organization's internal capacity. Additionally, the underrepresentation of newer staff with 1-5 years of service (11.6%) highlights a potential gap in onboarding and knowledge transfer processes, which are critical for sustaining crisis management effectiveness over time. Overall, while SPI Power demonstrates considerable internal capacity and operational experience in crisis management, the findings point to the need for enhanced collaboration with external partners, targeted training on emerging threats like cybersecurity, and a stronger focus on onboarding newer staff to ensure a resilient and comprehensive crisis management approach.

Secondly, it evaluates the level of effectiveness of the crisis management program in four key areas: preparedness, crisis response, crisis recovery, and organizational preparedness actions. SPI Power Incorporated's crisis management program was rated as "Highly Effective" across all key areas—with Preparedness receiving the highest score, indicating strong anticipation and planning for crises. Crisis Recovery and Organization Preparedness Action had the lowest but still effective scores, suggesting areas where improvements in post-crisis restoration and organizational readiness could enhance resilience. While the overall results demonstrate a robust program, investing more in recovery planning and continuous training will ensure that the organization remains adaptable and capable of sustaining effective crisis management amid evolving challenges.

Thirdly, the analysis of the perceived level of effectiveness of SPI Power Incorporated's crisis management program revealed that the only significant difference found was in the dimension of Preparedness, where the profile variable Organization showed a significant effect ($p = 0.049$), indicating that employees' perceptions of preparedness varied depending on their organizational affiliation. Meanwhile, no significant differences were found across Rank, Length of Service, or Commonly Handled Crisis Events for Preparedness, nor for any profiles in the dimensions of Crisis Response, Crisis Recovery, and Organization Preparedness Action, suggesting that these factors did not substantially influence respondents' perceptions of the effectiveness of crisis management overall.

The significant difference in Preparedness based on organization underscores the importance of consistent training and communication across organizational units to ensure uniform crisis preparedness, while the overall similarity in perceptions across other factors highlights a broadly shared confidence in the program's effectiveness. However, focusing on aligning practices across different organizational groups and fostering shared standards may further strengthen preparedness outcomes and ensure that every unit is equally equipped to handle crises effectively.

Finally, the study on crisis management at SPI Power Incorporated shows a strong internal foundation, with most respondents being experienced internal staff in operational roles, particularly handling COVID-19 and safety incidents. Less frequent threats like cybersecurity breaches need more focus. Limited involvement of external stakeholders and newer staff suggests areas for improvement in collaboration and onboarding. The Crisis Management Team program was rated highly effective, especially in preparedness, though recovery and organizational readiness need enhancement. Differences in perceived preparedness across organizational units highlight the importance of consistent training and communication. Overall, while the program is robust, strengthening external partnerships, targeted training, and organizational alignment will further improve crisis management.

DISCUSSION WITH LITERATURE

The study conducted at SPI Power Incorporated provides a comprehensive assessment of the organization's crisis management practices, revealing several critical insights into its program and areas for improvement. The findings are structured around three objectives of the study: demographic profiles of respondents, the level of effectiveness of the crisis management program of the Crisis Management Team (CMT), and the perceived differences in these programs when respondents are grouped according to their profiles.

The relevance of demographics in crisis handling is crucial, as it provides a multi-dimensional view of how an organization prepares for, responds to, and recovers from crises. It plays a pivotal role in crisis management studies, offering insights into organizational resilience and areas for enhancement. Demographic characteristics such as age, tenure, and role within an organization influence how individuals perceive and respond to crises. For instance, long-serving employees often possess institutional knowledge that is invaluable during emergencies, while newer staff may require targeted onboarding to ensure preparedness. Moreover, the inclusion of diverse demographic groups, including external stakeholders, enriches the crisis management framework by incorporating varied perspectives and expertise. Bourque (2015) found that demographic factors, combined with information sources, predict earthquake preparedness and hazard mitigation behaviors. Additionally, the United Nations Population Fund (2015) emphasizes that baseline demographic data is crucial in all stages of disaster management, aiding in accurate analysis and planning. Therefore, integrating comprehensive demographic profiles into crisis management studies not only reflects the organization's current capabilities but also identifies opportunities for strategic improvements in preparedness and response.

Then, identifying the level of effectiveness of a crisis management program is crucial in evaluating an organization's resilience and preparedness for unforeseen events. In the context of SPI Power Incorporated, assessing key areas such as preparedness, response, recovery, and organizational actions provides a comprehensive understanding of the program's strengths and areas needing enhancement. For instance, while high preparedness scores indicate strong planning, lower scores in recovery and organizational actions highlight the need for improved post-crisis strategies and readiness. Regular assessments facilitate informed decision-making, resource allocation, and stakeholder confidence, ultimately strengthening the organization's ability to navigate future crises effectively.

For instance, Boin, Ekengren, and Rhinard (2021) emphasize that systematic evaluation of crisis communication and management practices enables organizations to identify performance gaps and implement necessary improvements. As an example, their 30-item checklist serves as a tool for assessing crisis communication effectiveness during pandemics, highlighting the importance of evaluation in enhancing organizational response. Similarly, Kim and Lee (2022) argue that evaluating the effectiveness of crisis management strategies is vital for building organizational resilience and ensuring sustainable performance during adversity. They suggest that such evaluations help organizations adapt to evolving challenges and maintain operational continuity.

Additionally, the significance of perceived effectiveness of the crisis management program is essential for understanding how organizational culture, structure, and communication practices shape employees' confidence and readiness to respond to crises. The finding that only the dimension of Preparedness showed significant differences across organizational affiliation highlights the importance of consistent training and alignment of expectations across different units. This aligns with Boin, Ekengren, and Rhinard (2021), who emphasize that differences in organizational preparedness perceptions can undermine collective crisis response if not addressed through coordinated planning and communication.

Lastly, Kim and Lee (2022) argue that assessing perceived effectiveness helps identify areas where organizational resilience can be enhanced, promoting adaptive capabilities and continuous improvement. The overall similarity in perceptions across other factors in SPI Power Incorporated crisis management program suggests that the program is generally well-received and implemented consistently, which is a critical foundation for organizational resilience (Smith, 2018). Therefore, evaluating perceived effectiveness serves not only to identify specific areas for targeted improvement but also to reinforce confidence in the organization's crisis management strategy, fostering a culture of preparedness that can adapt to evolving challenges.

CONCLUSIONS

The findings of the study are analysed and interpreted in which it provides a comprehensive evaluation of the organization's crisis management program, highlighting both strengths and areas for potential improvement. The findings also offer significant insights into the demographic profiles of respondents involved in crisis management, the assessed level of effectiveness in crisis management program, and the significant differences in crisis management program when respondents are grouped according to their profiles.

The study's findings on the demographic profiles of respondents at SPI Power Incorporated reveal a strong internal foundation for crisis management, characterized by experienced internal staff with extensive tenure and operational roles. This internal focus ensures consistent application of crisis protocols and leverages institutional knowledge in managing day-to-day crises, such as health incidents and safety concerns. However, the limited representation of external stakeholders and newer staff highlights opportunities to broaden the crisis management framework, aligning it with best practices that advocate for the inclusion of diverse perspectives and expertise. Integrating insights from external partners, law enforcement, and local communities is essential to develop a holistic approach that can address emerging threats like cybersecurity and terrorism, which—although less frequent—pose high-impact risks to the organization.

Therefore, it is imperative for SPI Power Incorporated to prioritize targeted onboarding for newer staff and foster collaboration across organizational units to ensure uniform crisis preparedness and response. By addressing these demographic gaps and promoting inclusive training and communication, the organization can strengthen its resilience and adaptability in an increasingly complex risk environment. This approach not only aligns with literature on the importance of demographic diversity but also positions the organization to respond effectively to both expected and unforeseen crises in the future.

Meanwhile, the evaluation of SPI Power Incorporated crisis management program reveals a generally high level of effectiveness across four critical areas: preparedness, crisis response, crisis recovery, and organizational preparedness actions. Preparedness received the highest rating, indicating strong anticipation and planning efforts, which are vital for mitigating the impact of crises. Although crisis recovery and organizational preparedness actions scored lower, they remain effective, highlighting areas where targeted improvements in post-crisis restoration and readiness could further strengthen the organization's overall resilience.

Further, identifying the perceived level of effectiveness in these key areas is crucial for SPI Power to maintain and enhance its crisis management capabilities. Regular assessment allows the organization to pinpoint strengths and weaknesses, guiding strategic decisions such as allocating resources toward recovery planning and ongoing training. This continuous improvement process not only supports operational adaptability in the face of evolving challenges but also reinforces stakeholder confidence by demonstrating a commitment to robust and responsive crisis management.

Finally, the analysis of the perceived effectiveness of SPI Power Incorporated crisis management program shows that employees' views on preparedness significantly vary based on their organizational affiliation, while other factors such as rank, length of service, and commonly handled crises did not influence perceptions across preparedness, response, recovery, or organizational actions. This variation in preparedness highlights the need for consistent training and communication across all organizational units to ensure a unified and effective crisis readiness. The general consensus of effectiveness in other areas reflects a shared confidence in the program, suggesting that it is well-implemented and broadly accepted throughout the organization.

Lastly, understanding the significance of perceived effectiveness is crucial as it reveals how organizational culture, structure, and communication impact employee confidence and readiness in crisis situations. Consistent perceptions across most dimensions reinforce the program's solid foundation, while the differences in preparedness underscore the importance of aligning training and expectations across units. Addressing these disparities through coordinated efforts enhances organizational resilience and promotes continuous improvement, ensuring SPI Power can maintain adaptive crisis management capabilities and foster a culture of preparedness capable of responding effectively to evolving challenges

RECOMMENDATION

Based on the analysis, one of the weakest points identified is the low integration of external stakeholders in SPI Power Incorporated's crisis management framework. It also notes that while the organization demonstrates a strong internal crisis management capacity, the limited involvement of external stakeholders represents a vulnerability, particularly during large-scale or complex crises that exceed the company's internal capabilities

The proposed Integrated External Stakeholder Partnership Program (IESPP) presents a well-structured and strategic response to one of the most critical weaknesses identified in the study—the limited integration of external stakeholders in SPI Power Incorporated's crisis management framework. While the company's internal crisis management team is strong and established, the lack of coordination with key external actors poses a significant risk, especially in scenarios that surpass internal response capacities. By introducing IESPP, SPI acknowledges the importance of a broader, more inclusive approach to crisis management and proactively bridges the gap between internal resilience and external collaboration.

The significance of the IESPP lies in its comprehensive design, which not only seeks to involve but also formalize relationships with vital external partners such as local government units, emergency responders, law enforcement, and community organizations. This formalization, achieved through Memoranda of Understanding and joint planning workshops, ensures that each party understands its role and contribution in times of crisis. It eliminates ambiguity and enables a harmonized response that is both swift and strategic. Such coordination can greatly mitigate the negative impacts of disasters and improve SPI Power's capacity to restore normal operations rapidly and efficiently.

Furthermore, the simulation-based training and joint exercises planned for the second year of the IESPP are particularly valuable. These initiatives serve not only as rehearsal mechanisms but also as diagnostic tools that identify gaps in communication, interoperability, and decision-making. Engaging stakeholders in realistic crisis scenarios will foster trust, improve mutual understanding, and cultivate a culture of preparedness. It also provides a safe space for refining strategies and testing the robustness of collaborative protocols before they are needed in real-world situations.

In the program's third year, institutionalization ensures that stakeholder integration is not a one-time project but a sustained organizational practice. By embedding these partnerships into SPI's standard policies and aligning them with national and international crisis management standards (e.g., ISO 22320), the IESPP promotes a long-term vision of resilience and accountability. The inclusion of performance indicators such as stakeholder satisfaction, activation time during simulations, and certification scores ensures that the program remains dynamic, measurable, and aligned with best practices.

In conclusion, the IESPP stands as a vital and timely recommendation that directly addresses the identified gap in the study. It transforms a point of vulnerability—limited external coordination—into a strength by fostering comprehensive stakeholder engagement and shared responsibility. This not only elevates SPI Power Incorporated's crisis management capacity but also demonstrates its commitment to community safety, organizational transparency, and continuous improvement. Ultimately, the program offers a replicable model for other organizations facing similar challenges in crisis preparedness.

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55. Wilson, S. (2020). Pandemic leadership. Leadership, 16(3), 279–293.
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ABOUT THE AUTHORS

NEIL M. QUIJANO
Lot 7, Block 3, La Mirande Crest Subdivision, Grand Europa, Bo. Lumbia, Cagayan De Oro City 9000
09175076095
nmquijano47@gmail.com

PROFILE

Accomplished safety, health, security, and business continuity practitioner with over 28 years of experience in security management in the power plant sector, complemented by 4 years in the hotel industry. Expertise includes antiterrorism, force protection, facility security assessments, ISPS code implementation, incident management, business continuity, and crisis management. Proven leadership in implementing safety and security programs, risk management frameworks, and business continuity plans. Recognized for developing and implementing effective training, organizational programs, and innovative safety initiatives.

EDUCATION

- **BS Aeronautical Engineering**, FEATI University, Sta. Cruz Manila (1993)
- **Advanced Reserve Officer Training Course (PAF)**, AFRESCOM, Villamor Airbase (1992)
- **MBA**, Int'l Academy of Management and Economics, Makati City (2003)
- **BS Criminology**, Cagayan De Oro College (2009)
- **Certificate in Security Management**, Buckinghamshire New University (2013)
- **Next Generation Security Leader**, Security Executive Council, University of South Carolina (2012)
- **Master in Security Management**, PSIS International (2020)
- **Master in Management in Industrial Security Management**, PCU (2022)
- **Master of Science in Criminal Justice**, Cagayan De Oro College (2025)
- **Master of Science in Crisis and Disaster Risk Management** (ongoing), PCU

Licenses & Certifications

- Certified Protection Professional (ASIS-CPP)
- Certified Security Professional (PSIS-CSP)
- Certified Security Management Specialist (PADPAO/SAGSD-CSMS)
- Accredited OSH Practitioner & Consultant for Power Sector (DOLE/BWC)
- Accredited Pollution Control Officer (DENR-EMB)
- License Security Consultant (PNP-CSG)
- Accredited Port Facility Security Officer (DOTC-OTS)
- Business Continuity Certified Expert (BCMI-BCCE)
- Physical Security Professional (ASIS-PSP)
- Crisis Management Certified Expert (BCMI-CMCE)
- Certified Fraud Examiner (ACFE-CFE)
- Certified Campus Security Manager (CSMAP-CCSM)
- Certified Business Continuity Professional (DRII-CBCP)
- Certified Loss Prevention and Operations Specialist (CIISCM/Global E2C-CLPOS)
- Certified ISO 31000 Lead Risk Manager (PECB)
- Certified ISO 22301 Lead Implementer and Auditor (PECB)
- Certified Anti-Terrorism Specialist (CIISCM/Global E2C-CATS)
- Certified Operational Resilience Specialist (BCMI-ORCS)

PROFESSIONAL EXPERIENCE

STEAG State Power Inc.

Head, Resiliency, Environment, Health, Safety & Security Manager

Jan 2021 – Present

- Lead EHS, security, and business continuity programs ensuring compliance, preparedness, and risk management.
- Develop and implement crisis management, risk management, and security programs.

Security Manager & Business Continuity Manager

Apr 2008 – Dec 2020

- Managed security operations and business continuity management.
- Developed security master plans, physical security elements, and risk management frameworks.

Team Energy Corporation / Bayview Hotel

Security Officer / Port Facility Security Officer

Jun 2007 – Apr 2008

- Managed site security, implemented contractor access controls, and enforced compliance.

Mirant Pagbilao Corporation / Bayview Hotel

Security Officer / Port Facility Security Officer

Mar 1999 – Jun 2007

- Oversaw security policy enforcement, developed crisis management programs, and contributed to achieving ISO certifications.

Makati Shangri-La, FSSC Detachment

Supervisor/Investigator

Apr 1998 – Feb 1999

- Conducted investigations, identified security vulnerabilities, and recommended improvements.

Hooven Philippines, T8SSI Detachment

Detachment Commander

Jan 1998 – Mar 1998

- Organized and managed the security detachment; advised on safety protocols.

Hotel Rembrandt, CSIA Detachment

OIC-Security

Jan 1996 – Jan 1998

- Managed contract security forces, reduced incidents, and implemented safety protocols.

Professional Memberships & Awards

- American Society for Industrial Security (ASIS)
- Philippine Society for Industrial Security (PSIS)
- Board of Trustee, PSIS-10
- Association of Fraud Examiners (ACFE)
- Association of Port Facility Security Practitioners in Northern Mindanao (President)
- Director, Philippine Coast Guard Auxiliary 1001st Squadron (AUX CAPT, 2025-2027)
- Business Continuity Management Institute (BCMI), Singapore
- Safety Organization of the Philippines, Inc. (SOPI)
- Association of Safety Practitioner of The Philippines (ASSPI)
- Occupational Safety and Health Network (OSHNet-10)

Awards:

- Leadership Award, Rotary of Pitogo Centennial (2005)
- Outstanding Certified Security Professional (2016)
- Outstanding OSH Practitioner (2023)
- Outstanding OSH Consultant (2024)
- Outstanding Health and Safety Professional (Platinum, 2024)

Specialized Skills & Training

- **Security:** Executive Protection, ISPS Code Implementation, Counterterrorism, Fraud Investigation, and Crisis Management.
- **Safety:** OSHA 18001/4501, NEBOSH, IOSH, Hazardous Waste Management, Emergency Response, Behavioral-Based Safety.
- **Business Continuity:** ISO 22301, ISO 31000, BCMI/DRI Certifications.
- **Management Training:** Supervisory Training, Leadership, Conflict Management, Performance Management, and People Development.
- **Computer Skills:** Proficient in Microsoft Office (Word, Excel, PowerPoint, Outlook).

Academic & Professional Involvement

- **Lecturer**: PSIS, BCMI, HSEIC, J3 Solutions, SOPI, PMAP CDOC, CARAGA Chapter
- **Program Director:** PSIS International (CSI, CCOS, CCM)
- **Instructor**: Tagoloan Community College (BS Criminology & Industrial Security Administration)
- **Resource Person:** Crisis Management Implementer Course, Business Continuity Management

HARRY SANTIAGO P. ACHAS
Sta. Ana, Tagoloan, Misamis Oriental
harryachas@yahoo.com
santiagoharry206@gmail.com
09359415616

Personal Background
Born: November 9, 1984
Father's Name: Santiago Jagualing Achas
Mother's Name: Glenda Enerio Pairat
Address: Sta. Ana Tagoloan Misamis Oriental
Civil Status: Married
Spouse Name: Milger Baang
Children's Name: Matthew B. Achas and Maverick Santiago B. Achas

Educational Background
Post Graduate Studies: **Doctor of Philosophy in Criminal Justice**
University of Mindanao

	Matina, Davao City March 2019
Graduate Studies:	**Masters in Criminology Major in Law Enforcement Administration** Cagayan de Oro College PHINMA Education Network Carmen, Cagayan de Oro City March 2012
Tertiary:	**Bachelor of Science in Criminology** Cagayan de Oro College PHINMA Education Network Carmen, Cagayan de Oro city March 2005
Secondary:	**St. Mary's Academy of Tagoloan** Tagoloan,Misamis Oriental March 2001
Elementary:	**Sta. Ana Elementary School** Sta. Ana,Tagoloan,Misamis Oriental March 1997

Work Experience:

2023-Present	**Research Director** Criminological Research Center School of Criminology and Criminal Justice PHINMA-COC Max Suniel Street, Carmen, Cagayan de Oro City
2021- present	**Program Head, Criminology Program COC Puerto Campus** PHINMA-Cagayan de Oro College Puerto Cagayan De Oro City
2021- present	**Program Coordinator, Criminology Graduate Studies** PHINMA-Cagayan de Oro College Max Suniel Street, Carmen, Cagayan de Oro City
2020- present	**Faculty, Graduate school/Post Graduate Program for Criminology** PHINMA-Cagayan de Oro College Max Suniel Street, Carmen, Cagayan de Oro City
2019-2020	**Vice President for Academic Affairs** Tagoloan Community College Baluarte, TagoloanMisamis Oriental
2013-2020	**Dean, College of Criminology** Tagoloan Community College Baluarte, Tagoloan Misamis Oriental
2010-present	**Criminology Review Lecturer** Different Review Centers in the country
2010-2013	**ROTC Coordinator** Tagoloan Community College Baluarte, Tagoloan, Misamis Oriental
2012-2015	**Faculty President** Tagoloan Community College
2010-2018	**Criminology Review Director** Tagoloan Community College Baluarte, Tagoloan Misamis Oriental
2007 – 2010	**Instructor, College of Criminology** Tagoloan Community College Tagoloan, Misamis Oriental

Voluntary Work:

Convenor and Organizer of "ONE CRIMINOLOGY TAGOLOAN CHAPTER"

Eligibilities/Professional License:

Registered Criminologist
October 2005

Scholarly Works:

Author

"The Shaping of Criminals: Revisit of Criminological Theories
Volume 7, 2021 August, Issue 5
PHINMA Criminological Research Journal

Co-Author

"Bullying: An Exploration of Manobos Experiences"
Volume 6-2021 August, Issue 8
International Journal of Innovation Science and Research Technology

Co-Author

"Assessing Criminology Students Knowledge on Disaster and Risk Management"
Volume 7-,2021 August, Issue 5
International Journal of Trend in Scientific Research and Development

Co-Author

"Exploring the Minds of Parents of Drug Users: A Phenomenology"
Volume 10-2021 July-Issue 7
International Journal of Science and Research

Co-Author

"Perception of Student Offenders of Deterrence Theory
Volume 7-2021 August, Issue 5
International Journal of Trend in Scientific Research and Development

Co-Author

"Criminology Educators: Triumphs and Struggles"
Volume 5-2021 August, Issue 5
International Journal of Trend in Scientific Research and Development

Co-Author

Compliance among Higher Educational Institutions Offering Bachelor of Science in Criminology Programs in Region 10: A Case Study
Mediterranean Journal of Basic and Applied Sciences (MJBAS)
Volume 9, Issue 3, Pages 62-74, July-September 2025

Book Authorship:

Law Enforcement Organization and Administration: Inter-Agency Approach
Rex Book Store, 2024
Introduction to Criminology
22 Karat, 2019

Professional/Civic Organization Memberships:

Regional Quality Assessment Team for Criminal Justice Education
CHED Region X
2021-Present
Member, Professional Criminologist Association of the Philippines
(2005- Present)
Vice Governor PCAP 10
2021-Present
REGION X PCAP MisOR Chancellor
2021-Present
Misamis Oriental
FRATERNAL ORDER OF EAGLES, PHILIPPINE EAGLES
(2014-Present)
ALPHA THETA OMEGA FRATERNITY and Sorority
MEMBER, COUNCIL OF DEANS CRIMINOLOGY EDUACATION X
(2013-2020)

Member, PNP Regional Certification Board for Investigators
(2023- Present)
MEMBER, MUNICIPAL ADVISORY COUNCIL (PNP Tagoloan)
Tagoloan Misamis Oriental
(2015-2018)
MEMBER, PPSC PROVINCIAL ADVISORY COUNCIL (PPSC, PNP MisOr)
Misamis Oriental
(2015-2016)
MEMBER, PROVINCIAL ADVISORY COUNCIL (PNP MisOr)
Misamis Oriental
(2016-2018)

Awards and Recognition:

Service Award
Professional Regulation Commission Region X
June 23, 2025
Service Award
PHINMA Cagayan de Oro College
August 15, 2025
"Dakilang Kriminologo: The Justice Felix Angelo Bautista Awardee
2024
OKADA, Manila Philippines
Distinction Awardee 2024
Philippine Federation of Professional Associations' (PFPA)
Academe/Research and Development Category for Criminologist
UP DILIMAN
Service Award
PHINMA-Cagayan de Oro College
SCHOOL OF CRIMINOLOGY AND CRIMINAL JUSTICE
2023
NATIONAL OUTSTANDING CRIMINOLOGIST OF THE YEAR
2020
Academe Category
PASAY CITY, Manila Philippines

Professional Activities Attended:

Asian Criminologigcal Society Conference
Queensland University of Technology
Brisbane, Australia
"Public Orientation on The Code of Ethics and Professional Conduct of the Philippine Registered Criminologists and Public Orientation on the Guidelines for Accreditation of the Juridical Practice of Criminology
Grand Caprice Hotel, Cagayan de Oro City"
March 25-26, 2025
1st Philippine Criminology Profession Week
OKADA Manila, Philippine
November 7, 2024
5th Annual Conference of Asian Criminological Society (ACS)
Midas Hotel Pasay City Philippines
August 10 2024
PRC-PRB Criminology: TOS 2.0 Finalization
PICC
(January 18-20, 2023)
PRC-PRB Criminology: TOS Revision Workshop
PICC
(August 30-31, 2023)

Capacity Building Workshop for CHED Regional Quality Assurance Teams on the Implementation of ETEEAP (Mindanao Cluster)
Mallberry Suites Hotel
Limketkai, Cgayan de Oro City
December 7, 2022
11th PHILIPPINE PROFESSIONAL SUMMIT
"Glocal Filipino Professionals: Rebuilding the Nation with G.R.I.T."
Professional Regulation Commission
Fiesta Pavilion Hall of Manila Hotel
(October 17-19, 2022)
National Criminology Conference
Professional Regulation Commission
Midas Hotel, Pasay City
(April 29-30, 2022)
Regional Criminology Congress
PCAP Region X
Liceo de Cagayan University, Rodelsa Hall
(November 10, 2022)

MAY JUANNA P. AÑASCO
Phone No. : 0966-591-1706
Email : meiwanna26@gmail.com
Birthday : June 26, 1998
Address : Sambulawan, Agusan, Cagayan de Oro City, Misamis Oriental, Philippines, 9000

Career Objectives
To inspire and nurture a passion for language and literature as an English Language Arts Teacher, fostering a positive and engaging learning environment. Dedicated to cultivating critical thinking, effective communication, and a lifelong love for literature among students, while actively contributing to the educational advancement and development of young minds.

ACADEMIC QUALIFICATION

POST-GRADUATE

- **August 2023 – present** — **Capitol University**
  Master of Arts in Education major in English
  With 1.00 General Weighing Average

TERTIARY

- **2014-2018** — **PHINMA-Cagayan de Oro College**
  Bachelor of Secondary Education major in English
  With 1.73 General Weighing Average

VOCATIONAL

- **February - October 2020** — **Technical Education and Skill Development Authority (TESDA)**
  Philippine Call Center Institute
  National Certificate II: Contact Center Services
  Passer

- **July 2018** — **Technical Education and Skill Development Authority (TESDA)**
  Rainbow's End Academy
  National Certificate I: Introduction to Pastry Making
  Passer

Professional Qualification

Board Licensure Examination for Professional Teachers 2018 Licensed Professional Teacher with 80% above Board Rating

SKILLS

Computer Literate	With extensive Microsoft Proficiency covering wide variety of computer applications.
Flexible Team Player	Thrives in environments requiring ability to effectively prioritize and juggle multiple and overload tasks.
Attention to Details	Attention to detail is paramount as I tackle repetitive tasks within a sizable workload.
Work Under Pressure	Keen to operate in a fast-paced environment, requiring me to perform tasks efficiently under pressure.
Strong Sense of Responsibility	Has good work ethics and is very committed to making the work possible.

PROFESSIONAL EXPERIENCES

March 2020 - present

Freelance Proofreader, Editor and Grammarian
Home-Based

- Review documents for grammar, spelling, and style
- Fact-check dates and other statements for accuracy
- Confirm all submitted writing is original
- Ensure text meets tone and character count outlined by company policies
- Make corrections and suggest edits to the document
- Meet proofreading deadlines

January 13, 2026 – April 15, 2026

Full-time English Faculty
Senior High School Department
Liceo De Cagayan University

- Deliver a range of programs of teaching for students.
- Ensure teaching within the quality assurance framework of the college.
- Perform student admissions and assessments.
- Set, mark and assess examinations and works.
- Supervise student projects and ensure field trips if necessary.
- Develop the ability of students to engage in critical discourses and rational thinking.

- Promote and develop team spirit and team coherence.
- Ensure teaching design and methods are in compliance with the educational standards and regulations of the department.
- Supervise student projects and ensure field trips if necessary.

July 2025 – December 10, 2025

Instructor II
College of Arts and Sciences
PHINMA - Cagayan de Oro College

- Deliver a range of programs of teaching for students.
- Ensure teaching within the quality assurance framework of the college.
- Perform student admissions and assessments.
- Set, mark and assess examinations and works.
- Supervise student projects and ensure field trips if necessary.
- Develop the ability of students to engage in critical discourses and rational thinking.
- Promote and develop team spirit and team coherence.
- Ensure teaching design and methods are in compliance with the educational standards and regulations of the department.
- Supervise student projects and ensure field trips if necessary.

December 2023 – April 2024

Freelance English Language Tutor – US Based
Home-Based

- Provide personalized support to students in English Language Arts, focusing on reading, writing, and communication skills.
- Focus on enhancing their reading, writing, and communication skills through personalized instruction and engaging activities.
- Create effective lesson plans, conduct assessments, and foster a love for literature to help students succeed academically.

July 19, 2022- April 5, 2025

Full-time English Faculty
Senior High School Department
PHINMA- Cagayan de Oro College

- Deliver a range of programs of teaching for students.
- Ensure teaching within the quality assurance framework of the college.
- Perform student admissions and assessments.
- Set, mark and assess examinations and works.
- Supervise student projects and ensure field trips if necessary.
- Develop the ability of students to engage in critical discourses and rational thinking.
- Promote and develop team spirit and team coherence.
- Ensure teaching design and methods are in compliance with the educational

standards and regulations of the department.

- Supervise student projects and ensure field trips if necessary.

April - May 2021 **Data Encoder**
Philippine Coconut Authority – Region X

- Accurately and efficiently encode all data that needs organizing and recording
- Confirm that entered data accurately aligns with original documentation
- Organize and maintain original paper evidence
- Assure files are properly prepared and saved to backup drives
- Transcribe, scan or photocopy hard copy documents and forms as needed

November 2019 - March 2020 **Part-Time College Instructor**
College of Arts and Sciences
PHINMA- Cagayan de Oro College

- Deliver a range of programs of teaching for students.
- Ensure teaching within the quality assurance framework of the college.
- Perform student admissions and assessments.
- Set, mark and assess examinations and works.
- Supervise student projects and ensure field trips if necessary.
- Develop the ability of students to engage in critical discourses and rational thinking.
- Promote and develop team spirit and team coherence.
- Ensure teaching design and methods are in compliance with the educational standards and regulations of the department.
- Supervise student projects and ensure field trips if necessary.

August 2018- November 2019 **Branding Supervisor**
PH Global JET Express Inc.

- Processes Leasing Documents
- Processes Licensing new Branches
- Proofreads Legal Works like Company Agreements and Contract of Lease
- Manages Renovation and Designs for new Branches
- Organize Events and Activity for the Company, regional.

- Clerical and Administrative Works like PPT Report of CEO and CEO's Speeches
- Oversee all operations and make sure everyone follows the set standard.
- Handles Customer Service Online and answers Phone Calls from customers.

May-June 2018 **ESL Teacher**
3D Universal Institute of Language Learning Academy

- Conducting activities and lessons based on ESL teaching methodologies.
- Encouraging and engaging students to speak in English.
- Motivating students and using humor to induce a pleasant learning environment.
- Maximizing students' talk time through oral tests and presentations.
- Displaying excellent classroom management.
- Keeping accurate records of student performance.

ACADEMIC AND PROFESSIONAL ACHIEVEMENTS

2025 **General Committee**
PALAKASAN 2025
College of Arts and Sciences
PHINMA-Cagayan de Oro College

2025 **Resource Speaker**
English Literacy Refresher Workshop
School of Criminology and Criminal Justice
PHINMA-Cagayan de Oro College

2024 **Literary Club Adviser**
Senior High School Department
PHINMA-Cagayan de Oro College

2024 **Private School Co-operating Teacher**
Grade 12 Teaching Immersion
Senior High School Department
PHINMA-Cagayan de Oro College

2024 **Literary Division Head & Event Head**
Panagtigi Singko: Naval Warfare
Senior High School Department
PHINMA-Cagayan de Oro College

2024 **Resource Speaker**
Pre-Internship Learning Program
Lourdes College – Teacher Education Program
Lourdes College, Cagayan de Oro

2024 **Private School Co-operating Teacher**
College of Education - Teaching Internship
Senior High School Department
PHINMA-Cagayan de Oro College

2023	**Private School Co-operating Teacher** **Grade 12 Teaching Immersion** Senior High School Department PHINMA-Cagayan de Oro College
2023	**Private School Co-operating Teacher** **College of Education - Teaching Internship** Senior High School Department PHINMA-Cagayan de Oro College
2023	**Event Head** **Panagtigi Kwatro: Ragnarok War of Gods** Senior High School Department PHINMA-Cagayan de Oro College
2014-2018	**Academic Scholar** PHINMA-Cagayan de Oro College
2014-2018	**CHED Scholar** CHED Region X TD Grantee
2017	**Outreach Program Volunteer** Virgaya Village Outreach Program
2017	**Senior Tutorial Achiever** PHINMA-Cagayan de Oro College
2016-2017	**Active Student Member** Student Body Organization
2016	**Junior Tutorial Achiever** PHINMA-Cagayan de Oro College

Seminars And Trainings Attended

2023	Certificate of Participation Knowledge Festival 2024 Capitol University – Graduate School First Semester
2023	Certificate of Participation Defining the Role of Technology and Artificial Intelligence in Graduate Education Capitol University – Graduate School First Semester
2023	Certificate of Participation Trends and Issues in Research Publication Capitol University – Graduate School First Semester
2023	Certificate of Attendance Turnitin Orientation Capitol University – Graduate School First Semester
2023	Lingap Toolkit: Emotional Regulation Part 2 Senior High School Department PHINMA-Cagayan de Oro College
2023	Lingap Toolkit: Emotional Regulation Part 1 Senior High School Department PHINMA-Cagayan de Oro College