

Organizational Resilience and Change Management: Inputs to Management Effectiveness

Ivylou M. Flores

Master in Business Management, Lyceum of the Philippines University-Laguna, Philippines

Abstract: Management effectiveness influences the overall performance of an organization. This may be shown by achieving organizational goals and employee satisfaction even when change occurs. Organizational changes may involve changes in an organization's structure and strategy that may be planned in advance or may be implemented because of a sudden shift in the environment. Alongside dealing with these distractions, change management helps an organization to implement strategies for inducing change, controlling change, and helping employees to adapt to change.

The organization under study is the Department of Trade and Industry Laguna Provincial Office (DTI Laguna). This study describes organizational resilience and change management as inputs to management effectiveness. More specifically, it determines the assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience and the assessment in change management in terms of project management and corporate culture. Likewise, it determines if there is a significant relationship between assessment in organizational resilience and change management. Moreover, it proposes an action plan based on significant findings as inputs to management effectiveness.

The study uses a quantitative method of research to gather information on organizational resilience and change management. The entire population of the organization under study is small; thus, the participants of the study are all 62 employees of DTI Laguna, including the management and support staff. The data gathering instrument is divided into three major parts (profile of the respondents, a questionnaire on organizational resilience using a 4-point Likert scale, and a questionnaire on change management using a 4-point Likert scale) and is tested for reliability using Cronbach's alpha. An online survey tool (Google Forms) is used to gather the information.

The results are analyzed by a trained statistician using Statistical Package for the Social Sciences tool for frequency distribution and percentages, weighted mean, and ANOVA.

Based from the results, the employees agree on the assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, and learning resilience. Employees strongly agree on the assessment in organizational resilience in terms of relationship resilience. There is a significant difference between assessment in organizational resilience in terms of strategic resilience, cultural resilience, relationship resilience, and learning resilience when grouped to length of service. There is a significant difference between assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, and learning resilience when grouped to monthly income.

Moreover, based from the results, employees agree on the assessment in change management in terms of project management and corporate culture. Corporate culture was ranked first. There is a significant difference between assessment in change management in terms of project management and corporate culture when grouped to length of service and monthly income.

There is a significant relationship between assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience and assessment in change management in terms of project management and corporate culture.

The researcher recommends that the Office of the Provincial Director may want to increase connections with employees by devising online bulletin boards wherein employees' thoughts (pulse survey perhaps) may be posted. Also, they may want to organize an in-house "mentor me" program wherein an open communication may be facilitated between the management and the employees. The quality management team may want to revisit the implementation of monthly staff meeting and quarterly management reviews to maintain management effectiveness. The Administrative and Finance Management Unit may want to further improve the level of trust of employees to the management by devising an online shared portal of status of funds that is to be updated from time to time.

Future researchers may do a similar study or may use other variables not included in this study. More so, they may want to compare two or more government agencies to know if they will come up with the same results.

Keywords: organizational resilience, change management, management effectiveness

I. INTRODUCTION

Management effectiveness influences the overall performance of an organization maybe by achieving organizational goals and employee satisfaction even when change occurs. Organizational changes may involve changes in an organization's structure and strategy that may be planned in advance or may be implemented because of a sudden shift in the environment.

The organization under study is the Department of Trade and Industry Laguna Provincial Office (DTI Laguna). Like any other government agency, it adheres to maintain excellence at work. Management reviews every month are conducted so as to know and track the performance of the organization and analyze areas for improvement to aim for continual improvement as a response to changes in the environment.

In April 2021, DTI Laguna underwent a change in leadership due to retirement. However, not all changes are welcome in an organization. Given these disruptions, organizational resilience emerges in addressing and overcoming these changes. According to Hillmann and Guenther (2021), organizational resilience comes in during the period of adversity. It may be a sign of positive organizational behavior. Resilience within the organization may improve productivity and well-being and may reduce absenteeism and turnover.

Alongside dealing with these disruptions, change management is needed to implement strategies for inducing change, controlling change, and helping employees to adapt to change.

The researcher wants to understand the level of organizational resilience as well as describe change management of DTI Laguna to add insights in the organization's management effectiveness. This study will be the researcher's contribution to DTI Laguna management to be able to continuously deliver its programs and services to meet the expectation of its clients.

This study aims to equip the management of DTI Laguna on the information about the level of its organizational resilience and to describe its change management to create an action plan to improve its level of management effectiveness. More so, there are a number of studies about organizational resilience, change management, and management effectiveness but only few involve a government setting (Doppelt & McDonough, 2017; Zvobgo, 2020); thus, this study aims to add to the pool of studies bridging the gap in this area.

Objectives of the Study

This study aims to describe organizational resilience and change management of DTI Laguna as inputs to its management effectiveness. More specifically, it aims to describe the demographic profile of respondents in terms of age, sex, civil status, job status, educational attainment, length of service, and monthly income.

In addition to, this study aims to determine the respondents' assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience and the respondents' assessment in change management in terms of project management and corporate culture.

Moreover, this study aims to determine the following: if there is a significant difference between assessment in organizational resilience when grouped to profile variables, if there is a significant difference between assessment in change management when grouped to profile variables, and if there is a significant relationship between assessment in organizational resilience and change management.

Lastly, this study aims to propose an action plan based on significant findings as inputs to management effectiveness.

II. LITERATURE REVIEW

Organizational Resilience

The concept of organizational resilience captures interests of scholars although the interpretation comes from different perspectives (Bergman, 2020; Chen, et al., 2021). Previous studies link the importance of resilience to enable employees to cope and bounce back from unexpected situations like the COVID-19 pandemic. To date, there is no universally accepted structure and measurement in studying organizational resilience. It yields a lot of mixed conclusions, but the common view states that organizational resilience is formed as organizational responses to external threats and employee strengths.

Studies about organizational resilience started in the late 1990s when scholars began to focus on post disaster resilience researches such as researches about the Hurricane Katrina, the September 11 attacks, and many other corporate resilience events. Nowadays, organizational resilience studies talk about how psychologically well-adjusted individuals adapt in high-risk environments and adverse conditions (Ruiz-Martin, et al., 2018).

Organizational resilience may be viewed as a feature of an organization (something that an organization has), as an outcome of the organization's activities (something that an organization does), or as a measure of the disturbances that an organization can stand with (Ruiz-Martin, et al., 2018). More so, organizational resilience may also be linked to property, ability, or capability that can be improved over time.

In a study by Patriarca, et al. (2019), resilience is described as the ability to remain intact due to increased complexity of work practices brought by the changes in the business environment. To measure resilience at organizational level, Patriarca, et al. (2019) started by describing the study respondents' monitoring, responding, learning, and anticipating abilities. These descriptions were combined with resilience analysis grid and the analytic hierarchy process to define a framework to measure organizational resilience. According to this study, the validity of these four elements is translated on how comfortable the employees feel about the unexpected and unforeseen events in their everyday work. Moreover, additional factors that contribute to organizational resilience include better teamwork, top management commitment, and support to changes and new perspective for resources allocation (Patriarca, et al., 2019).

Congruent to a study by Denyer (2017), organizational resilience is defined as the ability of an organization to expect, get ready, respond, and adapt to changes and sudden disruptions in order to survive and prosper. It may be not only defensive but also progressive. Defensive in a sense that an organization stops bad things to happen while progressive means an organization makes good things happen in a consistent and flexible manner. It is also influenced by a number of factors, including material resources, preparedness and planning, information

management, governance processes, leadership practices, organizational culture, human capital, and social networks and collaboration (Barasa, et al., 2018).

In an exploratory study about the dimensions of organizational resilience, Chen, et al. (2021) identified five (5) dimensions, namely, capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience. Although researchers have not yet concluded what constitutes organizational resilience, Chen, et al. (2021) consolidated most exciting studies and their interpretation of organizational resilience from capability perspective, process perspective, functional perspective, and outcome perspective.

Duchek, et al. (2020) stated that organizational resilience is the ability to assess potential threats and respond effectively to unexpected events. More importantly, it is the ability to learn from these events. This may result in a dynamic capability designed to facilitate organizational change. According to Duchek, et al. (2020), organizations need to develop resilience capabilities to manage the unexpected while maintaining high performance.

In addition to this, literatures pertaining to capital resilience focus on how balancing capital structure helps in maintaining organizational effectiveness. As such Nguyen and Nguyen (2020) stated that capital structure is way to help an organization finance its assets by combining liabilities and equity. Compared to financial performance of public-owned, private-owned, and public-private companies, the most profitable companies were the private-owned companies followed by public-private companies. In this case, Nguyen and Nguyen (2020) mentioned that capital resilience of public-owned companies was the least. It was concluded by Nguyen and Nguyen (2020) that government ownership reduced corporate value due to the presence of political affairs.

Moreover, Dana, et al. (2022) studied about strategic futures studies and entrepreneurial resiliency focusing on digital technology trends and emerging markets. Strategic resilience, as described by Dana, et al. (2022), revolves around survival crisis, price conflict, operation strategy, and product features. More so, Dana, et al. (2022) emphasized that businesses need to be more competitive to be able to catch up with the rapid changes in business markets, whether adapting and adjusting to these changes or gaining new experiences and capabilities. This was supported by Blyth (2018) describing resilience as the ability of an organization to withstand complex threats by resisting risks through control measures, incremental adjustments when faced with a threat, or transformative change when a crisis requires major adjustments to structures and practices.

Duchek, et al. (2020) mentioned that there were initial signs linking organizational resilience and workforce diversity. It was recognized that workforce diversity makes an organization more resilient by increasing ways how an organization may address a disturbance and how it may recover more quickly. Duchek, et al. (2020) discussed how

organizational leaders with global experiences are more capable of strategic thinking which was influenced by how culturally distant their culture is from that of the others. In relation to this, Duchek, et al. (2020) suggested the idea that resiliency may be both internal and external factors to defend against stressors. In a separate study by Holtorf (2018), it was also noted that an increased ability to accept loss and transformation may enhance cultural resilience, risk preparedness, post disaster recover, and mutual understanding between people.

In line with the concepts of cultural resilience, Thompson and Audrey Korsgaard (2019) investigated the relationship between forgiveness and relationship resilience. It was mentioned that a culturally diverse workplace may empower people to develop their skills and talents that may further boost problem-solving capabilities, happiness, and productivity. Thompson and Audrey Korsgaard (2019) suggested that understanding the influence of forgiveness on relationship resilience may be a key to unlock stronger workplace relationships that would eventually become increasingly resistant to negative effects of workplace offenses.

Some studies also focus on other dimensions of organizational resilience aside from capital resilience, strategic resilience, cultural resilience, and relationship resilience. Malik and Garg (2020) explored on the mediating role of employee resilience in learning organization and work engagement. It showed that learning resilience may affect work engagement. For instance, a learning organization offers learning opportunities for all; thus, creating a supportive culture and a spirit of collaboration. In addition to this, Mokline and Ben Abdallah (2021) mentioned that learning and reflecting from feedbacks may also bring in new strategies that may help in achieving management effectiveness.

Ruiz-Martin, et al. (2018) also mentioned that organizational resilience may be measured based on the organizational outcomes although few researches use this approach. According to Ruiz-Martin, et al. (2018), organizational resilience may be measured based on Key Performance Index taking into account the organization's objectives. It may be based on profit, change of total company income, change of product cost, and change of manpower. It may also be based on return of equity or volatility. Lastly, Ruiz-Martin, et al. (2018) believed that minor changes are positively correlated to major changes.

Change Management

In some countries, there are various circumstances and difficulties leading to disrupted workflow in organizations that lead them to restructure and revisit their strategies to be able to cope up with the challenges. Tamunomiebi and Lawrence (2020) elaborated on the dimensions of change management with respect to organizational resilience or acceptance and performance.

Change management is suggested to be involved in managing processes to make an organization more successful and competitive. It allows the organization to understand and transition smoothly in terms of both time and resources. As mentioned in Tamunomiebi and Lawrence (2020), change management processes focus on the inside and attempt to give solutions to help management attain improved productivity alongside commitment with least resistance. Other studies indicate that change management takes into different types of change and approaches to managing these changes, including change-oriented leadership (Al-Ali, et al., 2017).

Van Wart, et al. (2019) cited change management to be included in skills competency and, according to this study, any improvement in the process requires planning for smooth transitions even at individual level where the team leader must apply basic change management skills to ensure this transition such as simply moving from a simple platform to a more integrated one or trying out a technology prior to using and implementing it. In this way, the team members may accept the changes more willingly and openly.

In addition to this, many studies try to understand employees' needs in order to perform better. Organizations need engaged and motivated employees. Tamunomiebi and Lawrence (2020) addressed some of contemporary issues concerning organization resilience and evolution of dimensions of change management with respect to organization acceptance and performance. According to Tamunomiebi and Lawrence (2020), change management is a process by which an organization responds to the environment in order to sustain and expand its operations to serve the clients better. It is linked to process identification and management to make the organization more successful and competitive. Tamunomiebi and Lawrence (2020) focused on internal processes and provided ways to help management obtain employee commitment for change and improve productivity with the least resistance.

Cameron and Green (2019) compiled a complete guide to the models, tools, and techniques of organizational change. When thinking of individual change, Cameron and Green (2019) mentioned four key schools of thought: behaviorist approach or changing behavior through reward and punishment; cognitive approach or positive framing, goal setting, and coaching to achieve results; psychodynamic approach or understanding the deeper world of change; and humanistic psychology approach or focusing on a healthy growth and development and healthy authentic relationships.

In a survey by Osipova and Ayupora as mentioned by Adewale, et al. (2019), the level of change management awareness and the relationship between the application of the change management tool and the successful implementation of innovative processes were discussed. The survey results provided proved that there is a relationship between the two and this can be used to boost project efficiency.

Aljohani (2016) discussed how effective change management may result in increased productivity, more

balanced work life quality, and improved readiness to changes. This was supported by a study of Arefazar, et al. (2019) stating that the success of projects, through continuous monitoring, participative discussion and learning, and open communication, may be further enhanced by change management.

According to Butt, et al. (2018), change management is perceived to have a moderating role in the relationship among the top management support, training and development, organizational communication, and individual effectiveness. Butt, et al. (2018) found out that training and development and organizational communication have an impact on the effectiveness of the employees. Although training and development had a great impact for influencing individual effectiveness, the top management shall not neglect to focus on open communication systems.

In addition to this, O'Donovan (2019) supported the aforementioned studies and emphasized that project management together with change management methodologies may increase the organization's competence and confidence. O'Donovan (2019) also mentioned that a business success may be achieved by bringing in together both the project managers and the change managers. This is also in congruent with the study by Tamunomiebi and Lawrence (2020) in which organizations were recommended to encourage in-house participative decision-making attitude to lessen resistance among employees.

Cameron and Green (2019) also supported the aforementioned stating that project managers play a critical role in change management. Over the past 10 to 15 years, change management has been treated as a project-related activity. Project managers or change managers handle change management and recognize the need to decide whether to give up in the face of uncertainty or to make new opportunities. Thus, for critical projects, Cameron and Green (2019) mentioned that the selection of who will be the project manager is very crucial and appropriate qualities shall be defined given the nature of the challengers likely to encounter.

Furthermore, O'Donovan (2019) defined project management to involve end-to-end delivery of the change by bringing stakeholders on the decision process and ensuring that the changes meet the organization's needs. The combined value proposition of change management and project management includes power relations and task orientation. That is, O'Donovan (2019) mentioned that an organization may hand-in-hand consider injecting these two concepts in everyday operations to welcome opportunities for synergy.

In terms of an opportunity to enhance innovation and improve business processes, Yilmaz (2020) found out that cultural differences, good management skills, and corporate culture are indeed factors that affect the communication and information flow in a business environment. More so, in this study, it was found out that understanding cultural differences and corporate culture reduces staff resistance to change and aids in the decision-making processes.

In a corporate culture that is more focused on long-term stability, consistent structure, and a shared set of values in the entire organization, Al-Ali, et al. (2017) mentioned that change-oriented leadership had a positive and significant but indirect effect on planned change. According to this study, corporate culture has a role on how organizations handle the change management issues as well as the challenges given to them as an organization.

Similar to a study by Belkaci and Mekbel (2021), corporate culture is defined as the climate and practices that an organization develops to handle its people. It entails encouragement from the managers to create a strong welcoming climate for the people. Corporate culture is linked with corporate communication and it affects how the attitude of the workforce is in totally, given the unwritten protocol of interactions as well as the company values. Studies show that managing culture is an important entity in branding your corporate identity, thus enhancing the performance of the company (Belias & Rossidis, 2021; Belkaci & Mekbel, 2021; Ralph, et al., 2020).

Belias and Rossidis (2021) noted that businesses have different culture and a vital point to be successful is to match the leadership with the culture of employees to cultivate a high level of performance. It was also stated in the said study that most employees nowadays are young and more ambitious, implying that their mentality and way of work are more vigorous yet flexible and loose.

More so, Ralph, et al. (2020) considered corporate culture as part of a transformation process. It comes with the company's flexibility and response to the habits and attitudes of the work force. Corporate culture is also considered as one of the important components in achieving an end result, whether a success or a failure (Ralph, et al., 2020).

Management Effectiveness

Management effectiveness, on the other hand, pertains to doing the right things and doing these things right. Studies show that management effectiveness may be reflected in terms of accomplishing the organization's goals as well as motivating and dealing with people. More so, assuring product and service quality may also be an indicator of management effectiveness (Wanza & Nkuraru, 2016).

There are a number of management effectiveness definitions available but the most common would be that management effectiveness is doing the right things. Studies show that management effectiveness may be seen in terms of accomplishing the organization's goals as well as motivating and dealing with people. Handling organizational resilience and change management is related to management effectiveness. According to Woods (2017), an organization that recognizes the voice of its employees may increase its resilience.

Vanhove, et al. (2016) described that organizations continuously look for ways to adopt resilience-building programs to prevent absenteeism, counterproductive work

behavior, and other stress-related issues. Based on the study of Vanhove, et al. (2016), coaching was found to be the most effective among the listed programs in the study.

In another study, Pertilla (2018) mentioned that organizations react to accelerating changes in technology and globalization by strategizing ways to improve their resilience to these changes. Management effectiveness is affected by management strategies including data-driven decision making, open-minded leadership, and continuous building of relationships with stakeholders. Pertilla (2018) stated that, in honing management effectiveness, collaboration among all stakeholders is encouraged.

The effectiveness of the management is improved when people are informed and engaged in management procedures. According to Reid, et al. (2020), the level of management effectiveness of an organization could be increased by opening up the minds of managers to new ideas and sources of information and expertise. More so, this ideation allows the participants to focus and then discuss.

Management effectiveness is a broad concept to begin with. Powlen, et al. (2021), for instance, discussed the lack of understanding to the influence of management effectiveness due to limited availability of standardized management data. In this study, management categories from context and planning, administration and finance, governance and social participation, and management quality were tested. This study suggested that careful design and planning, effective and collaborative participation from all stakeholders, and sufficient human and financial capital may lead to and improve management effectiveness.

III. METHODOLOGY

Research Design

The quantitative method of research was used to gather information on organizational resilience and change management. According to Queirós, et al. (2017), quantitative research focuses on objectivity, adopts structured procedures and formal instruments for data collection, and seeks to obtain accurate and reliable measures that allow a statistical analysis. This section explains the participants of the study, data gathering instrument and procedure, and data analysis tools.

Participants of the Study

The participants of this study were DTI Laguna employees at all levels. DTI Laguna consists of 62 employees, including the management and support staff. The target group is relatively small; thus, this study used total population sampling. Etikan, et al. (2016) mentioned that total population sampling is more commonly used where the number of cases to be investigated is relatively small and where the entire population that meet the criteria are included in the research being conducted.

Data Gathering Instrument

The data gathering instrument was a Web-based questionnaire sent to the study population via e-mail or via social media sites. It was divided into three major parts:

Part 1 was a self-made questionnaire on the profile of the respondents, which includes age, sex, civil status, job status, educational attainment, length of service, and monthly income.

Part 2 was a questionnaire on organizational resilience using a 4-point Likert scale. The items were adapted from the initial measurement scale of organizational resilience by Chen, et al. (2021).

Part 3 was a questionnaire on change management using a 4-point Likert scale. The items were adapted from the study by Osipova and Ayupova mentioned in Adewale, et al. (2019).

The questionnaires on organizational resilience and change management were not a test of the respondents' ability as employees. Before the questionnaire was distributed for survey, the questionnaire was tested for reliability using Cronbach's alpha. de Vet, et al. (2017) described Cronbach's alpha as a measure of internal consistency, written as intraclass correlation coefficients formula, using the well-known property that taking the average value of a number of ratings increases the reliability of a measurement.

Data Gathering Procedure

The researcher used an online survey tool (Google Forms) to gather the information. The researcher asked permission from the Head of Office to distribute the questionnaire to the respondents. The questionnaire was sent online for each participant by the researcher. The respondents were given 1 week to accomplish the online survey. The researcher then retrieved the data.

Data Analysis

The researcher tallied, tabulated, and encoded the data. The results were analyzed by the trained statistician using Statistical Package for the Social Sciences tool for frequency distribution and percentages, weighted mean, and ANOVA.

Ethical Consideration

This paper adheres to the ethical standards of the University. The researcher is committed to respecting and protecting the information collected from the respondents. This also includes the right of the respondents for their identities to be anonymous for their privacy; however, this will not undermine the data that will be collected from the respondents and be presented in this study. Respondents are assured of the confidentiality of the data gathered and it will be solely for the purpose of research.

IV. RESULTS AND DISCUSSION

Profile of the Respondents

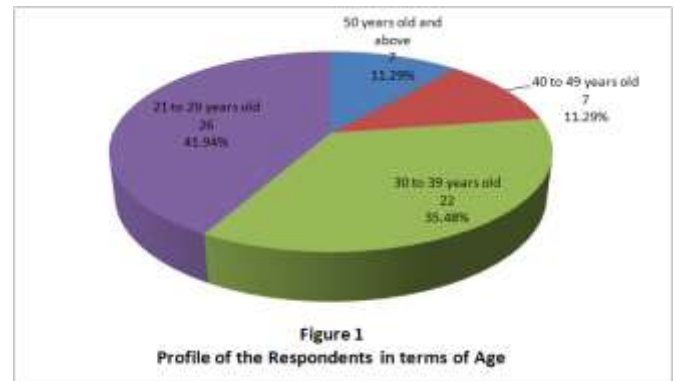


Figure 1 shows the profile of the respondents in terms of age. Based from Figure 1, majority of the respondents are ages 21 to 29 years old (41.94%) followed by ages 30 to 39 years old (35.48%). The number of the respondents who are 40 to 49 years old is the same as those who are 50 years old and above (7, 11.29%).

The foregoing shows that employees are young. Most belong to the early millennial generation (those who were born between 1992 and 1999), who are technologically savvy and who desire work and collaboration among co-employees. More so, employees who show passion for learning signify that the employees are vibrant and are open for changes.

Kadokia (2017) discussed the characteristics of the early millennial generation in the workplace and the potential advantage of having young employees in an organization. As such, it was mentioned that young employees can form relationships that facilitate knowledge transfer, increased productivity, and supportive community. In a study by Buers, et al. (2018) about the retention of young intermediate-level educated employees, it was found out that young employees perform well and demonstrate desirable work-related behavior.

In addition to this, young employees have preferences in terms of workplace. Gigauri (2021) identified that young employees tend to prefer supportive leaders who are ready to help when employees do their jobs. In another study, Zaharee, et al. (2018) mentioned that young employees prefer competitive salaries, a multifaceted professional development plan, flexible hours, and the ability to work remotely. Quality leadership and management are also important in a transparent organization that encourages its employees to achieve their goals.

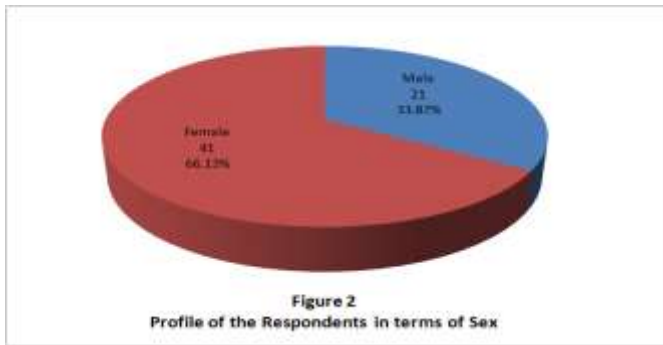


Figure 2 shows the profile of the respondents in terms of sex. Based from Figure 2, majority of the respondents are female (66.13%) while only 33.87% are male.

The result above confirms that the employees are dominated by women who are empathic listeners and excellent communicators. When an argument arises in the organization, most of the time, female employees are the ones who settle it. Women are known to think more out of the box than men. For instance, the marketing team is composed of all female employees while the monitoring team is composed of male employees. Having more female employees paves way for more creativity.

According to Wille, et al. (2018), it was believed that organizations with gender-diverse top management teams perform somewhat better. Although both male and female employees show assertiveness, high-level strategic thinking, and decisiveness, the aforementioned study showed that hierarchical level differences in personality were much more strongly pronounced among women than men.

In another study, Kato and Kodama (2017) mentioned that majority of the organizations dominated by female employees have a high-performance work system that allows greater involvement and responsibility, which leads to an increase in business productivity and efficiency. Also, organizations with more female employees tend to consider working with work-life balance practices and this is the reason why they attract more female than male employees.

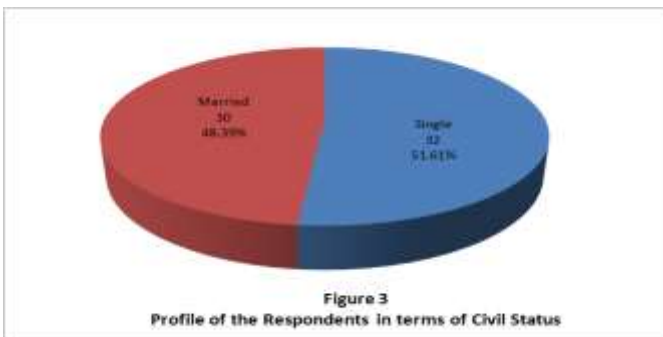


Figure 3 shows the profile of the respondents in terms of civil status. Based from Figure 3, the respondents are either single or married and none is widowed. Majority of the respondents are single, with a response rate of 32 (51.61%), versus married, with a response rate of 30 (48.39%).

The foregoing shows that the employees are almost an equal mix of single and married employees. In terms of work performance, there are no observed differences between single and married employees in the organization; however, based on observation, single employees choose to stay overnight when there is an assembly or a 2-day activity than married employees. According to married employees, they need to go home because no one will take care of their children if they stay overnight.

Similar to the study of Padmanabhan and Magesh (2016), it was observed that single employees can perform well than married employees since their commitment to their family is less compared to that of commitment of the married employees. In addition to this, it was noted that there is a significant difference between marital status and performance of employees. On the contrary, it was also mentioned that both married and unmarried employees are treated and given the same level of work pressure in terms of handling the situations and the distracting factors.

According to Dumas and Perry-Smith (2018), single employees reported lower absorption than married employees. Thus, single employees anticipated less domestic after-work activities than married employees. It was noted that having a spouse and/or children can affect employees' work absorption positively through the anticipation of domestic duties after work.

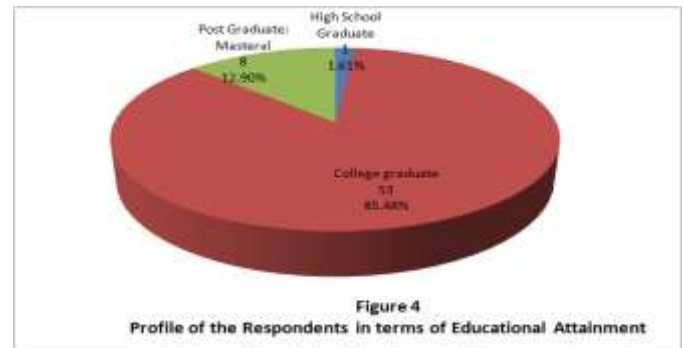


Figure 4 shows the profile of the respondents in terms of educational attainment. Based from Figure 4, almost all of the respondents are college graduates (85.48%), minority have masteral post graduate studies (12.90%), and only 1 (1.61%) respondent is a high school graduate.

Based from observations, the employees have a growth mindset. Those employees with a masteral degree are those who are in the top management since one of the bases for promotion is merit. Given graduation from high school as the minimum educational requirement for the lowest position in the organization, there are corresponding points given to those with a Bachelor's Degree or a Master's Degree during promotion.

Based from a study by Ten Berge, et al. (2020), employees with masteral degree have a higher probability of job ending compared to college graduate and high school graduate

employees. More so, technology implementation is associated with lower probability of job ending among college graduates.

In addition to this, Ali and Jalal (2018) mentioned that many individuals perceived that higher education is a security of employment. Thus, there was a significantly positive relationship found between higher education and employment and it was evident that employment is affected by whether or not an employee has higher education obtained.

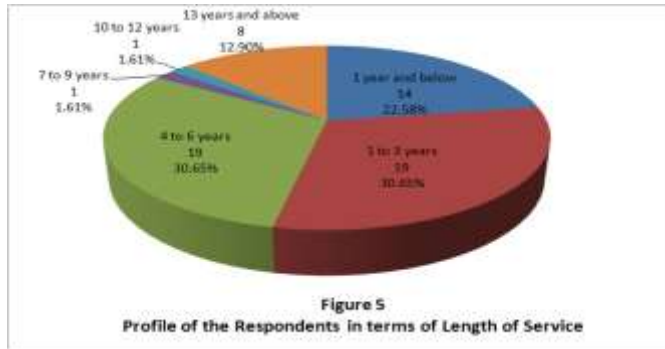


Figure 5 shows the profile of the respondents in terms of length of service. Based from Figure 5, in terms of length of service, majority of the respondents are working in the organization for either 1 to 3 years (30.65%) or 4 to 6 years (30.65%) followed by those working in the organization for 1 year and below (22.58%). The number of those who are in the organization for 1 to 3 years (19) is the same as that of those who are 4 to 6 years (19). Only 8 (12.90%) are working in the organization for 13 years and above and only 1 (1.61%) is working in the organization for 10 to 12 years.

The abovementioned result indicates that the workforce is diverse in terms of length of service. Employees are a mix of short-tenured and long-tenured. The organization values the employees who stay with them through the years because these employees have become experienced in the processes, in the system, and in the culture itself. On the other hand, due to establishment of new field offices, the organization also welcomes and trains new employees who will be assigned to these to-be established field offices. Having a diverse workforce in terms of length of service facilitates the transfer of knowledge as well. The employees who are staying longer in the organization have stronger expertise; thus, they mentor those relatively short-tenured employees.

Similar to a study by Janardhanan and Raghavan (2018), the longer the employees stay in the organizations, the higher their job performance is. More so, employees who have worked for a longer period were more familiar with the job; therefore, they were able to perform much better than newer employees. Also, employees who stay longer in the organization were found to be more committed and loyal to the organization and were held more responsible for the positions that made them perform better.

On the contrary, Candelario, et al. (2020) found out that the level of commitment of government employees to the organizations does not vary, regardless of the length of

services. The same goes for the level of satisfaction of government employees.

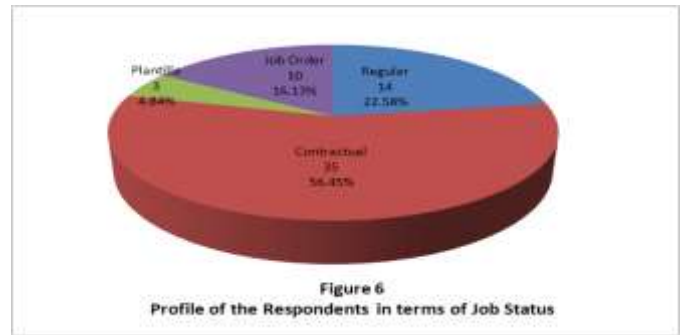


Figure 6 shows the profile of the respondents in terms of job status. More than half of the respondents are contractual (56.45%) and only 22.58% of the respondents are regular employees. The least portion of the respondents are plantilla (4.84%) followed by job orders (16.13%).

The foregoing shows that only few are permanent staff due to limited permanent positions available. Government agencies have a predefined organizational structure in terms of people and roles as well as the funding to pay for those roles. Thus, to be able to deliver the programs and services and to be able to cater to a large number of clients, the organization hires more contract of service employees, again depending on the availability of fund as well. Based from observations, in terms of work performance, every employee, regardless of job status, performs the tasks given to them accordingly.

A study by Ogunleye and Osekita (2016) mentioned that job status, together with achievement motivation, influences work performance. It was indicated in this study that job status often influences one's perception toward one's job. Thus, a contract of service may perceive his/her job as a starting point in his/her career hence he/she will work harder.

In another study, Oyedipe and Popoola (2019) described job status as a factor to stimulate respect and boost productivity. Job status can be a form of incentive to stimulate positive performance among employees. When incentives are not provided, employees tend to have lower morale. In addition to this, according to Oyedipe and Popoola (2019), negative individual task performances may result when an employee failed to attain his/her desired job status.

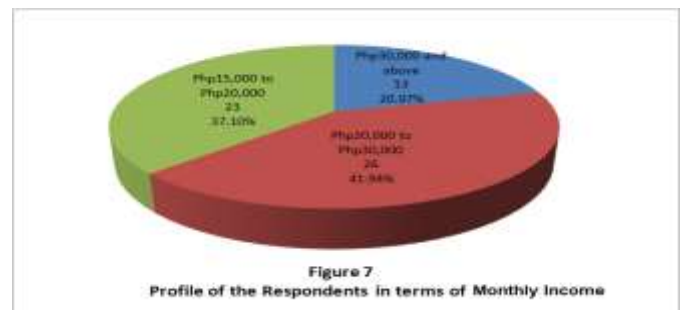


Figure 7 shows the profile of the respondents in terms of monthly income. Majority of the respondents have a monthly

income of Php20,000 to Php30,000 (41.94%) followed by those who have a monthly income of Php15,000 to Php20,000 (37.10%)

The aforementioned confirms that, in terms of monthly income, majority of the employees are lower middle class employees. These employees are those who support upper middle class such as clerical jobs and data collection. The monthly income of the employees is in accordance to the budget allocation of the agency given that government agencies follow a compensation plan. Compensation for contract of service and job order employees is computed proportionately.

According to Albert, et al. (2018), the middle class in general plays a vital role in socioeconomic development and is defined as those who have also attained a high level of education. The middle class is associated to reside near financial establishments and a market place. The lower middle class has indicative monthly income range from Php21,914 to Php43,828 according to the Philippine Institute for Development Studies as of 2018 as stated in Domingo (2020).

In addition to this, Blanchard and Willmann (2016) identified medium skill employees as middle class employees that hold a clerical job and field operations. Given changes in the wage schedule on the equilibrium skill distribution, an employee would optimally self-select into lower skill sectors due to a reduced interest for skill upgrading. However, with continuous support of human capital choices, it was also noted in this study that middle class employees may have induced crowding out of the middle occupation toward more skill acquisition.

Organizational Resilience

Table 1. Assessment in Organizational Resilience in terms of Capital Resilience

Capital Resilience	WM	VI	Rank
Our organization has good cash flow.	3.34	Agree	2
We base our cash reserves on our corporate strategy and competitive model.	3.39	Agree	1
We have a solid capital structure.	3.29	Agree	3
We have multiple sources of financing.	3.06	Agree	5
We have low capital leverage.	2.82	Agree	7
We make profit maximization the ultimate goal of our organization.	3.05	Agree	6
We have high capital utilization efficiency.	3.23	Agree	4
Composite Mean	3.17	Agree	

Legend: 3.50 – 4.00 – Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 1 shows the assessment in organizational resilience in terms of capital resilience, wherein the respondents of the study agree with the assessment in terms of capital resilience with a composite mean of 3.17. “We base our cash reserves on our corporate strategy and competitive model” ranked first with (WM=3.39) followed by “our organization has good cash flow” with (WM=3.34), respectively. On the other hand, “we have low capital leverage” ranked last with (WM=2.82)

followed by “we make profit maximization the ultimate goal of our organization” with (WM=3.05), respectively.

Based from observations, the employees think that the organization has stable cash flow, balanced equity financing, and sufficient cash leading to good cash storage. This may be because majority of the respondents who agreed that the organization has good cash flow are actually regular employees who allocate program funds for implementation and are actually contractual employees who do the project implementation. In every project, the fund must be fully utilized. This is maybe because a government agency has a structured budgeting process to begin with. A government agency’s spending is subject to monitoring, evaluation, and audit. Management reviews of actual performance or work accomplishment versus work targets of the agency in relation to financial resources made available are being conducted to ensure that all expenses are in accordance with accounting regulations and the authorized purpose. Nguyen and Nguyen (2020) stated that capital structure refers to how an organization manages its assets. Given that capital resilience comes in to help organizations balance their capital structure, Nguyen and Nguyen (2020) also pointed out that government enterprise performed worse in profitability than non-government enterprise maybe because the capital structure on a non-government enterprise is more pronounced than in a government enterprise.

On the other hand, Hermis and Eger (2020) mentioned that the probabilities of using external funds are positively correlated with a government entity’s financing deficit; however, government entities often temporarily have negative cash holdings.

Table 2. Assessment in Organizational Resilience in terms of Strategic Resilience

Strategic Resilience	WM	VI	Rank
Our organization is able to focus on its core business.	3.52	Agree	1
Our organization is able to identify unfavorable factors in development in a timely manner.	3.26	Agree	5
We pursue a robust strategic growth model.	3.35	Agree	4
We were able to clarify our strategic positioning.	3.37	Agree	2.5
We are able to balance endogenous and exogenous growth patterns.	3.26	Agree	5
We are able to match strategic objectives and operational capabilities very well.	3.37	Agree	2.5
Composite Mean	3.35	Agree	

Legend: 3.50 – 4.00 – Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 2 shows the assessment in organizational resilience in terms of strategic resilience. The respondents of the study agree with the assessment in terms of strategic resilience with a composite mean of 3.35. “Our organization is able to focus on its core business” got the highest ranking with (WM=3.53) while both “our organization is able to identify unfavorable factors in development in a timely manner” and “we are able

to balance endogenous and exogenous growth patterns” got the lowest ranking with (WM=3.26), respectively.

While the employees agree that the organization focuses on its core processes, the employees admit that the organization does not quickly respond to the changes internally and externally. Employees perceive that the organization has a strong foundation and basic framework and a clear and comprehensive directions guided by its mission, vision, and core values. However, employees think that the organization’s productivity is affected by an unequal contribution of the rate of technological advancement and expanding workforce population.

Congruent to a study by Dana, et al. (2022), digital transformation has becoming an important factor when dealing with a crisis. It was also mentioned that an organization might increase its efficiency when appropriate forecasting is made. Many organizations nowadays are prone to implement strategic future studies that would strengthen an organization’s technics on how to deal to these changes. Some of these include surveillance and forecasting apparent trends.

In addition to this, Blyth (2018) described resilience in general as the ability of an organization to endure complex threats through the process of mitigating risks through control measures. According to Blyth (2018), strategic resiliency paves way for organizations to integrate transformation that would protect them from being exposed to high levels of risk. On the other hand, the absence of strategic resilience would expose the organizations into more potential destructive threats.

Cultural Resilience	WM	VI	Rank
Our corporate culture is designed to foster a sense of community among our employees.	3.40	Agree	2
Our corporate culture fosters a sense of cooperation among our employees.	3.42	Agree	1
Our corporate culture inspires employee morale and spirit.	3.26	Agree	5
Our corporate culture inspires employees to strive for excellence.	3.37	Agree	3
Our corporate culture reflects the care and love for our employees.	3.26	Agree	5
Our corporate culture fosters a sense of organizational commitment.	3.35	Agree	4
Composite Mean	3.34	Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 3 shows the assessment in organizational resilience in terms of cultural resilience. Based on the table above, the respondents of the study agree with the assessment in terms of cultural resilience with a composite mean of 3.34. “Our corporate culture fosters a sense of cooperation among our employees” ranked first with (WM=3.42) followed by “our corporate culture is designed to foster a sense of community among our employees” with (WM=3.40), respectively. Both “our corporate culture inspires employee morale and spirit” and “our corporate culture reflects the care and love for our

employees” got the lowest ranking with (WM=3.26), respectively.

The foregoing shows that the employees are encouraged to cooperate among co-employees. One of the core values of the organization is synergy. The employees are being taught that the whole is greater than the sum of its parts. However, the employees feel uninspired outside business transactions probably due to stress, possibly leading to low commitment toward the organization.

Cheban (2018) investigated the impact of cultural resilience on work performance. According to Cheban (2018), cultural resilience moderates the relationship between stress and job satisfaction. Higher level of stress is believed to be a reason for dissatisfaction at work. Since stress is handled differently per individual, Cheban (2018) mentioned that stress increased proportionally with job satisfaction depending on the level of cultural resilience of an individual or the ability of the culture to process the stress well. Thus, it was noted that cultural resilience can impact the development of employees and teams.

In another study, Holtorf (2018) defined cultural resilience as the capability of a system to absorb adversity, deal with change, and develop continuously. It was also mentioned that cultural resilience is increased when people are inspired to embrace uncertainty and absorb adversity in times of change. In addition to this, Firinci (2018) mentioned that cultural resilience may function like a prism or a protective layer that protects an individual from opponent influences.

Relationship Resilience	WM	VI	Rank
We can create unique value for our customers.	3.65	Strongly Agree	2
We are able to think about our customers.	3.69	Strongly Agree	1
We aim for shared prosperity between companies and stakeholders.	3.63	Strongly Agree	3
We have a good reciprocal relationship with our employees.	3.39	Agree	6
We have a good relationship with our investors.	3.58	Strongly Agree	4
We are able to fully listen to the advice of our investors.	3.48	Agree	5
Composite Mean	3.57	Strongly Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 4 shows the assessment in organizational resilience in terms of relationship resilience, wherein the respondents of the study strongly agree with the assessment in terms of relationship resilience with a composite mean of 3.57. “We are able to think about our customers” got the highest ranking with (WM=3.69) followed by “we can create unique value for our customers” with (WM=3.65), respectively. On the other hand, “we have a good reciprocal relationship with our employees” got the lowest ranking with (WM=3.39) followed by “we are able to fully listen to the advice of our investors” with (WM=3.48), respectively.

Based from observations, the employees put effort on meeting the expectations of the external clients (customers). One of the value propositions of the organization is to attain if not exceed clients' satisfaction. This is evident in the vision, mission, and core values of the organization. Different channels are explored in order to tap the external clients to give them an engaging and ongoing client relationship. However, while aiming for clients' satisfaction, employees lack a good internal relationship among co-employees including the management. Employees feel that they have a bad communication with the management, which leads to a bad feeling about the organization as a whole.

Thompson and Audrey Korsgaard (2019) conducted a study assessing each one's responses to offenses committed by another one. In this study, it was mentioned that both employees and the management facilitate relationship resilience when there is forgiveness. The employees and the management become more bonded after the offense.

Kim (2020), on the other hand, conducted a study about the effects of organizational resilience on internal crisis communication. In this study, it was mentioned that any misunderstanding and miscommunication between the organization and the employees may lead to negative perceptions on both sides. It was noted that an organization may cope better during a crisis if there is a deep trust relationships with employees. In this way, misalignments may be reduced.

Table 5. Assessment in Organizational Resilience in terms of Learning Resilience

Learning Resilience	WM	VI	Rank
We choose the learning target according to the characteristics of our own organization.	3.44	Agree	2
We choose the better companies to study.	3.29	Agree	6
We have a deep awareness of our situation in time.	3.35	Agree	3
We make timely adjustments to our positioning.	3.34	Agree	4
We are interested in adjusting our emotions to get into the study state more quickly.	3.32	Agree	5
We learn more about other experiences to help companies cope with the crisis.	3.50	Strongly Agree	1
Composite Mean	3.37	Agree	

Legend: 3.50 – 4.00 – Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 5 shows the assessment in organizational resilience in terms of learning resilience. The respondents of the study agree with the assessment in terms of learning resilience with a composite mean of 3.37. "We learn more about other experiences to help companies cope with the crisis" ranked first with (WM=3.50) followed by "we choose the learning target according to the characteristics of our own organization" with (WM=3.44), respectively. On the other hand, "we choose the better companies to study" ranked last with (WM=3.29) followed by "we are interested in adjusting our emotions to get into the study state more quickly" with (WM=3.32), respectively.

The employees benchmark to other similar organizations. The employees then learn objectively from the feedback and results of a project implementation and are able to adjust the strategies accordingly despite the presence of a crisis. For instance, during management reviews and general assemblies, other provincial offices share their best practices on how they were able to achieve the targets efficiently and effectively. The employees believe that they learn from hands-on experiences as well.

Malik and Garg (2020) stated that an organization with continuous learning creates learning opportunities for all of its employees. An organization may facilitate inquiry and dialog to create a culture that supports questioning and offers feedback to its employees. In addition to, an organization may foster the spirit of collaboration thru team learning that helps employees be familiar with different ways of thinking.

In addition to this, Mokline and Ben Abdallah (2021) listed some advantages of learning from feedbacks. This includes recognizing the efforts made during the crisis, valuing the development of skills and commitment by employees, and providing a participatory opportunity for teams to formalize and establish new ways of doing things. Moreover, feedbacks identify what did not work and what was very expensive for employees in terms of psychological load.

Table 6. Summary Table for Assessment in Organizational Resilience

Indicators	Composite Mean	VI	Rank
Capital Resilience	3.17	Agree	5
Strategic Resilience	3.35	Agree	3
Cultural Resilience	3.34	Agree	4
Relationship Resilience	3.57	Strongly Agree	1
Learning Resilience	3.37	Agree	2
Over-all Mean	3.36	Agree	

Legend: 3.50 – 4.00 – Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 6 is a summary on assessment in organizational resilience. Employees agree with an overall mean of 3.36. Relationship resilience ranked first with a composite mean of 3.57 and a verbal interpretation of strongly agree followed by learning resilience with a composite mean of 3.37 and a verbal interpretation of agree, respectively. Capital resilience ranked last with a composite mean of 3.17 and a verbal interpretation followed by cultural resilience with a composite mean of 3.34 and a verbal interpretation of agree, respectively.

The foregoing shows that the employees agree that the organization is least resilient in terms of capital resilience. This is characterized by the employees' small discomforts when it comes to budgeting and spending. The organization's budget comes from the National Government; thus, there is an assurance of continuous funding every year. Due to continuous funding every year and due to budget regulations on National Government, the organization needs to utilize the fund and has no choice but to operate normally and bounce back against risk during a crisis.

In addition to this, the employees are able to execute strategic consistency over time even when change occurs. This is maybe because the organization is an established government organization and it maintains its ISO 9001:2015 Certification. It adopts a performance management and measurement tool (Performance Governance System) that aims to translate organizational goals into breakthrough results guided by a set of performance indicators and metrics, reflecting strategic measures and targets versus accomplishment on a monthly basis for a year.

Moreover, the organization has always reiterating its core values to the employees. However, given that the workforce is diverse, the employees have individual values and customs that affect their entrepreneurial spirit as employees as well as their commitment to the organization especially when a crisis arises (such as the COVID-19 pandemic).

Furthermore, the employees strongly agree that dealing with external clients (customers) is one of the priorities because this is part of the ultimate services of the organization. Thus, when faced with challenges, the employees still look for ways to bounce back to be able to deliver the programs and services to its external clients. However, the employees feel that, due to overlapping instructions and sudden changes in the assignment perhaps, there is a miscommunication among internal clients (co-employees, management, and partners).

Lastly, the employees find ways to learn from best practices. More so, the employees and the organization adhere to the quality management system in accordance to ISO 9001:2015 that can improve the organization’s overall performance and provide a sound basis for continual improvement of its operation. It focuses on enhancing client satisfaction by consistently providing quality services.

In terms of cultural resilience, Nguyen and Nguyen (2020) showed that capital structure has a statistically significant negative effect on the firm performance. This means that the firm is not affected by its capital structure. On the other hand, Hermis and Eger (2020) mentioned that government entities often sometimes have negative cash holdings since financing decisions may induce changes in operational structure and outcomes.

In terms of strategic resilience, there are a lot of management tools being used by different organizations but Dana, et al. (2022) focused on the digital transformation as an important factor when dealing with a crisis. It involves increasing efficiency through forecasting and implementing strategic future studies that would strengthen an organization’s technics on how to deal to these changes. More so, Blyth (2018) mentioned that organizations integrate digital transformation that would protect them from being exposed to high levels of risk.

In terms of cultural resilience, Cheban (2018) discussed how cultural resilience is affected by stress and job satisfaction and mentioned that, alongside individual’s ability and capability to deal with changes, higher level of stress is believed to be a

reason that employees may feel not content in their job. Meanwhile, Holtorf (2018) mentioned that cultural resilience is increased when people are open-minded to the changes, whether good or bad.

In terms of relationship resilience, a deep trust relationship is suggested so that an organization may cope better during a crisis. Thompson and Audrey Korsgaard (2019) mentioned that forgiveness brings both employees and the management together. The employees and the management are able to maintain harmonious relationship after the offense. On the hand, Kim (2020) mentioned that employees and the management develop negative perceptions toward one another if any misunderstanding and miscommunication is not addressed.

In terms of learning resilience, Malik and Garg (2020) highlighted the importance of continuous learning as it creates learning opportunities for all of its employees. According to Malik and Garg (2020), an organization has inquiries and dialogues to create a culture that supports questioning and offers feedback to its employees. In addition to this, Mokline and Ben Abdallah (2021) mentioned that feedbacks allow an organization to recognize the efforts made during the crisis, value the development of skills and commitment by employees, and provide a participatory opportunity for teams to identify and establish new ways of doing things. Moreover, feedbacks identify what works and what did not in the expense of employees’ psychological load.

Change Management

Table 7. Assessment in Change Management in terms of Project Management			
Project Management	WM	VI	Rank
Change in business is in line with the organization's strategic goals.	3.40	Agree	2
The assessment of change impact on the existing business situation is always timely and is under control of the organization's leadership.	3.26	Agree	5
Change is formulated clearly. Change implementation phases are carefully planned and confirmed by business units.	3.13	Agree	8
Information on change is always accurate, timely and credible.	3.18	Agree	7
The effectiveness of Organizational Change Management depends on the availability of "change agents" inside business units.	3.31	Agree	4
Managing expectations is a crucial element of change activity.	3.42	Agree	1
The success of Change Management activity depends on project's financing.	3.24	Agree	6
Change implementation is possible given all the employees are trained on the implemented innovation.	3.40	Agree	2
Composite Mean	3.29	Agree	
Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 –Disagree; 1.00 – 1.49 – Strongly Disagree			

Table 7 shows the assessment in change management in terms of project management. The respondents of the study agree with the assessment in terms of project management with a composite mean of 3.29. “Managing expectations is a crucial element of change activity” ranked first with (WM=3.42) followed by “change implementation is possible given all the

employees are trained on the implemented innovation” with (WM=3.40), respectively. On the other hand, “change is formulated clearly. Change implementation phases are carefully planned and confirmed by business units” ranked last with (WM=3.13) followed by “information on change is always accurate, timely and credible” with (WM=3.18), respectively.

While employees agree that managing expectations should be included in project management especially that changes along the way are inevitable, employees think that lack in communication affects change implementation and agree that sudden changes are not carefully planned and confirmed by the divisions. This is evident when resistance was observed at first during the changes in assignments of staff due to directives of the new director.

Arefazar, et al. (2019) mentioned that managing changes enhance the success of projects. Furthermore, Arefazar, et al. (2019) identified continuous monitoring and improvement, participation of all parties involved, and facilitated communication as solutions in change management in terms of project management.

In addition to this, O’Donovan (2019) discussed that integrating project management and change management methodologies together may bring in confidence and result to business benefits. Also, O’Donovan (2019) mentioned that a success in the business may be achieved by aligning everyone in the team (including both the project managers and the change managers).

Corporate Culture	WM	VI	Rank
The level of resistance to change depends on the existing corporate culture of the organization.	3.48	Agree	2
Participation of employees in change implementation is appreciated and supported by the organization's management at all levels.	3.26	Agree	7
The involvement of employees in change process depends on the level of support for change shown by the leadership team.	3.50	Strongly Agree	1
The change implementation timeframe depends on the unity of leadership outlooks on change and speed of decision-making.	3.40	Agree	5
The timeline and effectiveness of change implementation depend on the existing IT platform and the level of business performance automation: the greater the automation, the smoother is the business transformation.	3.31	Agree	6
The process of knowledge sharing, exchange and accumulation inside the organization influences the effectiveness of change implementation.	3.45	Agree	3
The availability of Change Manager / Change team inside the organization has positive impact on change implementations.	3.42	Agree	4
Composite Mean	3.40	Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 8 shows the assessment in change management in terms of corporate culture. The respondents of the study agree with

the assessment in terms of corporate culture with a composite mean of 3.40. “The involvement of employees in change process depends on the level of support for change shown by the leadership team” got the highest ranking with (WM=3.50) followed by “the level of resistance to change depends on the existing corporate culture of the organization” with (WM=3.48), respectively. “Participation of employees in change implementation is appreciated and supported by the organization's management at all levels” got the lowest ranking with (WM=3.26), respectively.

Based from the above table, employees confirm their minimal involvement in the change management process. Employees at all levels perceive that the management does not always provide enough support and appreciation to include them in the change process and implementation.

Corporate culture, according to Dimitrova (2019), supports the improvement of modern business organizations’ competitiveness. Dimitrova (2019) mentioned that changes in employees’ attitudes can be achieved through clear and consistent communication alongside emphasis on feedback.

In addition to this, Jalagat (2016) mentioned that leaders play a vital role in initiating the change. Effective management of resistance to change is affected by the level of participation of the people to the change efforts.

Indicators	Composite Mean	VI	Rank
Project Management	3.29	Agree	2
Corporate Culture	3.40	Agree	1
Over-all Mean	3.35	Agree	

Legend: 3.50 – 4.00 –Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 9 is a summary on assessment in change management. Employees agree with an overall mean of 3.35. Corporate culture was ranked 1 with a composite mean of 3.40 and a verbal interpretation of agree followed by project management with a composite mean of 3.29 and a verbal interpretation of agree.

Employees scored project management lower than corporate culture. Based from observations, changes in project implementation are still arising even if expectations are set before the project starts. This may be the reason why employees feel that change impact is not assessed and confirmed by their respective division chiefs. Thus, the employees feel that change agents may be missing in the organization.

Furthermore, corporate culture got a higher score than project management maybe because employees feel that although they lack participation and involvement in the change management process, they confirm that their resistance to change depends on the same level of support from the management. Based from observations, the employees willingly follow the instructions and tasks given to them when they feel that they are appreciated by the management.

Arefazar, et al. (2019) and O'Donovan (2019) mentioned in their separate studies the importance of bringing in together project managers and change managers. Several flexible mechanisms are available to facilitate change management in terms of project management. These include continuous monitoring and feedback, involvement of all related parties, and good communication. Through continuous learning and short-term planning, responding to changes may be improved.

In terms of corporate culture, Dimitrova (2019) and Jalagat (2016) emphasized the role of leaders and the impact of corporate culture in initiating changes. According to these studies, employees may feel that they are involved in the process and that they can express their opinion freely if they believe that the organization is dynamic and flexible and the atmosphere is welcoming to any changes. As a result, a positive corporate culture may entrust employees' confidence to the management, thus encouraging more productivity and increased organizational performance.

Table 10
Differences between Assessment in Organizational Resilience when grouped to Profile Variables

Profile	Capital Resilience			Strategic Resilience			Cultural Resilience			Relationship Resilience			Learning Resilience			
	F	p	D	F	p	D	F	p	D	F	p	D	F	p	D	
Age	1.304	0.282	NS	FR	0.007	0.938	NS	FR	0.007	0.987	NS	FR	1.827	0.387	NS	FR
Sex	1.504	0.225	NS	FR	0.448	0.505	NS	FR	2.299	0.135	NS	FR	0.853	0.359	NS	FR
Civil Status	0.960	0.696	NS	FR	0.983	0.349	NS	FR	0.048	0.827	NS	FR	2.172	0.146	NS	FR
Educational Attainment	0.534	0.585	NS	FR	0.236	0.749	NS	FR	0.214	0.889	NS	FR	0.957	0.386	NS	FR
Length of Service	2.275	0.068	NS	FR	4.083	0.003	S	R	5.206	0.001	S	R	4.232	0.002	S	R
Job Status	1.820	0.153	NS	FR	0.704	0.554	NS	FR	1.111	0.302	NS	FR	1.853	0.187	NS	FR
Monthly Income	5.117	0.008	S	R	7.248	0.002	S	R	6.892	0.002	S	R	2.852	0.066	NS	FR

Legend: Significant at p-value < 0.05; R = Rejected; FR = Failed to Reject; S = Significant; NS = Not Significant

Table 10 shows that there is a significant difference between assessment in organizational resilience in terms of strategic resilience, cultural resilience, relationship resilience, and learning resilience when grouped to length of service since the computed p values are less than 0.05 level of significance. Thus, assessment in organizational resilience in terms of strategic resilience, cultural resilience, relationship resilience, and learning resilience varies when grouped to length of service. Respondents who are in service for 1 year and below had greater assessment in organizational resilience in terms of strategic resilience, cultural resilience, relationship resilience, and learning resilience.

Looking at the above results, the length of service affects assessment in organizational resilience in terms of strategic resilience, cultural resilience, relationship resilience, and learning resilience. These are evidenced by the performance and attitude of the employees. When crisis arises, it was observed that those employees who stay longer in the organization take chances to contribute strategies on how to help the organization bounce back from the crisis. They have developed sense of belongingness through the years given that the management recognizes their efforts. More so, the organization use internal promotions to fill in higher-level positions. Usually, employees who stay longer in the organization are given chances for promotions because they have gained expertise and they know better.

This is congruent to a study by Ten Berge, et al. (2020) which stated that employees' productivity and resiliency are affected by increased experience. As a result, tenured employees are

generally more valuable for an organization. In addition to, tenured employees may influence decision makers about opportunities. Similar to a study by Janardhanan and Raghavan (2018), length of service was identified as a factor for job performance. Organizations need high-performing employees; thus, employees who are more familiar with the job will more likely perform better than those who are not.

Table 10 also shows that there is a significant difference between assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, and learning resilience when grouped to monthly income since the computed p values are less than 0.05 level of significance. This implies that assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, and learning resilience differs when grouped to monthly income. Respondents who have monthly income of Php15,000 to Php20,000 had higher assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, and learning resilience.

The above goes to show that monthly income affects assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, and learning resilience. These are evidenced by the behavior of employees with different monthly incomes. Those who belong to lower middle class employees appear to be resilient and manifest a better perspective in coping with stressors. This may mean that lower middle class employees can focus on being goal-oriented employees.

Legada, et al. (2020) found that organizational resilience may be affected by monthly income. Those who belonged to lower middle class employees manifested characteristics of being resilient in their lives because they are pushed to become better and to have more capacities to manage even distressing situations. This is also in relation to a study by Radetić-Paić and Černe (2020) stating that individuals with average or above-average income recognize the fact that they can vent regardless of what other people will say; thus, they are able to talk about the problems and discuss solutions.

In addition to this, Table 10 shows that there is no significant difference between assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience when grouped to age, sex, civil status, educational attainment, and job status since the computed p values are greater than 0.05 level of significance. Thus, assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience does not vary when grouped to age, sex, civil status, educational attainment, and job status.

Table 11. Differences between Assessment in Change Management when grouped to Profile Variables

Profile	Project Management				Corporate Culture			
	F	p	I	D	F	p	I	D
Age	1.409	0.249	NS	FR	1.353	0.266	NS	FR
Sex	0.320	0.574	NS	FR	0.493	0.485	NS	FR
Civil Status	0.006	0.938	NS	FR	0.287	0.594	NS	FR
Educational Attainment	0.277	0.759	NS	FR	0.408	0.667	NS	FR
Length of Service	3.299	0.011	S	R	5.648	<0.001	S	R
Job Status	1.091	0.360	NS	FR	1.397	0.253	NS	FR
Monthly Income	3.849	0.027	S	R	3.601	0.033	S	R

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

Table 11 shows that there is a significant difference between assessment in change management in terms of project management and corporate culture when grouped to length of service since the computed p values are less than 0.05 level of significance. Thus, assessment in change management in terms of project management and corporate culture varies when grouped to length of service. Respondents who are in service for 1 year and below had greater assessment in change management in terms of project management and corporate culture.

The foregoing shows that length of service affects assessment in change management in terms of project management and corporate culture. These are also evidenced by the performance and attitude of the employees. When changes arise, it was observed that those employees who are in service for 1 year and below are more flexible in accepting the changes and bouncing back. Since they are relatively new in the organization, more experienced staff guide them in implementation and assurance of success of the project implementation. In this case, those employees who are in service for more than 1 year act as project managers that guide the team to ensure that costs are controlled and schedule of projects are managed.

Koishanova (2016) defined corporate culture as “the way things get done around here”. Corporate culture is one of the factors that may facilitate or resist to any changes planned in the organization. Individual’s behavior and responses affect the success of ongoing changes in an organization. Contrary to the study of Serra, et al. (2021), being new or being old in the organization does not affect project efficiencies as long as you have the skills in project management. Serra, et al. (2021) mentioned that a team leader ensures that human and relational issues relevant to the performance of the project shall be addressed. Critical factors of success include leadership skills of the team leader such as effectiveness in the recruitment process, development and direction of careers, and technical assistance. This is similar to a study by Hassan, et al. (2017) wherein it was found out that personality also affects project success. It was also mentioned that openness to experience is one of the predictors of project success and transformational leadership acts as a mediator to this.

Supporting employees while coping to changes may make the employees feel considered and respected.

Table 11 also shows that there is a significant difference between assessment in change management in terms of project management and corporate culture when grouped to monthly income since the computed p values are less than 0.05 level of significance. Thus, assessment in change management in terms of project management and corporate culture varies when grouped to monthly income. Respondents who have monthly income of Php15,000 to Php20,000 had greater assessment in change management in terms of project management and corporate culture.

The foregoing shows that monthly income affects assessment in change management in terms of project management and corporate culture. Based from observations, when changes happen, employees who belong to lower middle class show more openness in terms of coping with changes. This may mean that they can focus more on the task and completion of projects assigned, provided that their compensation is not affected by the changes.

In a study by Van der Voet and Vermeeren (2017), it was mentioned that a decrease in salary is negatively related to employee attitudes regarding their membership in their organization (organizational commitment) but not to attitudes regarding their work (work engagement). In addition to this, Smither, et al. (2016) discussed organizational development and change management and mentioned that one of the most important findings from the Hawthorne research was that employee attitudes play an important part in organizational functioning. For instance, employees were not affected by work breaks, schedules, and income but were affected by having positive social relations.

Table 11 also shows that there is no significant difference between assessment in change management in terms of project management and corporate culture when grouped to age, sex, civil status, educational attainment, and job status since the computed p values are greater than 0.05 level of significance. Thus, assessment in change management in terms of project management and corporate culture does not vary when grouped to age, sex, civil status, educational attainment, and job status.

Table 12. Relationship between Assessment in Organizational Resilience and Change Management

Indicators	Project Management				Corporate Culture			
	r	p	I	D	r	p	I	D
Capital Resilience	.804*	<0.001	S	R	.571*	<0.001	S	R
Strategic Resilience	.777*	<0.001	S	R	.676*	<0.001	S	R
Cultural Resilience	.748*	<0.001	S	R	.542*	<0.001	S	R
Relationship Resilience	.664*	<0.001	S	R	.670*	<0.001	S	R
Learning Resilience	.735*	<0.001	S	R	.699*	<0.001	S	R

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

** . Correlation is significant at the 0.01 level (2-tailed).

Table 12 shows that there is a significant relationship between assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience and assessment in change management in terms of project management and corporate culture since the computed p values are less than 0.05 level of significance. Thus, the higher the assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience is, the higher the assessment in change management in terms of project management and corporate culture is.

The researcher agrees to the abovementioned results. Based from observations, the employees understand the risks and they act together to, if not eliminate, mitigate the risks in order to perform better. For instance, the employees restructured the organization's work and financial plan when the COVID-19 pandemic happened. They had to re-align the budget given to them by the National Government. More so, they had to adjust the implementation of the programs and services in order to still meet the organization's targets, provided that the organization still adheres to the ISO 9001:2015 Certification. While doing these adjustments, the employees did not let their individual values and customs affect their commitment to the organization and instead they live by the cores of the organization. The employees also prioritized the delivery of the programs and services to its external clients even though there were miscommunications internally. Lastly, the employees never stopped learning to be able to become better and fit for the job given to them.

According to Hermis and Eger (2020), government entities oftentimes have negative cash on hand. This may be because the organization takes regard of financing and raising funds, possible leading to changes in operational structure and outcomes. Dana, et al. (2022) focused on the digital transformation, through forecasting and implementation of strategic future studies, as a management tool to increase productivity and efficiency. In this way, organizations bounce back strategies may be strengthened. More so, Cheban (2018) suggested reducing reduce stress in the workplace to provide employees with feeling of contentment in their job. In order to do so, Thompson and Audrey Korsgaard (2019) suggested maintaining a deep trust relationship in the organization to be able to minimize negative perceptions toward one another. Malik and Garg (2020) also highlighted that continuous learning creates learning opportunities for all of its employees. With this, Mokline and Ben Abdallah (2021) mentioned that feedbacks give recognition to the efforts made during the crisis, value to the development of skills and commitment by employees, and participatory opportunity for teams to identify and establish new ways of doing things. More so, monitoring and feedback may be one of important factors to consider when change management is concerned (Arefazar, et al., 2019; O'Donovan, 2019).

V. CONCLUSIONS

1. Majority of the respondents are young, dominated by women, almost an equal mix of single and married employees, and a mix of short-tenured and long-tenured employees. More so, majority have a growth mindset, contractual, and lower middle class employees.
2. Employees agree on the assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, and learning resilience. Employees strongly agree on the assessment in organizational resilience in terms of relationship resilience. In addition to this, employees agree on the assessment in change management in terms of project management and corporate culture. Corporate culture was ranked first.
3. There is a significant difference between assessment in organizational resilience in terms of strategic resilience, cultural resilience, relationship resilience, and learning resilience when grouped to length of service. More so, there is a significant difference between assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, and learning resilience when grouped to monthly income. There is no significant difference between assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience when grouped to age, sex, civil status, educational attainment, and job status.
4. There is a significant difference between assessment in change management in terms of project management and corporate culture when grouped to length of service and monthly income. There is no significant difference between assessment in change management in terms of project management and corporate culture when grouped to age, sex, civil status, educational attainment, and job status.
5. There is a significant relationship between assessment in organizational resilience in terms of capital resilience, strategic resilience, cultural resilience, relationship resilience, and learning resilience and assessment in change management in terms of project management and corporate culture.
6. The findings of this study have led the researcher to note some limitations. The items in the capital resilience part under the questionnaire on Organizational Resilience focus on extracting answers from private organizations and are not modified well for a government setting. Therefore, the respondents might have had a difficulty in honestly answering the said part. They might have given inaccurate and uncomfortable answers.
7. Proposed enhancement program to further boost management effectiveness.

Rationale: This proposed program was based on the significant findings of this paper.

Proposed Program for Enhancement				
KRA	Program	Strategies/Activities	Persons Involved	Timeline
Capital Resilience	Status of Fund Portal	<ul style="list-style-type: none"> creation of an online shared portal wherein the status of funds will be updated real-time provision of access and guide to the portal to the management team, administrative and finance management unit, and program account persons encoding of all financial transactions in the online portal creation and security of the back-up offline file 	Management Team (including Administrative and Finance Management Unit), Section Heads, program account persons	April 2022
Strategic Resilience	Collaborative Risk-Based Benchmarking	<ul style="list-style-type: none"> conduct of discussion and brainstorming on the current reality in the organization strict updating of risk registry quarterly presentation of the updated risk registry to the Quality Management Team for further input and appropriate actions 	Management Team (including the Quality Management Team), program account persons	March 2022
Cultural Resilience	Zoomustahan	<ul style="list-style-type: none"> facilitation of an electronic tambayan or in-house mentoring once a month, after work, to catch-up with one another and to encourage community and connection assignment of facilitators per Zoomustahan event 	Office of the Provincial Director, Section Heads, Program Account Persons, Support Staff	March 2022
Relationship Resilience	Employee Pulse Survey	<ul style="list-style-type: none"> creation of a daily or a weekly online survey with 5 to 10 items to know what the employees feel generation of responses preparation of analysis and summary of the responses distribution of the summary and analysis to the Office of the Provincial Director 	Office of the Provincial Director, Section Heads, Program Account Persons, Support Staff	March 2022
Learning Resilience	Wow, Mali: Learn From It	<ul style="list-style-type: none"> creation of online bulletin board where employees can benchmark with other employees regarding their mistakes from a project implementation and what they learned from them retrieval and consolidation of entries from the bulletin board on a regular basis (may be monthly) preparation of analysis and summary of the responses distribution of the summary and analysis to the Office of the Provincial Director matching of employees and mentoring or coaching 	Office of the Provincial Director, Management Team, Section Heads, Program Account Persons, Support Staff	April 2022
Project Management	Enhanced Personalized Dashboarding	<ul style="list-style-type: none"> conduct of semi-annual reflection on strategic objectives and strategic measures on a section level preparation of section dashboard with list of tasks needed to accomplish and corresponding manpower creation of an shared team calendar uploading and monitoring of section dashboard to a shared team calendar comment sharing 	Section Heads, Program Account Persons, Support Staff	June 2022
	Modified All Hands Townhall	<ul style="list-style-type: none"> conduct of townhall meeting semi-annually to strengthen the PDCA practice (plan-do-check-act) assessment of dashboards/scorecards recognition of accomplishments alignment of expectations regarding the scope of change as well as timing 	Office of the Provincial Director, Management Team, Section Heads, Program Account Persons, Support Staff	June 2022
Corporate Culture	Organizational Culture Redefined	<ul style="list-style-type: none"> continuous implementation of a 2-day organizational culture activity once a year to gather all employees assessment of employees' cultural beliefs and attitudes collaborative exchanges of thoughts and increased employee participation communication of planned changes through series of participative meetings/consultations between the management team and the employees 	Office of the Provincial Director, Management Team, Section Heads, Program Account Persons, Support Staff	June 2022

VI. RECOMMENDATIONS

- The researcher recommends that the Administrative and Finance Management Unit may take into consideration hiring more male employees especially for field positions. Also, the Office of the Provincial

Director may want to encourage their employees to take their Master's Degree to learn more strategies and be more equipped. The top management may want to devise and implement programs that will engage the employee to still stay longer in the organization (leadership programs perhaps).

2. The Office of the Provincial Director may want to increase connections with employees by devising online bulletin boards wherein employees' thoughts (pulse survey perhaps) may be posted.
3. The Office of the Provincial Director may want to organize an in-house "mentor me" program and/or buddy system in terms of profile variables to facilitate an open communication between the management and the employees.
4. The quality management team may want to revisit the implementation of monthly staff meeting and quarterly management reviews. They may want to include more team building activities to lighten the mood during meetings.
5. The Administrative and Finance Management Unit may want to further improve the level of trust of employees to the management by devising an online shared portal of status of funds that is to be updated from time to time.
6. Future researchers may do a similar study or may use other variables not included in this study. They may want to compare two or more government agencies to know if they will come up with the same results. However, to capture a more accurate relationship, future researchers may modify question items to be more applicable and/or relatable for a government sector.

REFERENCES

- [1] Adewale, A. S., Jamil, H., & Khadijah, A. S. (2019). Leadership Self-Efficacy, Change Oriented Behavior and Organizational Citizenship Behavior: The Moderating Effect of Experience. *International Journal of Higher Education*, 8, 36-51.
- [2] Al-Ali, A. A., Singh, S. K., Al-Nahyan, M., & Sohal, A. S. (2017). Change management through leadership: the mediating role of organizational culture. *International Journal of Organizational Analysis*, 25, 723-739.
- [3] Albert, J. R., Santos, A. G., & Vizmanos, J. F. (2018). Profile and determinants of the middle-income class in the Philippines. *PIDS Discussion Paper Series*.
- [4] Ali, M. S., & Jalal, H. (2018). Higher Education as a Predictor of Employment: The World of Work Perspective. *Bulletin of Education and Research*, 40, 79-90.
- [5] Aljohani, M. R. (2016). Change management. *International Journal of Scientific & Technology Research*, 5, 319-323.
- [6] Arefazar, Y., Nazari, A., Hafezi, M. R., & Maghool, S. A. (2019). Prioritizing agile project management strategies as a change management tool in construction projects. *International Journal of Construction Management*, 1-12.
- [7] Barasa, E., Mbau, R., & Gilson, L. (2018). What is resilience and how can it be nurtured? A systematic review of empirical literature on organizational resilience. *International journal of health policy and management*, 7(6), 491.
- [8] Belias, D., & Rossidis, I. (2021). Corporate Leadership and Corporate Culture in Start-Up Companies. In *Corporate Leadership and Its Role in Shaping Organizational Culture and Performance* (pp. 37-56). Hershey: IGI Global: International Academic Publisher.
- [9] Belkaci, K., & Mekbel, N. (2021). Corporate culture: definition and background. *MÅAREF*, 859-875.
- [10] Bergman, K. (2020). Organizational Resilience: Fact or Fiction.
- [11] Blanchard, E., & Willmann, G. (2016). Trade, education, and the shrinking middle class. *Journal of International Economics*, 99, 263-278.
- [12] Blyth, M. (2018). Evaluating humanitarian aid and development sector resilience: Finding solutions to complex problems. *Journal of Business Continuity & Emergency Planning*, 12, 63-78.
- [13] Buers, C., Karpinska, K., & Schippers, J. (2018). Managers' retention decisions regarding young intermediate-level educated employees. *International Journal of Manpower*, 39, 254-268.
- [14] Butt, F. S., Nawab, S., & Zahid, M. (2018). Organizational factors and individual effectiveness: moderating role of change management. *Pakistan Journal of Psychological Research*, 75-100.
- [15] Cameron, E., & Green, M. (2019). *Making sense of change management: A complete guide to the models, tools and techniques of organizational change*. London: Kogan Page Publishers.
- [16] Candelario, L., Tindowen, D., Mendezabal, M. J., & Quilang, P. (2020). Organizational commitment and job satisfaction among government employees. *International Journal of Innovation, Creativity, and Change*.
- [17] Cheban, Y. M. (2018). *The Impact of Cultural Resilience on Affect and Performance in Organizational Settings*. Long Beach: California State University.
- [18] Chen, R., Xie, Y., & Liu, Y. (2021). Defining, conceptualizing, and measuring organizational resilience: A multiple case study. *Sustainability*, 13, 2517.
- [19] Dana, L. P., Salamzadeh, A., Mortazavi, S., Hadizadeh, M., & Zolfaghari, M. (2022). Strategic Futures Studies and Entrepreneurial Resiliency: A Focus on Digital Technology Trends and Emerging Markets. *Tec Empresarial*, 16, 87-100.
- [20] De Vet, H. C., Mokkink, L. B., Mosmuller, D. G., & Terwee, C. B. (2017). Spearman-Brown prophecy formula and Cronbach's alpha: different faces of reliability and opportunities for new applications. *Journal of Clinical Epidemiology*, 85, 45-49.
- [21] Denyer, D. (2017). *Organizational Resilience: A summary of academic evidence, business insights and new thinking*. Bedfordshire: BSI and Cranfield School of Management.
- [22] Dimitrova, Y. (2019). Corporate culture change management. *Economic Alternatives*, 2, 296-312.
- [23] Domingo, K. (2020, September 17). ABS-CBN News. Retrieved from <https://news.abs-cbn.com/news/09/17/20/who-are-identified-rich-poor-govt-shows-income-class-brackets-in-ph>
- [24] Doppelt, B., & McDonough, W. (2017). *Leading change toward sustainability: A change-management guide for business, government and civil society*. London: Routledge.
- [25] Duchek, S., Raetze, S., & Scheuch, I. (2020). The role of diversity in organizational resilience: a theoretical framework. *Business Research*, 13, 387-423.
- [26] Dumas, T. L., & Perry-Smith, J. E. (2018). The paradox of family structure and plans after work: Why single childless employees may be the least absorbed at work. *Academy of Management Journal*, 61, 1231-1252.
- [27] Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics*, 5, 1-4.
- [28] Firinci, Y. (2018). Cultural Resilience within the Era of Globalization. *Resilience*, 2, 69-84.
- [29] Gigauri, I. (2021). Understanding the expectations of young employees towards leadership in organizations. *Proceedings of the XXVIII International Scientific and Practical Conference: Social and Economic Aspects of Education in Modern Society*, (pp. 3-8).
- [30] Hassan, M. M., Bashir, S., & Abbas, S. M. (2017). The impact of project managers' personality on project success in NGOs: The mediating role of transformational leadership. *Project Management Journal*, 48, 74-87.
- [31] Hermis, J., & Eger, R. (2020). Capital Structure and Performance Implications of Special-Purpose Governments. Available at SSRN 3480075.
- [32] Hillmann, J., & Guenther, E. (2021). Organizational resilience: a valuable construct for management research? *International Journal of Management Reviews*, 23, 7-44.
- [33] Holtorf, C. (2018). Embracing change: how cultural resilience is increased through cultural heritage. *World archaeology*, 50, 639-650.

- [34] Jalagat, R. (2016). The impact of change and change management in achieving corporate goals and objectives: Organizational perspective. *International Journal of Science and Research*, 5, 1233-1239.
- [35] Janardhanan, S., & Raghavan, S. (2018). Employees' Tenure and Length of Service and Performance: A Case Study on the Moderating Role of Psychological Empowerment among Supervisors. *International Journal of Business and Management*, 2, 01-10.
- [36] Kadakia, C. (2017). *The millennial myth: Transforming misunderstanding into workplace breakthroughs*. Oakland: Berrett-Koehler Publishers.
- [37] Kato, T., & Kodama, N. (2017). *Women in the workplace and management practices: Theory and evidence*. New York: Oxford University Press.
- [38] Kim, Y. (2020). Organizational resilience and employee work-role performance after a crisis situation: exploring the effects of organizational resilience on internal crisis communication. *Journal of Public Relations Research*, 32, 47-75.
- [39] Koishanova, R. (2016). THE ROLE OF CORPORATE CULTURE IN ORGANIZATIONAL CHANGE MANAGEMENT.
- [40] Legada, E. L., Madrigal, D. V., & Maravilla, M. W. (2020). Spiritual well-being and resiliency of the diocesan seminarians of Antique. *Philippine Social Science Journal*, 3, 53-69.
- [41] Malik, P., & Garg, P. (2020). Learning organization and work engagement: The mediating role of employee resilience. *The International Journal of Human Resource Management*, 31, 1071-1094.
- [42] Mokline, B., & Ben Abdallah, M. A. (2021). Individual Resilience in the Organization in the Face of Crisis: Study of the Concept in the Context of COVID-19. *Global Journal of Flexible Systems Management*, 22, 219-231.
- [43] Morales, S. N., Martínez, L. R., Gómez, J. A., López, R. R., & Torres-Argüelles, V. (2019). Predictors of organizational resilience by factorial analysis. *International Journal of Engineering Business Management*, 11, 1-13.
- [44] Nguyen, H. T., & Nguyen, A. H. (2020). The impact of capital structure on firm performance: Evidence from Vietnam. *The Journal of Asian Finance, Economics and Business*, 7, 97-105.
- [45] O'Donovan, G. (2019). Creating a culture of partnership between project management and change management. In D. Dalcher, *Leading the Project Revolution* (pp. 85-95). London: Routledge.
- [46] Ogunleye, A. J., & Osekita, D. A. (2016). Effect of job status, gender, and employees' achievement motivation behavior on work performance: a case study of selected local government employees in Ekiti State, Nigeria. *European Scientific Journal*, 12, 235-248.
- [47] Oyedipe, W. J., & Popoola, S. O. (2019). Influence of age, job status, ICT literacy skills and ICT use on task performance of library personnel in public universities. *International Journal of Knowledge Content Development & Technology*, 9, 43-61.
- [48] Padmanabhan, L., & Magesh, R. (2016). Difference between employees marital status and performance level in IT industry. *Imperial Journal of Interdisciplinary Research*, 2, 1173-1176.
- [49] Patriarca, R., Di Gravio, G., Costantino, F., & Falegnami, A. (2018). An Analytic Framework to Assess Organizational Resilience. *Safety and Health at Work*, 9, 265-276.
- [50] Pertilla, F. (2018). *Reshaping Management Effectiveness and Its Effect on Organizational Resilience in Multinational Enterprises*. (Doctoral dissertation, Walden University).
- [51] Powlen, K. A., Gavin, M. C., & Jones, K. W. (2021). Management effectiveness positively influences forest conservation outcomes in protected areas. *Biological Conservation*, 260, 109192.
- [52] Queirós, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European journal of education studies*, 3, 369-387.
- [53] Radetić-Paić, M., & Černe, K. (2020). The influence of family income on students' family resilience in Croatia. *Economic research-Ekonomska istraživanja*, 33, 1172-1181.
- [54] Ralph, B. J., Pacher, C., & Woschank, M. (2020). Conceptualization of the Lecture 'Digitalization and Digital Transformation in Metal Forming' based on Implications from Contemporary Teaching and Learning Theories. *Proceedings of the 2nd African International Conference on Industrial Engineering and Operations Management* (pp. 7-10). Harare: IEOM Society International.
- [55] Reid, A., Cook, J., Viedge, C., & Scheepers, C. B. (2020). Developing management effectiveness: The nexus between teaching and coaching. *The International Journal of Management Education*, 100334.
- [56] Ruiz-Martin, C., López-Paredes, A., & Wainer, G. (2018). What we know and do not know about organizational resilience. *International Journal of Production Management and Engineering*, 6(1), 11-28.
- [57] Serra, F. R., Scafuto, I. C., Vils, L., & Mattos, M. S. (2021). Skills and Project Managers: Relationship between Personal Characteristics and Performance Indicators. *The Journal of Modern Project Management*, 9.
- [58] Smither, R., Houston, J., & McIntire, S. (2016). *Organization development: Strategies for changing environments*. New York: Routledge.
- [59] Tamunomiebi, M. D., & Lawrence, D. O. (2020). Change Management And Organizational Resilience. *International Journal of Innovative Research and Advanced Studies*, 7(2), 158-163.
- [60] Ten Berge, J., Lippényi, Z., van der Lippe, T., & Goos, M. (2020). Technology implementation within enterprises and job ending among employees. A study of the role of educational attainment, organizational tenure, age and unionization. *Research in Social Stratification and Mobility*, 69, 100548.
- [61] Thompson, B. S., & Audrey Korsgaard, M. (2019). Relational identification and forgiveness: Facilitating relationship resilience. *Journal of Business and Psychology*, 34, 153-167.
- [62] Van der Voet, J., & Vermeeren, B. (2017). Change management in hard times: Can change management mitigate the negative relationship between cutbacks and the organizational commitment and work engagement of public sector employees?. *The American Review of Public Administration*, 47, 230-252.
- [63] Van Wart, M., Roman, A., Wang, X., & Liu, C. (2019). Operationalizing the definition of e-leadership: identifying the elements of e-leadership. *International review of administrative sciences*, 80-97.
- [64] Vanhove, A. J., Herian, M. N., Perez, A. L., Harms, P. D., & Lester, P. B. (2016). Can resilience be developed at work? A meta-analytic review of resilience-building programme effectiveness. *Journal of Occupational and Organizational Psychology*, 89, 278-307.
- [65] Wanza, L., & Nkuraru, J. K. (2016). Influence of Change Management on Employee Performance: A Case of University of Eldoret, Kenya. *International Journal of Business and Social Science*, 4, 190-199.
- [66] Wille, B., Wiernik, B. M., Vergauwe, J., Vrijdags, A., & Trbovic, N. (2018). Personality characteristics of male and female executives: distinct pathways to success? *Journal of Vocational Behavior*, 106, 220-235.
- [67] Woods, D. D. (2017). Essential characteristics of resilience. In E. W. Hollnagel, & N. Leveson, *Resilience engineering* (pp. 21-34). London: CRC Press.
- [68] Yilmaz, A. (2020). Change management and cultural factors: A study of German and Chinese middle-managers' behaviour in Sino-German automobile joint ventures. *DBA thesis, University of Gloucestershire*, doi:10.46289/JVAA3073.
- [69] Zaharee, M., Lipkie, T., Mehlman, S. K., & Neylon, S. K. (2018). Recruitment and Retention of Early-Career Technical Talent: What Young Employees Want from Employers A study of the workplace attributes that attract early-career workers suggests that Millennials may not be so different from earlier generations. *Research-Technology Management*, 51-61.
- [70] Zvobgo, V. (2020). *Investigating the Impact of Organizational Resilience and Turnover in US Local Governments: The Mediating Effect of Strategic Human Resources Management Practices*. Ann Arbor: ProQuest Dissertations Publishing.

APPENDICES

Appendix A. Questionnaire

Dear respondents,

I, Ivylou M. Flores, a graduate student at Lyceum of the Philippines University - Laguna, invite you to participate in my online survey on Organizational Resilience and Change Management: Inputs to Management Effectiveness. This is basically an academic research as part of my fulfillment for the degree Masters in Business Administration and not a test on your ability or capability as the director, division chief, unit/section head, and staff but rather an instrument for determining the **organizational resilience** and **change management** in your organization.

Your participation will be valuable in the successful conduct of this research. It will take you approximately 10 to 15 minutes to complete. Rest assured that the information given will be kept confidential.

Should you have any concerns, you may email me at ivylouflores@gmail.com or contact me at 0917 530 1559.

Thank you and stay safe!

Data Privacy Consent

I am committed to respecting your privacy and I recognize the importance of protecting the information collected about you. All personal information that you provided in this online survey shall only be processed in relation to your participation in this study. The data collected from you shall be protected with reasonable and appropriate measures and shall only be retained as long as necessary. Your data will be held securely and will not be distributed to third parties. The results of the study will be submitted for publication. The study may be presented in a scientific forum or published in a journal but in a manner whereby your identity will not be revealed. You have the right to change or access your information.

By clicking "I agree" below, you are indicating that you have read and understood this consent form and agree to participate in this study.

- I agree.
- I do not agree.

1. Age:

1. _____ 50 and above
2. _____ 40-49
3. _____ 30-39
4. _____ 21-29
5. _____ 20 below

2. Sex: 1. Male _____ 2. Female _____

3. Civil Status: 1. Single _____ 2. Married _____ 3. Widowed _____

4. Educational Attainment:

1. High School graduate _____
2. College graduate _____

Post Graduate:

3. Masteral: _____
4. Doctoral: _____

5. Length of service:

1. _____ 1 year and below
2. _____ 1 – 3 years
3. _____ 4 – 6 years

4. _____ 7 – 9 years
5. _____ 10 – 12 years
6. _____ 13 years and above

6. Job Status:

1. Regular _____
2. Contractual/Job Order _____
3. Plantilla _____
4. Others _____

7. Monthly Income:

1. _____ P 30,000 above
2. _____ P 20,000-25,000
3. _____ P 15,000-20,000
4. _____ P 10,000-15,000
5. _____ P 8,000-10,000

A. This is a questionnaire on **Organizational Resilience** and not a test of your ability as employees. Please, put a check (✓) on what corresponds to your answers.

Scale

- 4
- 3
- 2
- 1

Verbal Interpretation

- Strongly Agree
 Agree
 Disagree
 Strongly Disagree

Capital Resilience		SA	A	D	SD
1.	Our organization has good cash flow.	4	3	2	1
2.	We base our cash reserves on our corporate strategy and competitive model.	4	3	2	1
3.	We have a solid capital structure.	4	3	2	1
4.	We have multiple sources of financing.	4	3	2	1
5.	We have low capital leverage.	4	3	2	1
6.	We make profit maximization the ultimate goal of our organization.	4	3	2	1
7.	We have high capital utilization efficiency.	4	3	2	1
Strategic Resilience					
1.	Our organization is able to focus on its core business.	4	3	2	1
2.	Our organization is able to identify unfavorable factors in development in a timely manner.	4	3	2	1
3.	We pursue a robust strategic growth model.	4	3	2	1
4.	We were able to clarify our strategic positioning.	4	3	2	1
5.	We are able to balance endogenous and exogenous growth patterns.	4	3	2	1
6.	We are able to match strategic objectives and operational capabilities very well.	4	3	2	1
Cultural Resilience					
1.	Our corporate culture is designed to foster a sense of community among our employees.	4	3	2	1
2.	Our corporate culture fosters a sense of cooperation among our employees.	4	3	2	1

3. Our corporate culture inspires employee morale and spirit.	4	3	2	1
4. Our corporate culture inspires employees to strive for excellence.	4	3	2	1
5. Our corporate culture reflects the care and love for our employees.	4	3	2	1
6. Our corporate culture fosters a sense of organizational commitment.	4	3	2	1
Relationship Resilience				
1. We can create unique value for our customers.	4	3	2	1
2. We are able to think about our customers.	4	3	2	1
3. We aim for shared prosperity between companies and stakeholders.	4	3	2	1
4. We have a good reciprocal relationship with our employees.	4	3	2	1
5. We have a good relationship with our investors.	4	3	2	1
6. We are able to fully listen to the advice of our investors.	4	3	2	1
Learning Resilience				
1. We choose the learning target according to the characteristics of our own organization.	4	3	2	1
2. We choose the better companies to study.	4	3	2	1
3. We have a deep awareness of our situation in time.	4	3	2	1
4. We make timely adjustments to our positioning.	4	3	2	1
5. We are interested in adjusting our emotions to get into the study state more quickly.	4	3	2	1
6. We learn more about other experiences to help companies cope with the crisis.	4	3	2	1

B. This is a questionnaire on **Change Management** and not a test of your ability as employees. Please, put a check (✓) on what corresponds to your answers.

Scale

- 4
- 3
- 2
- 1

Verbal Interpretation

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

Project Management	SA	A	D	SD
1. Change in business is in line with the organization's strategic goals.	4	3	2	1
2. The assessment of change impact on the existing business situation is always timely and is under control of the organization's leadership.	4	3	2	1
3. Change is formulated clearly. Change implementation phases are carefully planned and confirmed by business units.	4	3	2	1
4. Information on change is always accurate, timely and credible.	4	3	2	1
5. The effectiveness of Organizational Change Management depends on the availability of "change agents" inside business units.	4	3	2	1
6. Managing expectations is a crucial element of change activity.	4	3	2	1
7. The success of Change Management activity depends on project's financing.	4	3	2	1
8. Change implementation is possible given all the employees are trained on the implemented innovation.	4	3	2	1
Corporate Culture				
1. The level of resistance to change depends on the existing corporate culture of the organization.	4	3	2	1
2. Participation of employees in change implementation is appreciated and supported by the organization's management at all levels.	4	3	2	1
3. The involvement of employees in change process depends on the level of support for change shown by the leadership team.	4	3	2	1
4. The change implementation timeframe depends on the unity of leadership outlooks on change and speed of decision-making.	4	3	2	1
5. The timeline and effectiveness of change implementation depend on the existing IT platform and the level of business performance automation: the greater the automation, the smoother is the business transformation.	4	3	2	1
6. The process of knowledge sharing, exchange and accumulation inside the	4	3	2	1

organization influences the effectiveness of change implementation.				
7. The availability of Change Manager / Change team inside the organization has positive impact on change implementations.	4	3	2	1

Annex B. Statistical Outputs

```
FREQUENCIES VARIABLES=age sex civil educ service jobstat income
/ORDER=ANALYSIS.
```

Frequencies

Notes	
Output Created	24-Jan-2022 08:50:12
Comments	
Input	Active Dataset DataSet0 Filter <none> Weight <none> Split File <none> N of Rows in Working Data File 62
Missing Value Handling	Definition of Missing User-defined missing values are treated as missing. Cases Used Statistics are based on all cases with valid data.
Syntax	FREQUENCIES VARIABLES=age sex civil educ service jobstat income /ORDER=ANALYSIS.
Resources	Processor Time 00:00:00.000 Elapsed Time 00:00:00.000

[DataSet0]

		age	sex	civil	educ	service	jobstat	income
N	Valid	62	62	62	62	62	62	62
	Missing	0	0	0	0	0	0	0

Frequency Table

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	11.3	11.3	11.3
	2	7	11.3	11.3	22.6
	3	22	35.5	35.5	58.1
	4	26	41.9	41.9	100.0
	Total	62	100.0	100.0	

		sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	21	33.9	33.9	33.9
	2	41	66.1	66.1	100.0
	Total	62	100.0	100.0	

sex				
	Frequency	Percent	Valid Percent	Cumulative Percent
Value 1	32	51.6	51.6	51.6
2	30	48.4	48.4	100.0
Total	62	100.0	100.0	

educ				
	Frequency	Percent	Valid Percent	Cumulative Percent
Value 1	1	1.6	1.6	1.6
2	33	53.2	53.2	54.8
3	9	14.5	14.5	69.3
Total	43	100.0	100.0	

education				
	Frequency	Percent	Valid Percent	Cumulative Percent
Value 1	14	22.6	22.6	22.6
2	18	29.0	29.0	51.6
3	19	30.6	30.6	82.2
4	1	1.6	1.6	83.8
5	1	1.6	1.6	85.4
6	9	14.5	14.5	100.0
Total	62	100.0	100.0	

jobstat				
	Frequency	Percent	Valid Percent	Cumulative Percent
Value 1	14	22.6	22.6	22.6
2	36	58.1	58.1	79.9
3	3	4.8	4.8	84.7
4	10	16.1	16.1	100.0
Total	63	100.0	100.0	

income				
	Frequency	Percent	Valid Percent	Cumulative Percent
Value 1		21.6	21.6	21.6
2		41.9	41.9	63.5
3		37.1	37.1	100.0
Total	62	100.0	100.0	

DESCRIPTIVES VARIABLES=sex educ jobstat income
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

			Notes
Output Created			26-Jan-2022 08:51:32
Comments			
Input	Active Dataset	DataSet0	
	Filter	none	
	Weight	none	
	Split File	none	
	N of Rows in Working Data File	62	
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.	
	Cases Used	All non-missing data are used.	
Syntax		DESCRIPTIVES VARIABLES=sex educ jobstat income /STATISTICS=MEAN STDDEV MIN MAX.	
Resources	Process Time	00:00:00.000	
	Elapsed Time	00:00:00.000	

[REMOVED]

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
sex	62	1.00	2.00	1.5323	.50998
educ	43	1.00	3.00	2.3877	.88380
education	62	1.00	6.00	3.2903	.88388
jobstat	63	1.00	4.00	2.0649	.72136
income	62	1.00	4.00	2.8226	.84007
income	62	1.00	4.00	2.0484	.88493
income	62	1.00	4.00	2.2258	.88331
Valid N (listwise)	62				

DESCRIPTIVES VARIABLES=sex educ jobstat income
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

			Notes
Output Created			26-Jan-2022 08:51:42
Comments			
Input	Active Dataset	DataSet0	
	Filter	none	
	Weight	none	
	Split File	none	
	N of Rows in Working Data File	62	
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.	
	Cases Used	All non-missing data are used.	
Syntax		DESCRIPTIVES VARIABLES=sex educ jobstat income /STATISTICS=MEAN STDDEV MIN MAX.	
Resources	Process Time	00:00:00.000	
	Elapsed Time	00:00:00.000	

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
sv1	62	2.00	4.00	3.8161	.82627
sv2	62	2.00	4.00	3.2681	.88678
sv3	62	2.00	4.00	3.3548	.84013
sv4	62	2.00	4.00	3.3710	.87928
sv5	62	2.00	4.00	3.2581	.86078
sv6	62	2.00	4.00	3.3710	.87928
Valid N (listwise)	62				

DESCRIPTIVES VARIABLES=sv1 sv2 sv3 sv4 sv5 sv6
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Notes		
Output Created		24-Jan-2022 08:31:51
Comments		
Input	Active Dataset Filter Weight Split File N of Rows in Working Data File	DataSet0 ----- ----- ----- ----- 62
Missing Value Handling	Definition of Missing Cases Used	User defined missing values are treated as missing. All non-missing data are used.
System		DESCRIPTIVES VARIABLES=sv1 sv2 sv3 sv4 sv5 sv6 /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time Elapsed Time	00:00:00.000 00:00:00.000

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
sv1	62	2.00	4.00	3.4032	.86981
sv2	62	2.00	4.00	3.4194	.85952
sv3	62	2.00	4.00	3.2581	.87594
sv4	62	2.00	4.00	3.3710	.85871
sv5	62	1.00	4.00	3.2581	.87594
sv6	62	2.00	4.00	3.3548	.87985
Valid N (listwise)	62				

DESCRIPTIVES VARIABLES=sv1 sv2 sv3 sv4 sv5 sv6
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Notes		
Output Created		24-Jan-2022 08:43:04
Comments		
Input	Active Dataset Filter Weight Split File N of Rows in Working Data File	DataSet0 ----- ----- ----- ----- 62
Missing Value Handling	Definition of Missing Cases Used	User defined missing values are treated as missing. All non-missing data are used.
System		DESCRIPTIVES VARIABLES=sv1 sv2 sv3 sv4 sv5 sv6 /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time Elapsed Time	00:00:00.000 00:00:00.000

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
sv1	62	3.00	4.00	3.8462	.86337
sv2	62	3.00	4.00	3.8836	.86378
sv3	62	3.00	4.00	3.6290	.86791
sv4	62	2.00	4.00	3.3871	.88382
sv5	62	3.00	4.00	3.8808	.86748
sv6	62	2.00	4.00	3.4838	.83837
Valid N (listwise)	62				

DESCRIPTIVES VARIABLES=sv1 sv2 sv3 sv4 sv5 sv6
/STATISTICS=MEAN STDDEV MIN MAX.

Descriptives

Notes		
Output Created		24-Jan-2022 08:43:18
Comments		
Input	Active Dataset Filter Weight Split File N of Rows in Working Data File	DataSet0 ----- ----- ----- ----- 62
Missing Value Handling	Definition of Missing Cases Used	User defined missing values are treated as missing. All non-missing data are used.
System		DESCRIPTIVES VARIABLES=sv1 sv2 sv3 sv4 sv5 sv6 /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time Elapsed Time	00:00:00.047 00:00:00.010

(STATSDATA)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
pr1	62	2.00	4.00	3.4333	.98184
pr2	62	1.00	4.00	3.2581	.98281
pr3	62	2.00	4.00	3.3548	.97936
pr4	62	2.00	4.00	3.3387	.97088
pr5	62	2.00	4.00	3.3239	.98011
pr6	62	2.00	4.00	3.3000	.98328
Valid N (listwise)	62				

DESCRIPTIVED VARIABLES=pr1 pr2 pr3 pr4 pr5 pr6 pr7 pr8
 (STATISTICS=MEAN STDDEV MIN MAX)

Descriptives

Notes		
Output Created		24-Jan-2022 08:32:29
Comments		
Input	Active Dataset: Data020 Filter: none Weight: none Split File: none N of Rows in Working Data File: 62	
Missing Value Handling	Definition of Missing: User-defined missing values are treated as missing. Cases Used: All non-missing data are used.	
Variables	DESCRIPTIVED VARIABLES=pr1 pr2 pr3 pr4 pr5 pr6 pr7 pr8 (STATISTICS=MEAN STDDEV MIN MAX)	
Resources	Processor Time: 00:00:00.000 Elapsed Time: 00:00:00.011	

(STATSDATA)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
pr1	62	2.00	4.00	3.4032	.92868
pr2	62	2.00	4.00	3.2581	.98874
pr3	62	1.00	4.00	3.1290	.88490
pr4	62	2.00	4.00	3.1774	.91468
pr5	62	2.00	4.00	3.3068	.98070
pr6	62	2.00	4.00	3.4194	.91555
pr7	62	1.00	4.00	3.2478	.94482
pr8	62	2.00	4.00	3.4032	.99450
Valid N (listwise)	62				

DESCRIPTIVED VARIABLES=pr1 pr2 pr3 pr4 pr5 pr6 pr7 pr8
 (STATISTICS=MEAN STDDEV MIN MAX)

Descriptives

Notes		
Output Created		24-Jan-2022 08:42:38
Comments		
Input	Active Dataset: Data020 Filter: none Weight: none Split File: none N of Rows in Working Data File: 62	
Missing Value Handling	Definition of Missing: User-defined missing values are treated as missing. Cases Used: All non-missing data are used.	
Variables	DESCRIPTIVED VARIABLES=pr1 pr2 pr3 pr4 pr5 pr6 pr7 pr8 (STATISTICS=MEAN STDDEV MIN MAX)	
Resources	Processor Time: 00:00:00.004 Elapsed Time: 00:00:00.000	

(STATSDATA)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
pr1	62	3.00	4.00	3.4808	.80343
pr2	62	2.00	4.00	3.2581	.87976
pr3	62	3.00	4.00	3.6000	.83643
pr4	62	2.00	4.00	3.4032	.82988
pr5	62	3.00	4.00	3.3000	.81841
pr6	62	2.00	4.00	3.2016	.83388
pr7	62	2.00	4.00	3.1704	.82941
Valid N (listwise)	62				

Notes		
Output Created		24-Jan-2022 08:43:07
Comments		
Input	Active Dataset: Data020 Filter: none Weight: none Split File: none N of Rows in Working Data File: 62	
Missing Value Handling	Definition of Missing: For each dependent variable in a table, user-defined missing values for the dependent and all grouping variables are treated as missing. Cases Used: Cases used for each table have no missing values in any independent variable, and not all dependent variables have missing values.	
Variables	DESCRIPTIVED VARIABLES=pr1 pr2 pr3 pr4 pr5 pr6 pr7 pr8 (CELLS=MEAN COUNT STDDEV STATISTICS=ANAL)	
Resources	Processor Time: 00:00:00.000 Elapsed Time: 00:00:00.000	

Means		Notes
Output Created		24-Jan-2022 08:34:17
Summary		
Input	Active Dataset	Deleted
	File	Missing
	Weight	Missing
	Split File	Missing
Missing Value Handling	Definition of Missing	62
	Use of Missing in Working Data File	
	Exclude Used	
Output		
Resources	Processor Time	00:00:00.018
	Elapsed Time	00:00:00.030

	Data Processing Summary					
	Cases					
	Included	Excluded	Total	Included	Excluded	Total
capital * age	62	100.0%	0	0%	62	100.0%
strat * age	62	100.0%	0	0%	62	100.0%
cultural * age	62	100.0%	0	0%	62	100.0%
rel * age	62	100.0%	0	0%	62	100.0%
learn * age	62	100.0%	0	0%	62	100.0%
capital * strat	62	100.0%	0	0%	62	100.0%
capital * cultural	62	100.0%	0	0%	62	100.0%
capital * rel	62	100.0%	0	0%	62	100.0%
capital * learn	62	100.0%	0	0%	62	100.0%
strat * cultural	62	100.0%	0	0%	62	100.0%
strat * rel	62	100.0%	0	0%	62	100.0%
strat * learn	62	100.0%	0	0%	62	100.0%
cultural * rel	62	100.0%	0	0%	62	100.0%
cultural * learn	62	100.0%	0	0%	62	100.0%
rel * learn	62	100.0%	0	0%	62	100.0%

capital * service	62	100.0%	0	0%	62	100.0%
strat * service	62	100.0%	0	0%	62	100.0%
cultural * service	62	100.0%	0	0%	62	100.0%
rel * service	62	100.0%	0	0%	62	100.0%
learn * service	62	100.0%	0	0%	62	100.0%
capital * jobstat	62	100.0%	0	0%	62	100.0%
strat * jobstat	62	100.0%	0	0%	62	100.0%
cultural * jobstat	62	100.0%	0	0%	62	100.0%
rel * jobstat	62	100.0%	0	0%	62	100.0%
learn * jobstat	62	100.0%	0	0%	62	100.0%
capital * income	62	100.0%	0	0%	62	100.0%
strat * income	62	100.0%	0	0%	62	100.0%
cultural * income	62	100.0%	0	0%	62	100.0%
rel * income	62	100.0%	0	0%	62	100.0%
learn * income	62	100.0%	0	0%	62	100.0%

capital strat cultural rel learn * age

Report						
age		capital	strat	cultural	rel	learn
1	Mean	3.2021	3.4248	3.4288	3.8000	3.4288
	N	7	7	7	7	7
	Std. Deviation	.88388	.88877	.83623	.90500	.88935
2	Mean	3.0812	3.3323	3.3323	3.4548	3.2143
	N	7	7	7	7	7
	Std. Deviation	.07628	.18844	.38800	.42848	.28148
3	Mean	3.0380	3.2424	3.3030	3.8227	3.3030
	N	22	22	22	22	22
	Std. Deviation	.64336	.89079	.81893	.87242	.88028
4	Mean	3.3887	3.4423	3.3890	3.8731	3.4818
	N	28	28	28	28	28
	Std. Deviation	.83134	.87734	.71133	.90883	.83888
Total	Mean	3.1882	3.3648	3.3681	3.8888	3.3737
	N	62	62	62	62	62
	Std. Deviation	.67853	.83228	.88884	.82308	.83378

		ANOVA Table		Sums of Squares	df	Mean Square	F	Sig.
capital * age	Between Groups	(Combined)		.888	3	.296	1.304	.282
	Within Groups			13.138	58	.228		
	Total			14.021	61			
strat * age	Between Groups	(Combined)		.488	3	.166	.897	.538
	Within Groups			13.867	58	.238		
	Total			14.355	61			
cultural * age	Between Groups	(Combined)		.094	3	.031	.087	.947
	Within Groups			20.898	58	.360		
	Total			20.993	61			
rel * age	Between Groups	(Combined)		.551	3	.184	1.027	.367
	Within Groups			10.368	58	.178		
	Total			10.919	61			
learn * age	Between Groups	(Combined)		.509	3	.170	.888	.504
	Within Groups			14.362	58	.248		
	Total			14.871	61			

Measures of Association

	Site	Site Squared
capital * age	.261	.063
strat * age	.187	.033
cultural * age	.087	.004
rel * age	.329	.099
learn * age	.188	.034

capital strat cultural rel learn * sex

Report

sex	capital	strat	cultural	rel	learn	
1	Mean	3.2721	3.3427	3.4000	3.5873	3.3994
	N	81	81	81	81	81
	Std. Deviation	.4471	.4094	.4708	.4888	.4524
2	Mean	3.1180	3.3262	3.2842	3.3810	3.3618
	N	41	41	41	41	41
	Std. Deviation	.4920	.3103	.4050	.4228	.3920
Total	Mean	3.1980	3.3344	3.3441	3.4849	3.3715
	N	82	82	82	82	82
	Std. Deviation	.4734	.4823	.4884	.4700	.4617

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
capital * sex	Between Groups (Combined)	.343	1	.343	1.304	.239
	Within Groups	13.878	80	.173		
	Total	14.221	81			
strat * sex	Between Groups (Combined)	1.09	1	1.09	.448	.505
	Within Groups	14.188	80	.177		
	Total	15.278	81			
cultural * sex	Between Groups (Combined)	.772	1	.772	2.291	.138
	Within Groups	19.221	80	.240		
	Total	20.000	81			
rel * sex	Between Groups (Combined)	.010	1	.010	.063	.819
	Within Groups	10.810	80	.135		
	Total	10.820	81			
learn * sex	Between Groups (Combined)	.017	1	.017	.068	.794
	Within Groups	14.894	80	.186		
	Total	14.911	81			

Measures of Association

	Site	Site Squared
capital * sex	.188	.034
strat * sex	.088	.007
cultural * sex	.192	.037
rel * sex	.030	.001
learn * sex	.034	.001

capital strat cultural rel learn * civil

Report

civil	capital	strat	cultural	rel	learn	
1	Mean	3.1920	3.4119	3.2281	3.6488	3.4821
	N	82	82	82	82	82
	Std. Deviation	.5288	.5288	.6130	.38721	.3780
2	Mean	3.1429	3.2644	3.3811	3.4885	3.2686
	N	80	80	80	80	80
	Std. Deviation	.45103	.44156	.5260	.45049	.50653
Total	Mean	3.1682	3.3649	3.3441	3.5686	3.3727
	N	82	82	82	82	82
	Std. Deviation	.4734	.4823	.4884	.4700	.4617

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.
capital * civil	Between Groups (Combined)	.037	1	.037	.160	.690
	Within Groups	12.984	80	.162		
	Total	13.021	81			
strat * civil	Between Groups (Combined)	.212	1	.212	.093	.548
	Within Groups	14.093	80	.176		
	Total	14.305	81			
cultural * civil	Between Groups (Combined)	.017	1	.017	.048	.827
	Within Groups	19.979	80	.250		
	Total	20.000	81			
rel * civil	Between Groups (Combined)	.281	1	.281	2.172	.148
	Within Groups	10.338	80	.129		
	Total	10.619	81			
learn * civil	Between Groups (Combined)	.418	1	.418	1.734	.193
	Within Groups	14.454	80	.181		
	Total	14.871	81			

Measures of Association

	Site	Site Squared
capital * civil	.052	.002
strat * civil	.122	.015
cultural * civil	.028	.001
rel * civil	.187	.029
learn * civil	.188	.029

capital strat cultural rel learn * educ

Report						
educ		capital	strat	cultural	rel	learn
1	Mean	3.0000	3.0000	3.0000	3.0000	3.0000
	N	1	1	1	1	1
	Std. Deviation					
2	Mean	3.1881	3.3665	3.3505	3.3849	3.3774
	N	83	83	83	83	83
	Std. Deviation	.48834	.62217	.60384	.41884	0.1282
3	Mean	3.0179	3.3858	3.3017	3.4417	3.3058
	N	8	8	8	8	8
	Std. Deviation	.46722	.38739	.31759	.47269	.38769
Total	Mean	3.1882	3.3665	3.3441	3.3889	3.3773
	N	83	83	83	83	83
	Std. Deviation	.47844	.64408	.60664	.43388	.49178

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
capital * educ	Between Groups	(Combined)	.048	2	.024	.824	.689
	Within Groups		13.777	80	.172		
	Total		14.021	81			
strat * educ	Between Groups	(Combined)	.139	2	.070	3.80	.748
	Within Groups		14.160	80	.177		
	Total		14.300	81			
cultural * educ	Between Groups	(Combined)	.181	2	.091	2.14	.608
	Within Groups		20.841	80	.261		
	Total		21.022	81			
rel * educ	Between Groups	(Combined)	.848	2	.424	9.67	.000
	Within Groups		10.078	80	.127		
	Total		10.918	81			
learn * educ	Between Groups	(Combined)	.144	2	.072	3.88	.760
	Within Groups		14.727	80	.183		
	Total		14.871	81			

Measure of Association		
	Sig.	Eta Squared
capital * educ	.132	.017
strat * educ	.088	.010
cultural * educ	.080	.007
rel * educ	.177	.031
learn * educ	.088	.010

capital strat cultural rel learn * service

Report						
service		capital	strat	cultural	rel	learn
1	Mean	3.4888	3.7738	3.8818	3.9408	3.7878
	N	14	14	14	14	14
	Std. Deviation	.4648	.3871	.27391	.18030	.38912
2	Mean	3.1429	3.2007	3.2281	3.4757	3.0421
	N	18	18	18	18	18
	Std. Deviation	.34883	.45438	.48818	.38817	.41749
3	Mean	2.9643	3.1228	3.0361	3.4561	3.0799
	N	18	18	18	18	18
	Std. Deviation	.31077	.44738	.60240	.40796	.47291
4	Mean	3.2607	3.6887	4.0000	4.0000	3.8333
	N	1	1	1	1	1
	Std. Deviation					
5	Mean	3.0000	3.0000	3.0000	3.0000	3.0000
	N	1	1	1	1	1
	Std. Deviation					
6	Mean	3.1786	3.3542	3.3790	3.4376	3.3868
	N	8	8	8	8	8
	Std. Deviation	.52788	.44040	.51765	.48652	.46237
Total	Mean	3.1882	3.3665	3.3441	3.3889	3.3773
	N	83	83	83	83	83
	Std. Deviation	.47844	.64408	.60664	.43388	.49178

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
capital * service	Between Groups	(Combined)	2.368	8	.296	2.276	.069
	Within Groups		11.884	88	.135		
	Total		14.251	91			
strat * service	Between Groups	(Combined)	3.808	8	.476	4.063	.003
	Within Groups		10.487	88	.119		
	Total		14.295	91			
cultural * service	Between Groups	(Combined)	6.601	8	.825	6.206	.001
	Within Groups		14.332	88	.163		
	Total		20.933	91			
rel * service	Between Groups	(Combined)	2.904	8	.363	4.232	.002
	Within Groups		7.828	88	.089		
	Total		10.731	91			
learn * service	Between Groups	(Combined)	4.540	8	.568	4.922	.001
	Within Groups		10.331	88	.117		
	Total		14.871	91			

Measures of Association

	Eta	Eta Squared
capital * service	.411	.169
strat * service	.518	.266
cultural * service	.563	.317
rel * service	.524	.274
learn * service	.553	.305

capital strat cultural rel learn * jobstat

Warnings

Post hoc tests are not performed for strat because at least one group has fewer than two cases.
 Post hoc tests are not performed for cultural because at least one group has fewer than two cases.
 Post hoc tests are not performed for rel because at least one group has fewer than two cases.
 Post hoc tests are not performed for learn because at least one group has fewer than two cases.

Report

jobstat		capital	strat	cultural	rel	learn
1	Mean	2.9796	3.2619	3.1310	3.4843	3.2857
	N	14	14	14	14	14
	Std. Deviation	.50385	.43713	.66080	.47221	.45493
2	Mean	3.2449	3.4238	3.3857	3.6048	3.4667
	N	35	35	35	35	35
	Std. Deviation	.48330	.53220	.59925	.40237	.53290
3	Mean	3.5238	3.4444	3.7222	4.0000	3.6667
	N	3	3	3	3	3
	Std. Deviation	.43644	.41944	.25459	.00000	.33333
4	Mean	3.0571	3.2167	3.3833	3.4667	3.0833
	N	10	10	10	10	10
	Std. Deviation	.36390	.38530	.45168	.42889	.29659
Total	Mean	3.1682	3.3548	3.3441	3.5699	3.3737
	N	62	62	62	62	62
	Std. Deviation	.47944	.48425	.38664	.42309	.49375

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
capital * jobstat	Between Groups	(Combined)	1.207	3	.402	1.820	.153
	Within Groups		12.815	58	.221		
	Total		14.021	61			
strat * jobstat	Between Groups	(Combined)	.502	3	.167	.704	.554
	Within Groups		13.802	58	.238		
	Total		14.305	61			
cultural * jobstat	Between Groups	(Combined)	1.141	3	.380	1.111	.352
	Within Groups		19.852	58	.342		
	Total		20.993	61			
rel * jobstat	Between Groups	(Combined)	.860	3	.287	1.653	.187
	Within Groups		10.059	58	.173		
	Total		10.919	61			
learn * jobstat	Between Groups	(Combined)	1.511	3	.504	2.187	.099
	Within Groups		13.360	58	.230		
	Total		14.871	61			

Measures of Association

	Eta	Eta Squared
capital * jobstat	.293	.086
strat * jobstat	.187	.035
cultural * jobstat	.233	.064
rel * jobstat	.281	.079
learn * jobstat	.319	.102

capital strat cultural rel learn * income

Report

income		capital	strat	cultural	rel	learn
1	Mean	3.0769	3.2949	3.2436	3.4872	3.2649
	N	13	13	13	13	13
	Std. Deviation	.46881	.42028	.85481	.49283	.43116
2	Mean	3.0055	3.1474	3.1090	3.4679	3.1795
	N	26	26	26	26	26
	Std. Deviation	.40503	.40914	.53529	.35283	.46410
3	Mean	3.4037	3.8232	3.6667	3.7319	3.8377
	N	23	23	23	23	23
	Std. Deviation	.48965	.48518	.46330	.42265	.45698
Total	Mean	3.1692	3.3648	3.3441	3.5699	3.3737
	N	62	62	62	62	62
	Std. Deviation	.47944	.48425	.58664	.42309	.49375

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
capital * income	Between Groups	(Combined)	2.072	2	1.036	5.117	.009
	Within Groups		11.949	59	.203		
	Total		14.021	61			
strat * income	Between Groups	(Combined)	2.821	2	1.411	7.248	.002
	Within Groups		11.483	59	.196		
	Total		14.305	61			
cultural * income	Between Groups	(Combined)	3.962	2	1.981	6.862	.002
	Within Groups		17.031	59	.289		
	Total		20.993	61			
rel * income	Between Groups	(Combined)	.963	2	.481	2.852	.068
	Within Groups		9.957	59	.169		
	Total		10.919	61			
learn * income	Between Groups	(Combined)	2.664	2	1.332	6.438	.003
	Within Groups		12.207	59	.207		
	Total		14.871	61			

Measures of Association

	Eta	Eta Squared
capital * income	.364	.148
strat * income	.444	.197
cultural * income	.434	.189
rel * income	.297	.088
learn * income	.423	.179

```
MEANS TABLES=project corp BY age sex civil educ service jobstat income
/CELLS MEAN COUNT STDDEV
/STATISTICS ANOVA.
```

Means

		Notes
Output Created		24-Jan-2022 08:54:29
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	62
Missing Value Handling	Definition of Missing	For each dependent variable in a table, user-defined missing values for the dependent and all grouping variables are treated as missing.
	Cases Used	Cases used for each table have no missing values in any independent variable, and not all dependent variables have missing values.
Syntax		MEANS TABLES=project corp BY age sex civil educ service jobstat income /CELLS MEAN COUNT STDDEV. /STATISTICS ANOVA.
Resources	Processor Time	00:00:00.032
	Elapsed Time	00:00:00.007

[DataSet0]

Case Processing Summary

	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
project * age	62	100.0%	0	.0%	62	100.0%
corp * age	62	100.0%	0	.0%	62	100.0%
project * sex	62	100.0%	0	.0%	62	100.0%
corp * sex	62	100.0%	0	.0%	62	100.0%
project * civil	62	100.0%	0	.0%	62	100.0%
corp * civil	62	100.0%	0	.0%	62	100.0%
project * educ	62	100.0%	0	.0%	62	100.0%
corp * educ	62	100.0%	0	.0%	62	100.0%
project * service	62	100.0%	0	.0%	62	100.0%
corp * service	62	100.0%	0	.0%	62	100.0%
project * jobstat	62	100.0%	0	.0%	62	100.0%
corp * jobstat	62	100.0%	0	.0%	62	100.0%
project * income	62	100.0%	0	.0%	62	100.0%
corp * income	62	100.0%	0	.0%	62	100.0%

project corp * age

Report			
age		project	corp
1	Mean	3.4643	3.4286
	N	7	7
	Std. Deviation	.48258	.49487
2	Mean	3.2143	3.2041
	N	7	7
	Std. Deviation	.39340	.38560
3	Mean	3.1634	3.3182
	N	22	22
	Std. Deviation	.34489	.38919
4	Mean	3.3846	3.5220
	N	26	26
	Std. Deviation	.54649	.48980
Total	Mean	3.2923	3.4032
	N	62	62
	Std. Deviation	.46493	.44992

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
project * age	Between Groups	(Combined)	.890	3	.296	1.408	.248
	Within Groups		12.290	58	.212		
	Total		13.188	61			
corp * age	Between Groups	(Combined)	.808	3	.269	1.353	.268
	Within Groups		11.540	58	.199		
	Total		12.348	61			

Measures of Association

	Eta	Eta Squared
project * age	.261	.068
corp * age	.256	.065

project corp * sex

Report			
sex		project	corp
1	Mean	3.3393	3.3489
	N	21	21
	Std. Deviation	.44571	.43932
2	Mean	3.2683	3.4321
	N	41	41
	Std. Deviation	.47808	.46791
Total	Mean	3.2923	3.4032
	N	62	62
	Std. Deviation	.46493	.44992

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
project * sex	Between Groups	(Combined)	.070	1	.070	.320	.574
	Within Groups		13.116	60	.219		
	Total		13.186	61			
corp * sex	Between Groups	(Combined)	.101	1	.101	.493	.485
	Within Groups		12.247	60	.204		
	Total		12.348	61			

Measures of Association

	Eta	Eta Squared
project * sex	.073	.009
corp * sex	.090	.008

project corp * civil

Report

		project	corp
1	Mean	3.2969	3.4330
	N	32	32
	Std. Deviation	.52050	.47099
2	Mean	3.2875	3.3714
	N	30	30
	Std. Deviation	.40624	.43201
Total	Mean	3.2923	3.4032
	N	62	62
	Std. Deviation	.46493	.44992

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
project * civil	Between Groups	(Combined)	.001	1	.001	.006	.938
	Within Groups		13.184	60	.220		
	Total		13.186	61			
corp * civil	Between Groups	(Combined)	.059	1	.059	.287	.594
	Within Groups		12.289	60	.205		
	Total		12.348	61			

Measures of Association

	Eta	Eta Squared
project * civil	.010	.000
corp * civil	.069	.009

project corp * educ

Report

educ		project	corp
1	Mean	3.0000	3.0000
	N	1	1
	Std. Deviation	.	.
2	Mean	3.2877	3.4070
	N	53	53
	Std. Deviation	.48227	.45558
3	Mean	3.3594	3.4288
	N	8	8
	Std. Deviation	.52796	.44525
Total	Mean	3.2923	3.4032
	N	62	62
	Std. Deviation	.46493	.44952

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
project * educ	Between Groups	(Combined)	.123	2	.061	.277	.759
	Within Groups		13.063	59	.221		
	Total		13.186	61			
corp * educ	Between Groups	(Combined)	.168	2	.084	.408	.667
	Within Groups		12.175	59	.206		
	Total		12.343	61			

Measures of Association

	Eta	Eta Squared
project * educ	.096	.009
corp * educ	.117	.014

project corp * service

Report

service		project	corp
1	Mean	3.0518	3.8409
	N	14	14
	Std. Deviation	.42511	.33836
2	Mean	3.1579	3.2556
	N	19	19
	Std. Deviation	.42664	.38267
3	Mean	3.1184	3.2256
	N	19	19
	Std. Deviation	.39851	.37591
4	Mean	3.6250	3.8571
	N	1	1
	Std. Deviation	.	.
5	Mean	3.0000	3.0000
	N	1	1
	Std. Deviation	.	.
6	Mean	3.3506	3.3929
	N	8	8
	Std. Deviation	.49296	.46917
Total	Mean	3.2923	3.4032
	N	62	62
	Std. Deviation	.46483	.44992

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
project * service	Between Groups	(Combined)	3.000	5	.600	3.299	.011
	Within Groups		10.185	56	.182		
	Total		13.185	61			
corp * service	Between Groups	(Combined)	4.139	5	.828	5.648	.000
	Within Groups		8.209	56	.147		
	Total		12.348	61			

Measures of Association

	Eta	Eta Squared
project * service	.477	.228
corp * service	.579	.335

project corp * jobstat

Report

jobstat		project	corp
1	Mean	3.2411	3.4184
	N	14	14
	Std. Deviation	.48898	.39605
2	Mean	3.3321	3.4653
	N	35	35
	Std. Deviation	.48596	.49288
3	Mean	3.6250	3.4762
	N	3	3
	Std. Deviation	.33072	.50170
4	Mean	3.1250	3.1429
	N	10	10
	Std. Deviation	.36355	.27766
Total	Mean	3.2923	3.4032
	N	62	62
	Std. Deviation	.46493	.44992

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
project * jobstat	Between Groups	(Combined)	.704	3	.235	1.091	.360
	Within Groups		12.481	58	.215		
	Total		13.185	61			
corp * jobstat	Between Groups	(Combined)	.832	3	.277	1.367	.253
	Within Groups		11.516	58	.199		
	Total		12.348	61			

Measures of Association

	Eta	Eta Squared
project * jobstat	.231	.053
corp * jobstat	.260	.067

project corp * income

Report

income		project	corp
1	Mean	3.2500	3.3516
	N	13	13
	Std. Deviation	.49213	.41492
2	Mean	3.1394	3.2637
	N	26	26
	Std. Deviation	.39263	.38691
3	Mean	3.4891	3.5901
	N	23	23
	Std. Deviation	.47211	.48599
Total	Mean	3.2923	3.4032
	N	62	62
	Std. Deviation	.46493	.44992

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
project * income	Between Groups	(Combined)	1.522	2	.761	3.849	.027
	Within Groups		11.664	59	.196		
	Total		13.186	61			
corp * income	Between Groups	(Combined)	1.343	2	.672	3.601	.033
	Within Groups		11.005	59	.187		
	Total		12.348	61			

Measures of Association

	Eta	Eta Squared
project * income	.340	.115
corp * income	.300	.109

```

CORRELATIONS
/VARIABLES=capital strat cultural rel learn project corp
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.
    
```

Correlations

Notes		
Output Created		24-Jan-2022 08:55:45
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	62
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=capital strat cultural rel learn project corp /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.000
	Elapsed Time	00:00:00.010

[DataSet0]

		capital	strat	cultural	rel	learn	project	corp
capital	Pearson Correlation	1	.577	.648	.532	.668	.804	.571
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	62	62	62	62	62	62	62
strat	Pearson Correlation	.577	1	.826	.786	.844	.777	.676
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	62	62	62	62	62	62	62
cultural	Pearson Correlation	.648	.826	1	.689	.742	.748	.542
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	62	62	62	62	62	62	62
rel	Pearson Correlation	.532	.786	.689	1	.793	.664	.670
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	62	62	62	62	62	62	62
learn	Pearson Correlation	.668	.844	.742	.793	1	.735	.699
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	62	62	62	62	62	62	62
project	Pearson Correlation	.804	.777	.748	.664	.735	1	.730
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	62	62	62	62	62	62	62
corp	Pearson Correlation	.571	.676	.542	.670	.699	.730	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	62	62	62	62	62	62	62

Correlations

		capital	strat	cultural	rel	learn	project	corp
capital	Pearson Correlation	1	.577	.648	.532	.668	.804	.571
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	62	62	62	62	62	62	62
strat	Pearson Correlation	.577	1	.826	.786	.844	.777	.676
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	62	62	62	62	62	62	62
cultural	Pearson Correlation	.648	.826	1	.689	.742	.748	.542
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	62	62	62	62	62	62	62
rel	Pearson Correlation	.532	.786	.689	1	.793	.664	.670
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	62	62	62	62	62	62	62
learn	Pearson Correlation	.668	.844	.742	.793	1	.735	.699
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	62	62	62	62	62	62	62
project	Pearson Correlation	.804	.777	.748	.664	.735	1	.730
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	62	62	62	62	62	62	62
corp	Pearson Correlation	.571	.676	.542	.670	.699	.730	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	62	62	62	62	62	62	62

** . Correlation is significant at the 0.01 level (2-tailed).

```

ONEWAY strat cultural rel learn BY service
/MISSING ANALYSIS
/POSTHOC=SCHIFFE ALPHA(0.05).
    
```

Notes

Output Created	24-Jan-2022 08:57:32	
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	62
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each analysis are based on cases with no missing data for any variable in the analysis.
Syntax	ONEWAY strat cultural rel learn BY service /MISSING ANALYSIS /POSTHOC=SCHIFFE ALPHA(0.05).	
Resources	Processor Time	00:00:00.047
	Elapsed Time	00:00:00.038

[DataSet0]