



ORGANIZATIONAL RESILIENCY OF ACADEMIC AND NON-ACADEMIC LEADERS IN SELECTED PRIVATE AND PUBLIC UNIVERSITIES: A CONTINUOUS IMPROVEMENT

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ABSTRACT

The implementation of the K-12 education system in the Philippines has spurred substantial reforms, prompting leaders in higher education institutions to grapple with persistent challenges from various fronts. This study aimed to assess the resilience of academic and non-academic leaders in private and public colleges situated in the City of Malolos, Bulacan, utilizing a descriptive survey methodology. The research seeks to equip educational leaders with strategies to navigate future disruptions effectively or expedite recovery processes by investigating resilience capabilities. The study examined variables such as self-assurance, personal vision, flexibility, adaptability, organization, problem-solving ability, resourcefulness, rapidity, and proactivity to empirically gauge their impact on organizational leadership in higher education institutions. Results indicated no statistically significant disparities in organizational leadership resilience between private and public colleges. Additionally, the resilience levels of academic and non-academic leaders in organizational leadership did not show statistically significant differences, underscoring a lack of distinction between the two groups at a significant level.

Keywords: resilience, resilience quotient, academic leaders, non-academic leaders, public universities, private universities, continuous improvement

INTRODUCTION

The WHO discovered a new coronavirus strain on January 9, 2020. Primary and tertiary schools in 185 countries closed immediately. UNESCO reported that the COVID-19 pandemic disrupted and challenged schooling worldwide. The Philippines has a significant setback that makes it impossible to restore normalcy to its educational system, especially given its pre-COVID-19 educational issues. Many educational institutions have had to abruptly and poorly switch

to online learning to meet the need for uninterrupted education (Collado et al., 2021). In a rapidly changing and uncertain environment, higher education leaders sometimes face unexpected events and repercussions (Duchek, 2020). Higher education leaders must learn to handle disturbances. Resilience helps these leaders weather and capitalize on uncertainty, resulting in success and growth (Duchek, 2020). Southwick, et al. (2017) say resilient leaders can

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adapt to changes, overcome failures, and survive crises. Baticulon et al. (2021) found that some instructors oppose change due to a lack of institutional approaches and support. Several organizations need resilient, high-performing leaders to prosper in uncertain or turbulent times, according to Jelassi et al. (2017). Latin "Resilio" means "rebound" or "recoil." Resiliency is the ability to recover from a catastrophic event or series of events. The global COVID-19 pandemic posed new challenges, ethical difficulties, and risks. Cho, et al. (2021) reported a major education disruption in the Philippines. Due to school closures and lockdowns, schools must find new ways to provide high-quality education. Module and online learning platform acceptance was rapid without experimental testing (Simbulan, 2021).

The study examined the resilience ratings of leaders in private and public universities in Malolos, Bulacan. It also sought to identify higher education leaders' resilience determinants. Educational institutions could use the findings to better anticipate and respond to future shocks. The resilience quotient of higher education executives may help institutions recover from crises and prosper.

Due to the lack of local studies on organizational leadership resilience in higher education, the researcher decided to conduct this study. After a global upheaval, "resilience" has become popular in business culture, especially in schools and higher education institutions, although little is known about its usage. This study examines the resilience of leaders in private and public colleges in Malolos, Bulacan. This research attempts to develop a comprehensive plan to improve these leaders' resilience.

OBJECTIVES OF THE STUDY

This study was conducted to 1) identify the demographic profile of the respondents; 2) determine the level of organizational leadership

resilience score of higher educational institution leaders in selected private and state universities in the City of Malolos, Bulacan; 3) determine the significant difference between organizational leadership resiliency of the respondents; and 4) propose a plan for Improvement in organizational leadership resiliency.

METHODOLOGY

The present research used a descriptive survey approach. The main objective of this study was to determine the impact of various dimensions of resiliency. This included their self-assurance, personal vision, flexibility, adaptability, organization, problem-solving, resourcefulness, rapidity, and proactiveness in the resilience of leaders in higher education institutions.

Specifically, the study aimed to examine how demographic factors (including age, gender, salary grade level, and years of service) and improvement plans of leaders in selected private and public universities in the City of Malolos, Bulacan are related to their organizational leadership resilience.

The researcher used a random selection process to choose the institution to be included in the study, considering several private, state, and university establishments within the province of Bulacan. The researcher used internet platforms, namely Google Forms, to collect data from the selected participants. Additionally, this web-based survey tool significantly streamlined the process of conducting surveys. The platform provided many question forms, including multiple-choice, true/false, and open-ended questions, among others.

Furthermore, the researcher utilized inferential and descriptive statistics to analyze the data gathered in the study. This involved frequency and percentage distribution, standard deviation,

chi-square test, t-test, and Cronbach’s Alpha to validate the instrument.

RESULTS AND DISCUSSION

1. Profile of the Respondents

1.1. Respondents in terms of Gender

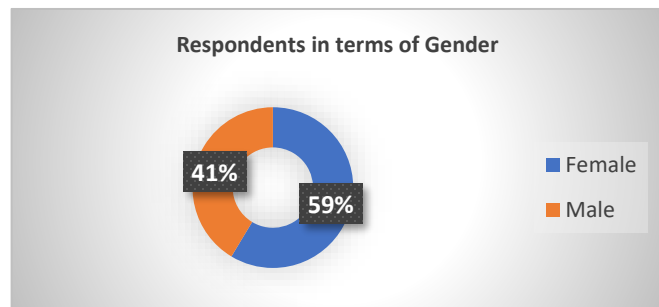


Figure 1. The Respondents in terms of Gender

According to the figure below, out of the 116 respondents, the majority, accounting for 68 individuals or 58.62%, are female. Conversely, the minority, comprising 48 individuals or 41.38%, are male. This suggests that a significant proportion of the participants are of female gender.

This result is similar to the study of Reed (2018), “Resilient Educational Leaders in Turbulent Times: Applying the Leader Resilience Profile to Assess Resiliency in Relationship to Gender and Age” which explained that women leaders across the world confront a common challenge: extremely turbulent times that challenge even the most skilful leaders. The result clearly showed that out of 277 participants, females were 181 or 65% and males were 96 or 35%.

1.2. Respondents in terms of Age

The figure illustrates the distribution of the respondents by age. Out of a total of 116 respondents, the largest proportion of participants fall within the age range of 31 to 40 years, with a frequency of 35 individuals or 30.17%. This is

followed by respondents aged 41 to 50, with a frequency of 33 individuals or 28.45%. The age group of 61 years and above has the lowest frequency, accounting for 4.31% of the total population.

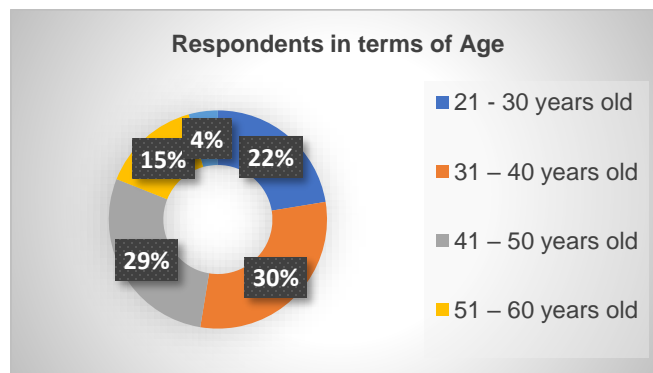


Figure 2. The Respondents in terms of Age

This finding indicates that a significant proportion of the participants in this research are aged between 31 and 40 years. Fortunately, the study has also prioritized examining the resilience of individuals in both job and non-work environments.

1.3. Respondents according to Salary Range.

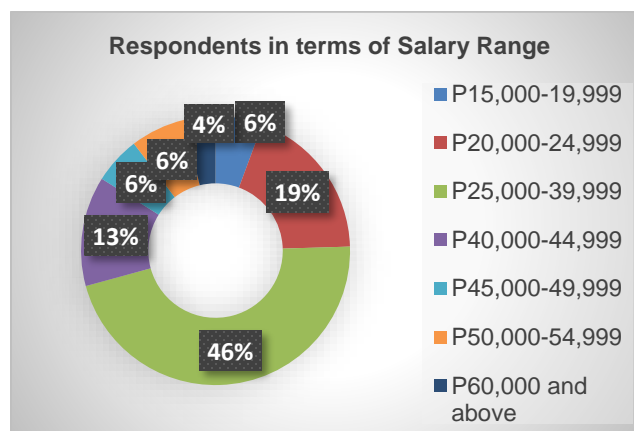


Figure 3. The Respondents in terms of Salary Range

Out of the total of 116 respondents, it is evident that the majority of participants, comprising 49 individuals or 42.24%, fall within the salary range of P25,000-39,999. This is followed by the salary range of P20,000-24,999, which accounts for a frequency of 20 respondents or 17.24%. The category with the lowest frequency is three (3) or 3.45%, with an income bracket of P60,000 and above. The result indicates that a significant proportion of the participants is within the wage bracket ranging from P25,000 to P39,999.

1.4. Respondents according to Years in Service in the University

As depicted in the figure, the distribution of the demographic profiles of the study participants about their tenure at the university reveals that out of the total of 116 respondents, the largest proportion of participants, comprising 38 individuals or 32.76%, have rendered 12 years or more of service.

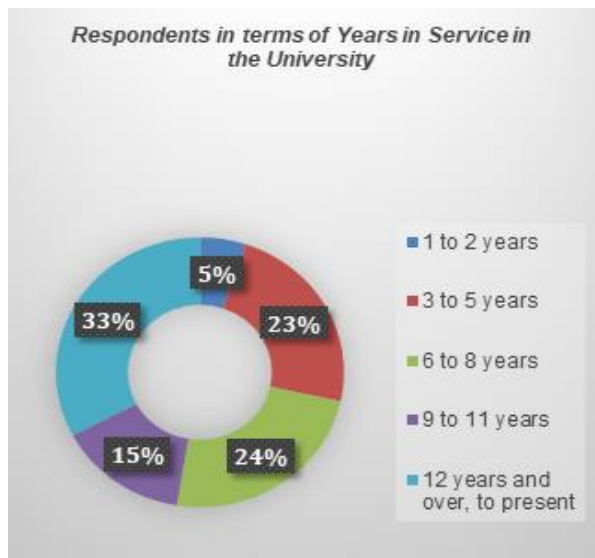


Figure 4. Respondents in terms of Years in Service in the University

This is followed by respondents with six (6) to eight (8) years of service, which accounts for 28 individuals or 24.14%. The lowest with a frequency of six (6) or 5.17%, falls in the category of one (1) to two (2) years of service. This suggests that most of the respondents in this study have rendered service for 12 years and over.

1.5. Respondents of the Study according to their Level of Resiliency

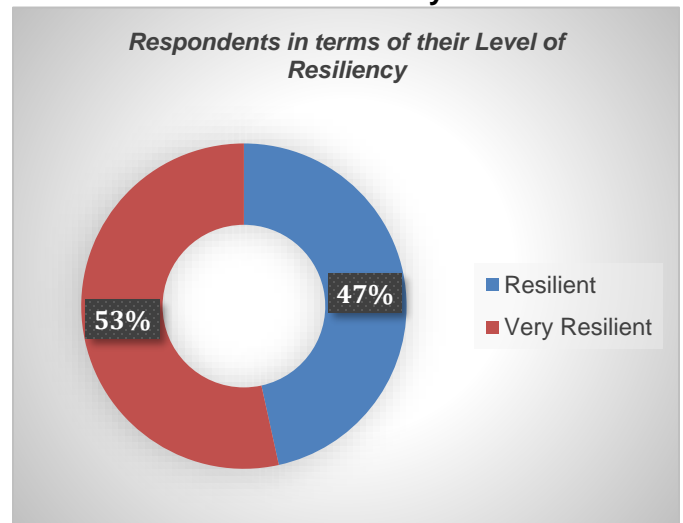


Figure 5. Respondents in terms of their Level of Resiliency

The distribution of demographic profiles among the study participants in terms of their level of resiliency, out of the total of 116 respondents, the majority of participants, accounting for 62 individuals or 53.45%, are classified as Very Resilient. On the other hand, the category of Resilient respondents has the lowest frequency, with 54 individuals or 46.55%. This finding indicates that a significant proportion of the participants in this research exhibit a considerable degree of resilience.

2. Organizational level of Resiliency of the Respondents



2.1. In terms of Self-Assurance

According to the data shown in Table 1, the degree of resilience exhibited by the participants in terms of self-assurance yields an average score of 5.40, indicating a high level of agreement among the respondents. Furthermore, the average ratings for the indicators of the statement indicate a high level of agreement among respondents.

Table 1
The Organizational level of Resiliency of the Respondents in terms of Self-Assurance

Self-Assurance In general...	\bar{x}	SD	VI
1. I believe that I have the knowledge, skills, and abilities to deal with almost anything that happens to me.	5.49	0.666	Strongly agree
2. I think and speak positively about myself and my abilities when facing a challenge or stress.	5.41	0.575	Strongly agree
3. When I face difficult challenges, I can maintain confidence in my ability — one way or another — to overcome the challenge.	5.31	0.596	Strongly agree
4. When I face great challenges, I look within myself for the answers about what to do and how to respond to the challenge.	5.41	0.646	Strongly agree
Overall	5.40	0.495	Strongly agree

The statement with the highest mean score of 5.49, indicating a strongly agree response, was statement number 1: "I believe that I have the knowledge, skills, and abilities to deal with almost anything that happens to me.." This was followed by statement number 2: "I think and speak positively about myself and my abilities when facing a challenges or stress." Statement number 4: "When I face great challenges, I look within myself for the answer about what to do and how to respond to the challenge," also received a mean score of 5.41, indicating a strongly agree response.

The minimum value of 5.31, which may alternatively be understood as a response indicating great agreement, corresponds to statement number 3. "When I face difficult challenges, I can maintain confidence in my ability — one way or another — to overcome the challenge.". The findings indicate a significant degree of agreement among the respondents about the organizational level of resilience, particularly in terms of self-assurance.

2.2. In terms of in terms of Personal Vision

Table 2
The Organizational level of Resiliency of the Respondents in terms of Personal Vision

Self-Assurance In general...	\bar{x}	SD	VI
1. I know what's important to me in my life.	5.72	0.490	Strongly agree
2. When I look back on my life, I see a clear pattern in my choices and decisions.	5.39	0.707	Strongly agree
3. I have a pretty good idea of what I want to accomplish in my work and life.	5.63	0.568	Strongly agree
4. I know what I need to do to achieve my personal and professional goals.	5.66	0.495	Strongly agree
Overall	5.60	0.437	Strongly agree

According to the data shown in the aforementioned table, the degree of resilience exhibited by the participants at the organizational level, specifically with personal vision, yields an average score of 5.60. This score indicates a high level of agreement among the respondents. Furthermore, the mean ratings for all the statement variables indicate a high level of agreement among respondents.



The statement with the highest mean of 5.72, indicating a “strongly agree” response, is - " I know what’s important to me in my life." This is followed by statement number 4: " I know what I need to do to achieve my personal and professional goals," which has a mean of 5.66, also indicating a “strongly agree” response.

The minimum value of 5.39 with a verbal interpretation of “strongly agree” corresponds to statement number 2, which indicates significant agreement. " When I look back on my life, I see a clear pattern in my choices and decisions." The findings indicate that the participants exhibit a high degree of positive agreement with regard to the organizational level of resilience in relation to personal vision.

2.3. In terms of Flexible Adaptable

Table 3

The Organizational Level of Resiliency of the Respondents in terms of Flexible Adaptable

Flexible Adaptable In general...	\bar{x}	SD	VI
1. I approach new situations with an open mind about what needs to be done.	5.50	0.567	Strongly agree
2. I am willing and able to make adjustments to my goals and plans when situations and expectations of me change.	5.60	0.542	Strongly agree
3. I find that most of the time, I can find a way to meet both my needs and the needs of others in a changing environment or during conflict.	5.50	0.582	Strongly agree
4. I can usually accommodate others' needs (adjust my behaviors) while remaining true to my personal goals.	5.47	0.596	Strongly agree
Overall	5.52	0.471	Strongly agree

According to the data shown in the aforementioned table, the degree of organizational resilience among the participants in terms of flexibility and adaptability yields an average score of 5.52. This indicates a high level of agreement among the respondents. Furthermore, the mean rating for all aspects of the statement demonstrates a significant level of agreement among respondents.

The statement, " I am willing and able to make adjustments to my goals and plans when situations and expectations of me change.", gets the highest mean of 5.60, with a “highly agree” verbal interpretation. In accordance with statement number 1, " I approach new situations with an open mind about what needs to be done." Statement number 3 which gets a mean of 5.50 also with a strongly agree verbal interpretation suggests that the individuals have the ability to effectively address their own demands as well as the needs of others in a dynamic setting or amidst instances of disagreement. The minimum mean value of 5.47, which may also be taken as a response indicating high agreement, corresponds to statement number 4: " I can usually accommodate others’ needs (adjust my behaviors) while remaining true to my personal goals." The findings indicate that the participants exhibit a high degree of positive agreement concerning the organizational level of resilience, particularly in terms of flexibility and adaptability.

2.4. In terms of organization

Table 4 presents the respondents' organisational level of resiliency in terms of organisation.

According to the data shown in the table as mentioned above, the level of resilience exhibited by the participants at the organizational level, as measured by their responses, yields an average



score of 5.38. This finding indicates a high degree of agreement among the respondents. Furthermore, the mean scores for all aspects of the statement indicate a high level of agreement among respondents.

Table 4
The Organizational level of Resiliency of the Respondents in terms of Organization

Organized In general...	\bar{x}	SD	VI
1. When faced with a major change, I usually find a way to create systems or structures that give me a degree of control that I find useful and helpful.	5.38	0.585	Strongly agree
2. I start each workday by thinking about what I need to accomplish during that day, and I end each day by reviewing what I need to accomplish the next day.	5.43	0.636	Strongly agree
3. I usually maintain a "to-do" list to help me focus on what I need to work on.	5.34	0.735	Strongly agree
4. When I am confused about what I need to do or the choices I need to make, I usually try to write out my thoughts.	5.37	0.741	Strongly agree
Overall	5.38	0.524	Strongly agree

The statement number 2 obtains the highest mean of 5.43, indicating a highly agreeable response. The individual starts each workday by engaging in identifying the tasks and objectives that need completion within the given day. Similarly, they conclude each day by engaging in a reflective exercise to assess the next day's tasks and objectives.

In accordance with the first assertion, "When faced with a major change, I usually find a way to create systems or structures that give me a degree of control that I find useful and helpful.." with a

mean value of 5.38 indicates significant agreement.

The minimum value of 5.34, which may alternatively be understood as a response indicating great agreement, corresponds to statement number 3. Typically, I usually maintain a "to-do" list to help me focus on what I need to work on. This indicates a notable consensus among the participants on their favorable perception of organizational resilience at the organizational level.

2.5. In terms of Problem Solver

Table 5
The Organizational level of Resiliency of the Respondents in terms of Problem Solver

Problem Solver In general...	\bar{x}	SD	VI
1. When I have a problem to solve or a decision to make, I usually spend time defining the problem or decision.	5.40	0.617	Strongly agree
2. I see the problems that I face in life and at work as challenges that I can solve.	5.50	0.582	Strongly agree
3. I usually try to get down to the root cause of a problem before I try to solve it.	5.48	0.625	Strongly agree
4. When I solve problems or make decisions, I try to identify the relationships between the problem I am solving or the decision I am making with other issues, problems, and challenges.	5.50	0.582	Strongly agree
Overall	5.47	0.468	Strongly agree

According to the data the level of resilience exhibited by the participants at the organizational level, specifically, in relation to problem-solving, yields an average score of 5.47. This indicates a high degree of agreement among the respondents.



Furthermore, the mean ratings for all the variables of the statement indicate a high level of agreement among respondents.

The statement with the highest mean of 5.50, indicating a “strongly agree” answer, is the statement on: "I see the problems that I face in life and at work as challenges that I can solve.." Statement number 4 indicates that throughout the process of problem-solving or decision-making, the individual endeavors to discern the connections and associations between the specific problem or choice at hand and other pertinent concerns, difficulties, and challenges. Subsequently, as stated in statement three, the individual often tries to ascertain the fundamental underlying reason of a predicament before embarking into its resolution. With a mean value of 5.48, it may be regarded as a response indicating significant agreement.

The item with the lowest mean score of 5.40, which may also be understood as a strongly agreed response, is statement number 1, i.e. "When I have a problem to solve or a decision to make, I usually spend time defining the problem or decision". It indicates that the participants exhibit a high degree of agreement as regards their favorable perception on organizational resilience in relation to their problem-solving abilities.

2.5. In terms of Resourcefulness

The minimum mean score of 5.25, which may also be taken as a response indicating high agreement, is seen in statement number 4: "I assess situations and make decisions without needing directions from someone else to improve my performance at work." The result indicates that the participants exhibit a high degree of agreement as regards their favorable perception of the organizational resilience of the respondents in terms of resourcefulness.

Table 7

The Organizational level of Resiliency of the Respondents in terms of Resourcefulness

Resourcefulness In general...	\bar{x}	SD	VI
1. I can recognize capabilities and areas that need improvement that can help accomplish new tasks more efficiently.	5.52	0.551	Strongly agree
2. I frequently coordinate with other teams to plan and organize aspects of a project to streamline the workflow for everyone's tasks.	5.46	0.638	Strongly agree
3. I work well with others and do not contribute to conflicts, but rather I can creatively resolve conflicts.	5.41	0.589	Strongly agree
4. I assess situations and make decisions without needing directions from someone else to improve my performance at work.	5.25	0.822	Strongly agree
Overall	5.41	0.501	Strongly agree

2.6. In terms of Rapidity

Table 7

The Organizational Level of Resiliency of the Respondents in terms of Rapidity

Rapidity In general...	\bar{x}	SD	VI
1. I can adapt my ability to accept and respond to changes quickly.	5.38	0.585	Strongly agree
2. I am accountable for the responsibilities and decisions delegated to me.	5.61	0.556	Strongly agree
3. I have the patience to focus calmly on solutions and peacefully consider my options without the pressure of time.	5.40	0.603	Strongly agree
4. In a crisis, I remain persistent when trying to overcome challenges to focus on the situation until I find a resolution.	5.47	0.596	Strongly agree
Overall	5.46	0.456	Strongly agree

The data in the aforementioned table show the degree of resilience exhibited by the participants in terms of speediness. Data yields an average score of 5.46, indicating a high level of agreement among the respondents. Furthermore,



the mean ratings for all the variables of the statement indicate a high level of agreement among respondents.

The statement with the highest mean score of 5.61, indicating a strong agreement, corresponds to statement number 2: "I am accountable for responsibilities and decisions delegated to me." This is closely followed by statement number 4: "In crisis, I remain persistent when trying to overcome challenges to focus on the situations until I find resolution," which has a mean score of 5.47, also indicating a strong agreement.

The minimum mean value of 5.38, which is likewise indicative of a highly agreed answer, corresponds to statement number 1: "I can adapt my ability to accept and respond to changes quickly". The findings indicate a significant degree of agreement among the participants about organizational resilience at a quick pace.

2.7. In terms of Proactiveness

Table 8
The Organizational Level of Resiliency of the Respondents in Terms of Proactiveness

Proactive In general...	\bar{x}	SD	VI
1. I view change — even challenging change — as an opportunity for me to learn and grow.	5.58	0.546	Strongly agree
2. When an unwelcome change is forced upon me, I can usually find a way to either influence the course of the change or find a way to make the change work for me on my terms.	5.30	0.593	Strongly agree
3. Rather than focusing on what others are doing to me, I tend to focus my energy on how I can make the best of a situation.	5.48	0.582	Strongly agree
4. I believe that my own decisions and actions during a change will make the biggest difference in how the change affects me.	5.53	0.551	Strongly agree
Overall	5.47	0.438	Strongly agree

According to the data shown in Table 8 the level of organizational resilience exhibited by the participants in relation to proactive measures yields an average score of 5.47, indicating a high degree of agreement among the respondents. Furthermore, the mean ratings for all the variables of the statement likewise indicate a high level of agreement among respondents.

The highest mean of 5.58, which may be taken as a response indicating substantial agreement, corresponds to statement number 1- "I view change — even challenging change — as an opportunity for me to learn and grow.." followed by statement number 4 - " I believe that my own decisions and actions during a change will make the biggest difference in how the change affects me. With a mean value of 5.53, it illustrates a highly agreeable perception.

The item with the lowest mean score of 5.30, which can also be regarded as a highly approved response, corresponds to statement number 2. This statement suggests that individuals possess the ability to either exert influence over an undesirable change or adapt a change to suit their own preferences. The findings indicate a significant degree of favorable agreement among the participants on proactive organizational resilience at the organizational level.

2.8. Significant Difference Between Organizational Leadership Resiliency of Academic and Non-Academic Leaders

Based on the data shown in the table, the independent t-test conducted to compare the resilience of academic and non-academic leaders in organizational leadership revealed a t-value of - 0.131 to 0.885. The resulting p-value of 0.378 to 0.896 was found to be not statistically significant, indicating that there is no significant difference



between the two groups at a significant level of 0.05.

Table 9
Significant Difference Between Organizational Leadership Resiliency of Academic and Non-Academic Leaders

Resiliency	Group	\bar{x}	SD	t-value	p-value	Remarks
Self-Assurance	Academic	5.40	0.50	-0.654	P = 0.515 > 0.05	Not significant
	Non-Academic	5.56	0.43			
Personal Vision	Academic	5.60	0.44	0.450	P = 0.654 > 0.05	Not significant
	Non-Academic	5.50	0.29			
Flexible Adaptable	Academic	5.52	0.47	0.885	P = 0.378 > 0.05	Not significant
	Non-Academic	5.31	0.52			
Organized	Academic	5.38	0.52	-0.217	P = 0.829 > 0.05	Not significant
	Non-Academic	5.44	0.66			
Problem Solver	Academic	5.47	0.47	-0.131	P = 0.896 > 0.05	Not significant
	Non-Academic	5.50	0.46			
Proactive	Academic	5.48	0.44	0.739	P = 0.461 > 0.05	Not significant
	Non-Academic	5.31	0.55			
Resourcefulness	Academic	5.41	0.50	0.638	P = 0.525 > 0.05	Not significant
	Non-Academic	5.25	0.54			
Rapidly	Academic	5.47	0.45	0.393	P = 0.695 > 0.05	Not significant
	Non-Academic	5.38	0.60			
Resiliency Level	Academic	174.91	11.99	0.312	P = 0.756 > 0.05	Not significant
	Non-Academic	173.00	13.49			

Given that the p-values are above the significance threshold of 0.05, it is appropriate to accept the null hypothesis and reject the alternative hypothesis. The findings suggest that there are no statistically significant disparities in the resilience of organizational leadership between academic and non-academic leaders.

3. Significant Difference Between Organizational Leadership Resiliency of Private and State Universities

Table 10
Significant Difference Between Organizational Leadership Resiliency of Private and State Universities

Resiliency	Group	\bar{x}	SD	t-value	p-value	Remarks
Self-Assurance	Public	5.38	0.44	-0.657	P = 0.515 > 0.05	Not significant
	Private	5.47	0.63			
Personal Vision	Public	5.62	0.40	1.012	P = 0.314 > 0.05	Not significant
	Private	5.53	0.54			
Flexible Adaptable	Public	5.54	0.43	0.681	P = 0.500 > 0.05	Not significant
	Private	5.46	0.59			
Organized	Public	5.36	0.52	-0.792	P = 0.430 > 0.05	Not significant
	Private	5.45	0.54			
Problem Solver	Public	5.47	0.46	0.171	P = 0.864 > 0.05	Not significant
	Private	5.46	0.50			
Proactive	Public	5.49	0.40	0.947	P = 0.345 > 0.05	Not significant
	Private	5.41	0.53			
Resourcefulness	Public	5.39	0.48	-0.614	P = 0.540 > 0.05	Not significant
	Private	5.46	0.58			
Rapidly	Public	5.45	0.42	-0.616	P = 0.539 > 0.05	Not significant
	Private	5.51	0.56			
Resiliency Level	Public	174.83	10.52	-0.022	P = 0.983 > 0.05	Not significant
	Private	174.90	15.81			

As shown in the table below, significant difference between organizational leadership resiliency of private and state universities using independent t test resulted in a value of -0.022 to 1.012 with a not significant p value of 0.314 to 0.983 > 0.05 level of significance. Since p values are greater than 0.05 level of significance, therefore accept null and reject the alternative hypothesis. The findings suggest that there are no statistically significant disparities in the robustness of organizational leadership between private and public colleges.

CONCLUSION

With the summary of the findings of this undertaking, the researcher has drawn several conclusions. First, the results of the study indicated

that a majority of the participants were female (58.62%), aged between 31 and 40 years (30.17%), and had a salary range of P25,000-39,999 (42.24%). Additionally, it was observed that 32.76% of the respondents had been employed at the institution for 12 years or more. Second, the researcher concluded that the majority, or 53.45% of the respondents in this study have a high level of resiliency. Third, participants exhibited a significantly positive and robust level of agreement regarding organizational resilience at various dimensions, including self-assurance (mean = 5.40), personal vision (mean = 5.60), flexibility and adaptability (mean = 5.52), organization (mean = 5.38), problem-solving ability (mean = 5.46), and proactiveness (mean = 5.47). Moreover, the researcher concluded that there are no significant differences between the organizational leadership resiliency of academic and non-academic leaders. Hence, the null hypothesis is accepted. Finally, it was concluded that there are no significant differences between the organizational leadership resiliency of private and state universities. Hence, the null hypothesis is accepted.

RECOMMENDATION

The researcher recommends the following as part of an intervention to construct a strategy for improving the organizational leadership resilience of higher education institution leaders in designated private and public universities in the city of Malolos: 1) For the Private and Public Universities in the City of Malolos, to review and study the proposed Plan for Resiliency Improvement.; 2) For the future researchers, to carry out a comparison study using many distinct research environments that include a larger population.; 3) Also to carry out a second research in this field that has a much greater and wider reach.

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