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COLLEGE OF EDUCATION  
**GRADUATE SCHOOL**  
Iloilo City

TEACHERS' ADVERSITY QUOTIENT®, ORGANIZATIONAL COMMITMENT,  
AND PERFORMANCE IN THE POST PANDEMIC ERA: INPUTS FOR AN  
ENHANCED SCHOOL RECOVERY PLAN

A Dissertation Presented to the  
Faculty of the Graduate School  
College of Education  
West Visayas State University  
La Paz, Iloilo City

In Partial Fulfilment  
of the Requirements for the Degree  
Doctor of Philosophy in Education  
(Educational Management)

by

Joana Paula B. Biñas

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Doctor of Philosophy in Education  
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Biñas, Joana Paula B., "*Teachers' Adversity Quotient, Organizational Commitment and Performance In The Post Pandemic Era: Inputs For An Enhanced School Recovery Plan.*" Unpublished Doctor of Philosophy in Education (Educational Management) Dissertation, College of Education, West Visayas State University, Iloilo City, March 2023.

**Abstract**

The world today is facing global crisis which greatly affects the educational system and brings with it various adversities with teachers facing with constant and inevitable changes that may affect their commitment and performance in school. Hence, there is a need for reassessment of the teachers' developmental and anticipated needs in order for them to turn threats into opportunities. This study was set out to establish the relationship between the teachers' adversity quotient and organizational commitment as related to their performance. It was conducted in December 2022 among the 506 randomly selected teachers in the 4th Congressional District in Iloilo. The data were gathered using three (3) published and validated instruments: Adversity Quotient Profile, Organizational Commitment Scale, and Individual Performance Commitment Review Form. Means and standard deviations were used for the descriptive analysis. For inferential statistics, the t- test for independent samples, the stepwise multiple regression analysis, and Pearson's  $r$  correlation tests were used with the alpha set at .05 and computations were done through the Statistical Package for the Social Sciences (SPSS) software V. 25. Results of the study showed that generally, the teachers' adversity quotient is low while they had an average organizational commitment and a very satisfactory performance. The teachers' Adversity Quotient did not differ

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significantly when they were grouped according to highest educational attainment, length of service and academic rank. The teachers' commitment level differed significantly when their highest educational attainment was considered. No significant differences were noted in the teachers' organizational commitment level and performance rating when they were classified according to their length of stay, and academic ranks. The main effects of the adversity quotient and organizational commitment on teachers' performance were not statistically significant, thus, no significant relationship was noted between teachers' Adversity Quotient, organizational commitment, and performance. The study concluded that teachers during the pandemic grappled with the adversities they faced and this may have influenced them even after the COVID 19. For the average commitment level, it was concluded that the teachers had a strong commitment for their organization but are also affected with factors like over load of work, burn out and other factors. Even when teachers were confronted with unlimited issues at home, in school and in the community, they were able to have a very satisfactory performance. The study recommends that teachers should be debriefed with what they have endured during the pandemic, involve them with physical activities such as sports camp, exercise sessions, spiritual practices, recollections and retreats. Although teachers showed an average commitment level, schools must make sure that it continues to provide support to strengthen it. A pleasant work environment may be sustained with the help of both internal and external stakeholders, and the administration could set up team building programs and collaborative activities to decrease work-related stress. Teachers could also be involved

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in the crafting of the school plans like the School Improvement Plan, Annual Improvement Plan, the Learning Continuity Plan and other developmental plan for the school and learners. Schools division officials and school heads may look into the development of their programs and projects to improve teachers' adversity quotient, commitment and come up with a Learning Continuity and Recovery Plan which also gives emphasis on teachers being the catalyst of the education process.

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Effect of Leadership, Adversity Quotient® on Organizational Commitment of PT.

Jaya Konstruksi Manggala Pratama Tbk (narotama.ac.id)

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