

ADVERSITY QUOTIENT, GRIT, AND SERVICE QUALITY OF BOHOL PROVINCIAL GOVERNMENT EMPLOYEES

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ABSTRACT

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The adversity quotient refers to an individual's ability to cope with and recover from adversity, measuring how well employees can withstand challenges in the workplace. Grit level assesses an employee's perseverance and passion for long-term goals, reflecting their commitment and determination to succeed despite obstacles. Service quality, the third variable, evaluates

the overall satisfaction and effectiveness of the services provided by the employees, focusing on their ability to meet the needs and expectations of those they serve. This study aimed to assess the adversity quotient (AQ), grit level, and service quality among employees of the Bohol Provincial Capitol. A descriptive-correlational research design was utilized involving 327 regular employees during the fiscal year 2023 as respondents. The study found that respondents exhibited above-average levels of adversity quotient and high levels of grit, indicating their ability to overcome challenges and persist in achieving their goals. The analysis of service quality revealed a generally high level of satisfaction among employees, though certain areas were identified for improvement. The correlation analysis reveals that adversity quotient is



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positively correlated with both grit level and service quality. This implies that individuals with higher adversity quotient tend to exhibit higher levels of grit and deliver better service quality. Moreover, the findings also indicate a positive correlation between Grit Level and Service Quality. The result implies that individuals with higher levels of grit are more likely to provide better service quality. The findings underscore the importance of individual characteristics in the development of capacity-building programs aimed at enhancing resilience, grit, and service quality within the government sector.

INTRODUCTION

Human resources are the organization's backbone. In the government sector, the goal of every agency is to provide fast, good, friendly, and effective service to the public. To achieve this goal, the government agency in charge of human resources should prioritize its most valuable asset: its employees. Without good employees, the government sector would eventually fail to achieve its goals like any other organization.

Studies have shown that good employees have positive psychological factors that push them to do their best work. One of these factors is the adversity quotient. A person's adversity quotient is how well they can handle problems and turn problems into opportunities. The adversity quotient is one factor affecting a person's success since it correlates positively with their performance. People who can overcome adversity tend to be more successful.

If an individual can manage stress, he or she can perform effectively at work. People who are satisfied with their jobs are happier; the greater their job satisfaction, the happier they are. Any organization's success depends on how its members perform their duties. The organization can accomplish its purpose if members are successful, efficient, and committed to their work (Ablaña et al., 2015). People with good AQ are thought to bring long-term stability and loyalty to the workplace because they do not give up easily when things get hard. These traits cement their roles as problem-solvers and reliable team players in any organization. Resilient people handle pressure well. They do not become testy or sharp-tongued in challenging situations. They do not lose their composure when faced with severe situations or intense pressure. When the stakes are high, resilient people tend to succeed. These interpretations imply that people are sufficiently psychologically robust to preserve a sense of well-being in adversity (Ablaña et al., 2015).

Another driver of achievement and success among employees is Grit. Grit originates from positive psychology and describes an individual's tendency to pursue long-term goals despite challenges or obstacles (Schmidt et al., 2017). Grit combines passion and perseverance. Without passion, perseverance leads to burnout. Moreover, perseverance is necessary for an employee to give up. It imparts mental resilience that helps people persevere and even achieve in adversity. Grit also serves as a reliable indicator of happiness, surpassing

resilience, toughness, and various other sought-after qualities. The cultivation of Grit necessitates the establishment of an atmosphere that promotes critical thinking and the nurturing of an intelligent, capable workforce. Thus, Grit must be fostered among employees, especially in government organizations.

Historically, adversity quotient and Grit are outcomes of scientific research in human resilience. AQ pertains to one's defence or how a person responds to everything that comes at them, while Grit is offence, the capacity to dig deep and do whatever it takes to pursue one's most worthy long-term goals. Thus, adversity quotient and Grit can affect an organization's service quality. As a government employee, the researcher observed that some employees lack passion, zeal, and commitment in their respective work, as seen in how they perform their tasks as public servants. As a guidance and counselling student, the researcher is mindful that adversity quotient and Grit are potential factors that could influence employees' mental wellness.

Guidance and counselling involve helping people discover and develop their psychological potential to achieve a flourishing life (Britannica, 2005). Thus, it is noteworthy to determine their level of adversity quotient and Grit about their service quality.

Moreover, the researcher is assigned to the planning department, which allows her to investigate the factors affecting their personality and character development as a precursor towards a strong workforce. Additionally, based on the researcher's extensive review of related literature, no studies have been conducted in this area among government employees. On this note, the researcher would like to fill in the literature gap, pointing to the necessity of a study in the context of government employees.

REVIEW OF RELATED LITERATURE AND STUDIES

Adversity quotient (AQ) is a person's competence to survive and cope with difficulties and stressors in life. It measures one's resilience and ability to persevere in constant change, stress, and difficulty. AQ® has been established in three sciences: psychoneuroimmunology, neurophysiology, and cognitive psychology. AQ® has four core dimensions: Control, Ownership, Reach, and Endurance. Control refers to how much control a person perceives over the adverse event. Ownership reflects accountability for achieving a specific result in response to a problem. Reach refers to how much someone believes an adversity will extend its impact into various aspects of the situation or even beyond. Endurance, on the other hand, evaluates the duration of the adversity, including both its causes and effects, in one's life or the perceived duration over which positive or negative events and their consequences will persist (as cited by Enriquez & Estacio, 2009).

People with high AQ® scores tend to respond to adversity as temporary, external, and limited. They have an optimistic explanatory style and tend to take positive action. They enhance their accountability to control, empower,

and motivate action. They limit the reach of the problem to the event at hand. They can feel “this too shall pass” and go on. On the other hand, people with low AQ® scores usually give up and disown the problem, causing failure to act, reduced performance, anger directed towards others, and many more negative actions. They allow adversity to affect other aspects of their lives, leading to financial panic, sleeplessness, bitterness, distancing themselves from others, and poor decision-making. They see adversity as dragging on indefinitely and give up easily when faced with adversity.

People with low scores on AQ® can improve them by using LEAD (Listen, Explore, Analyze and Do something), formulated by Dr. Stoltz. Listen refers to how a person responds to adversity. Explore includes getting to know the root cause of the problem and taking responsibility. Analyzing is intelligently thinking of the situation; doing something means working out a plan of action and evaluating the result.

Grit. It is defined as the science of what it takes to succeed. It is whatever it takes to achieve a goal. Human resilience, the way humans respond to adversity, is a hardwired pattern and a product of their subconscious. James Hargrove noted that memories and things are valued most when forged through sacrifice, struggle, and suffering.

Grit, a concept introduced in positive psychology by Duckworth et al. in 2007, can be described as the enduring perseverance of effort and the unwavering consistency of interest at a trait level. It involves persistently working hard to overcome challenges and maintaining effort and enthusiasm over time, even in the presence of setbacks, difficulties, and periods of slow progress (Duckworth et al., 2007). It was introduced by Duckworth et al. (2007) in light of a history of research investigating the relevant indicators for personal success.

According to Özer (2021), it has also predictive value on emotional intelligence. Grit, which is a personality trait closely connected to conscientiousness, plays a significant role in predicting and facilitating outstanding achievements and successes. To develop and nurture grit in individuals, it's essential to emphasize the importance of continuous learning, offer coaching, enhance their executive intelligence, and encourage positive interactions in a workplace environment that fosters critical thinking. A company can achieve exceptional accomplishments by incorporating and supporting employees who exhibit grit.

Grit. It is defined as demonstrating perseverance and passion in pursuing a long-term goal (Duckworth et al., 2007). Individuals demonstrating grit are likelier to be engaged with their work than others (Suzuki et al., 2015). Thus, building resilience and grit in employees is essential to increase adaptability to change and create a thriving and productive workforce (Lewis, 2014).

The characteristics of resilience and grit play vital roles in achieving success and are linked to organizations that demonstrate adaptability, productivity, and engagement (Strycharczyk & Elvin, 2014). When compared to attributes

like social intelligence, physical appearance, physical health, or intelligence quotient, both resilience and grit are more effective in predicting success (Duckworth, 2016). (Duckworth, 2016). Grit is a two-factor personality trait positively correlated to conscientiousness that promotes and predicts superior achievement and accomplishment.

Dimensions of Grit. Duckworth et al. (2007) integrated these findings by introducing a concept that taps these traits and narrows them down to two dimensions/factors: (1) consistency of interest and (2) perseverance of effort. To achieve a certain level of mastery, deliberate practice and initial failures must be tolerated. While this process can take months or even years, the initial interest must be kept salient.

Consistency of Interest. It pertains to a person's passion or desire in a particular job to conquer obstacles, desire, eagerness, and determination; a particular reason to which one is committed; and excitement for long-term goals (patience and perseverance). Grit is a two-factor personality trait positively correlated to conscientiousness that promotes and predicts superior achievement and accomplishment. Developing a nurtured grit capacity requires promoting learning, coaching, executive intelligence, and positive interactions at work within a critical-thinking environment (Blanco, 2021).

Persistence of Effort. It pertains to one's perseverance, goal-oriented efforts, continuity of efforts (to make sacrifices for this purpose, even in difficult times, and to devote time and energy to long-term objectives), to work hard and to sustain effort and interest, to complete the work begun, and to gain pleasure from missions accomplished. Research indicates that the critical feature of grit, a trait-level characteristic, is perseverance in facing obstacles (Credé et al., 2017).

In the capsule, the adversity quotient is one's hardwired response pattern to all forms of adversity. At the same time, grit is the capacity to dig deep and do whatever it takes — even sacrifice, struggle, and suffer — to achieve one's most worthy goals in the best ways. As AQ is defence or how people respond to everything that comes at them, grit is offence, the capacity to dig deep and do whatever it takes to pursue one's most worthy long-term goals. Although both concepts are related to human resilience, it is essential to note that grit does not equate to resilience. However, it resembles dogged determination and enthusiasm for what is being pursued. Lastly, AQ and grit are measurable and can be improved.

Service Quality. Service quality measurement is one of the significant measurement tools for private companies and government agencies to understand clients' needs and wants by analyzing the experience of customers and clients' satisfaction with the services provided. Although no general agreement exists on one model used to measure perceived service quality, researchers offer some effective models during decades of study in this area (Ghotbabadi et al., 2015).

According to Borgave and Koranne (2016), service quality is the

comparison of customer expectations with service performance. Those organizations with high service quality met the customers' needs, making the firms more competitive. High service quality is attained by knowing the operation process by identifying the underlying problems in services and mapping out the measures for performance and outcomes, precisely the level of customer satisfaction. SERVQUAL is a multiple-item scale for measuring customer perception of service quality wherein five attributes of the SERVQUAL model are reliability, Assurance, Tangibility, Empathy, and Responsiveness (Bucu et al., 2021).

Reliability. It measures the extent to which a particular organization can dependably and consistently deliver its services as promised. According to Sullivan (2007), reliability is the consistency of the system or component to perform what has been stated and promised under specified situations and times. At the same time, David and Heinelle (2003) argued that reliability relates to the ability to perform the promised service dependably and accurately. It refers to the public confidence that the administration and staff will fulfil their promises.

In an article published by the International Finance Corporation (2011), it is stated that procedures will be consolidated into a single access point in business process streamlining. It promised desirable results for clients, saving time and money and increasing transparency as clients see all the procedures being implemented.

Assurance. According to Pizam (2010), assurance is the employees' knowledge, skills, courtesy and the ability of the firm and employees to inspire trust and confidence. Although automated processes can make an impact, services are still labour-intensive and, thus, subjective to human – error and discrepancy. Manzin, Zurga and Mrak (2012) stated that procedures and employees influence the general service quality assessment. Lovelock and Wirtz (2008) suggested that highly motivated people are at the core of service excellence. Along this line, the provincial capitol should employ activities for staff to be well-trained and informed about their role technically and functionally so that they will build trust and confidence in serving their customers. If they feel uncertain about them, the perceived risk would be high and may affect customer satisfaction towards the service. It may also bring hesitation about whether to avail of the service again or to postpone it.

Tangibility. Tangibility is the appearance of physical facilities, equipment, personnel, and communication materials (Reyes, 2013). Clients expect clean and professional facilities and offices, employees who look groomed and neat, and well-written and designed materials such as signs. Tangibles are very important to customers of public organizations (Ilhaamie, 2010). Because service is intangible, users rate the service by its tangible elements.

Kheng, Mahamad, Ramaya, and Mosahab (2010) mentioned the physical facilities, equipment and personnel appearance. Wright, Hines and Hyde (2011) cited that it also refers to the communication materials services used.

Government entities need to modernize their administrative process (Saha, 2008), which is visible in the physical elements of the Business Licensing and Permit Department. The use of technologies, computer-based inputs, computations, and other processes, such as downloadable forms for applying for a Mayor's permit for business operations. Despite these changes, customer satisfaction continues after all these characteristics are mentioned. An uncomfortable waiting area and unclean place is a no for every customer and may interrupt them from participating in service delivery. Unpleasant smells, cluttered artifacts or unnecessary posters can be seen in every corner, which customers may perceive as a mess.

Empathy. Empathy shows caring, individualized customer attention (David & Heinelle, 2003). Loke, Taiwo, Salim and Downe (2011) suggested that customer service agents need training and performance for efficient service. Also, building rapport or customer relationships and other relational elements allows them to realize and articulate client needs. This means that frontline staff of the Business Permit and Licensing Department of Local Government Units should consider making customers feel that their cooperation matters in completing service delivery. Although the service is an obligatory task-consumption type of service, the willingness of employees to assist in the individualized treatment of customers while performing their tasks professionally may encourage the customers to shape a positive perception and attract them to do their obligation to the government continually. On the other hand, the lack of continuity in relationship with customers in performing the service may cause dissatisfaction as they might feel that employees could be more helpful.

Responsiveness. Responsiveness is about the timely delivery of service. It pertains to the organization's ability to provide services to clients promptly. It refers to the readiness or preparedness of the employees to provide service promptly (Srinivasan, 2009) and the helpfulness of employees. According to Kheng, Mahamad, Ramya and Mosahab (2010), waiting time affects the customer's satisfaction. The staff would tell customers when services would be performed so they would only spend a little bit of time waiting without knowing what to do next. Delaying or receiving the service later would create dissatisfaction for clients even though they still received it. Grönroos (2007) mentioned that employees must be cautious in service encounters. He emphasized how dissatisfaction can cause adverse effects on service delivery, and customers would not appreciate the quality of service rendered by the local government units.

The study of Vinas (2015) determined the adversity quotient of the college students of Lyceum of the Philippines University. It specifically determines the demographic profile of the respondents, the adversity quotient of the college students, coping strategies of the students, relationship between the variables and propose a plan of action. The respondents assessed themselves that they can influence their adversities to a moderate extent. This means that they have

moderate adversity quotient.

Respondents' coping strategies are categorized in their ability to determine their adversities, immediately coping within the situation, rebuilding confidence, and comprising strong network every after adversities. There is significant relationship between profile variable in terms of general weighted average and adversity quotient of the respondents.

Runtu et al (2019) revealed in their study that AQ is very functional for employees. When they get a good understanding of AQ, employees know how to behave when there are problems that are being faced both personal and professional. Adversity quotient can provide an important role for employees to improve their job performance. Similarly, Irawan & Yulihastri's research (2019), revealed that there was a positive and significant relationship between adversity quotient on employee performance.

De Padua (2021) conducted a study on the relationship between adversity quotient® and job performance among the IT programmers of an IT company. The proponents would like to find out if the adversity quotient® relates to job performance of the IT programmers. Specifically, this study was anchored on the theory of Adversity Quotient® and the Individual Work Performance. The participants were asked to complete the Adversity Quotient Profile® (AQP®) and Individual Work Performance Questionnaire (IWPQ).

The proponents utilized a descriptive-correlation design which made use of the two sets of questionnaires. The respondents of the study were the 102 IT Programmers of an IT Company in Makati City. It was found that the respondents' level of adversity quotient® were at an average level. It was also found out that the respondents were "high" performers in their level of job performance. Moreover, Pearson r correlation was used to measure the correlation between adversity quotient® and job performance. The results showed that the IT programmers' job performance is not significantly related to Adversity Quotient® with a p-value of 0.12. In general, the study suggested that adversity quotient® does not impact job performance.

The study of Sison et al (2020) explored the Adversity Quotient of Faculty Members of the College of Education of Nueva Ecija University of Science and Technology San Isidro Campus. The descriptive method of research was utilized using the Adversity Response Profile (ARP) Quick Take. The Percentage, Frequency, and Mean were used for the respondents' profile, academic rank, and monthly salary. Most of the respondents are between 32-38 years old, females, and already married. All of the participants have a Master's Degree, wherein five of them are Doctorate holders. The majority of the respondents have 6-10 years of teaching experience and serving as Instructor I-III. In terms of control, reach, and endurance, the AQ of the majority of the faculty members is average, while in terms of ownership, it is below average. Lastly, majority of the respondents got an average level in the over-all Adversity Quotient.

Baog and Cagape (2022) investigated the relationship between the

teachers' adversity quotient and work commitment and the effect of teachers' demographic profile in both variables. was conducted in the Division of Davao City more specifically Cluster 1 and Cluster 3 from November 2020 to June 2021 The findings showed that most of the respondents were female and most aged were from 20 to 49 years old. The majority of teachers were less than 10 years in the government service with a teacher I position and not attended graduate studies. Furthermore, the teachers' adversity quotient was below average and teachers' work commitment was at a high level; teachers' adversity quotient was positively associated with teachers' work commitment.

Moreover, the results confirmed that females have a significantly higher level of work commitment than males; all other teachers' demographic profile were not significantly influenced teachers' adversity quotient and work commitment. The study concludes that teachers tend to recover slowly from adversities; teachers' adversity quotient affects their work commitment, and female teachers are more committed to their work compared with male teachers. The study recommends for teachers to attend personality development activities to improve their adversity quotient; the Human Resource Management Office (HRMO) of the school may utilize the data for policy making towards increasing teacher's adversity quotient and work commitment. Additionally, further studies through qualitative research and similar studies in other clusters or districts both rural and urban areas are also recommended.

In study of Jimenez (2021) titled "Adversity and Emotional Quotients of Public Elementary School Heads Amidst The COVID-19" The study has a sample of 25 public school heads in the school division. Study have shown that (1) the school heads' adversity quotient scores fall within above average level which indicates above normal capacity for challenges, difficulties, setbacks, and demands; (2) the school heads' emotional quotient scores fall above the average level also which shows above normal capability for self-awareness, managing emotions, motivating oneself, empathy, and social skills; and (3) there is strong evidence of relationship between adversity and emotional quotient.

Probst (2021) revealed although job insecurity has been shown to predict numerous adverse outcomes, more is yet to be known about the mechanisms that explain when and why these effects will occur. Using social exchange as our theoretical foundation and 3-wave lagged survey data collected from N=300 employees within the United States, the current study found support for the contention that individuals with greater job insecurity pursue fewer idiosyncratic deals (I-Deals) with their employers. Fewer I-Deals in turn were associated with lower affective commitment, and higher turnover intentions, perceived psychological contract breach, and psychological contract violation.

However, these indirect effects were conditional upon employee levels of grit (specifically, perseverance of effort), such that higher grit attenuated the negative relationship between job insecurity and the pursuit of I-Deals. Given

that employees often have little control over the source of their experienced job insecurity (e.g., impending layoffs, a poor economy, announced merger or acquisition), these findings hold promise in potentially alleviating the welldocumented negative outcomes of job insecurity through interventions designed to increase employee levels of grit and facilitate the creation of I-Deals.

Nisar et al (2020) examined the mediating influence of organizational commitment in the relationship between grit and voice behavior. Drawing on conservation of resources theory, the study investigated the direct impact of two antecedents of behavioral outcomes (i.e., grit and organizational commitment) on voice behavior. Data were collected in two waves time over a 2-month time period from public sector employees and their immediate supervisors. PROCESS macro by Hayes was used on actual sample of 300 employees and 19 supervisors from different job functions. All the direct as well as indirect hypothesized relationships are empirically supported. The results of the study add to the improved understanding of one of the most evolving constructs, namely, voice behavior.

Robertson-Kraft & Duckworth (2014) revealed that individuals who rank high on grit are considered to be better able to put their capabilities to work as they are not easily diverted by goals that are short-term and are relatively less disheartened by the failures and impediments which are normally faced in various performance areas.

Meriac et al (2023) examined the distinction between work ethic and grit, including their relative importance in explaining work engagement and retention. With the onset of the “great resignation”, many organizations have increased their focus on fostering worker engagement and retention, underscoring the importance of understanding variables that facilitate positive work outcomes. In this research, 250 participants from the United States were recruited to examine the relationship between individual differences in work ethic and grit on job satisfaction, work stress, and behavioral responses to dissatisfaction at work.

Work ethic and grit were found to be related, but distinct constructs, consistent with prior research. Compared with grit, work ethic was found to explain more unique variance in job satisfaction, turnover intentions, exit, voice, and loyalty. In contrast, grit was found to explain more unique variance in work stress and neglect. Study implications, including employee retention and engagement, as well as limitations and future directions are discussed.

Since grit has been considered as an important factor in coping with mental health pressure, several previous studies have examined the relationship between grit and various psychiatric symptoms such as depression, anxiety, insomnia, and suicidal thoughts (Jung et al, 2023)

According to Phoolka & Kaur (2012), Adversity Quotient® describes one’s ability to overcome adversities and handle the minor and major problems that a person confronts daily. It indicates that the Adversity Quotient® may be

used to assess a person's resilience and to improve the efficacy of relationships, groups, families, communities, cultures, societies, and organizations.

Adversity quotient® may be used to predict the following: performance, motivation, empowerment, creativity, productivity, learning, energy, hope, happiness, vitality, emotional health, physical health, perseverance, resilience, attitude, longevity, and responsiveness to change. In addition, adversity is a tough condition or occurrence that causes individuals to face difficulties in their life. Individuals' reactions to adversity influence whether they will experience disappointment, grief, despair, or hopelessness as a result of it, or if they will experience development, happiness, and success as a result of it.

Moreover, Ng (2013) conducted a study on Organizational Resilience and Adversity Quotient® of Singapore Companies. The study consists of 30 respondents from the 13 companies in Singapore. Amid turbulence and uncertainty, organizational resilience has become a more essential concept. Given the growing number of uncertainties and challenges in the global scene, it is easy to see and identify the importance of understanding organizational resilience is becoming extremely relevant. The study suggests based on the dimensions of AQ®: control, ownership, reach, and endurance (CORE), people in the organization can recognize obstacles that are beyond their control and seek help and support from those who may have the competence to address the issues.

In a recent study of Singh and Sharma (2017) studied the Effect of Adversity Quotient® on the Occupational Stress of Information technology (IT) Managers in India, there were 102 managers who participated in the study. They discovered that the majority of employees' adversity quotient® has an impact on occupational stress, implying that IT professionals can effectively control their stress in any situation. The adversity quotient® is a key factor in predicting work-related stress. IT employees with a high adversity quotient® can deal with hardship. In comparison to others, they manage their work stress better.

Also, a similar study conducted by Qamaruddin, et al. (2019), their study has focused only on the middle-level managers of the Non-Governmental Organization (NGO) sector in Sri-Lanka. It reveals that there is a strong inter-linkage between Adversity Quotient® level and stress. It implies in their study that the higher Adversity quotient® levels of employees lead to lower stress levels.

Another related study of Adversity quotient® from the Universal Journal of Educational Research in India (2013), adversities could be natural calamities like a cyclone, or they could be a hardship at home or office. In 2009, a study from the Journal of Social Sciences in Thailand stated that confrontation solving and overcoming adversity are particularly significant for humans since their ability to solve and overcome problems determines whether they will have a happy life or not. In fact, it depends on how a person responds or reacts to the adversities they will encounter in life. People who confront and fight

against adversity wisely tend to be successful in life, which is truly relevant in today's adverse situations. People are expected to adapt to adversities.

In the Philippines, a study conducted by Canivel (2010), discovered that the average AQP® score of Filipino principals at Rizal private schools is within the AQP® of the standard provided; of the four aspects of AQP®, control, ownership, reach, and endurance (CORE), only ownership falls below average, with the rest earning average scores. The more control one has, the better action is required. Blame and accountability are symbolized by origin and ownership. Reach determines how much difficulty impacts one's life, whereas endurance determines how long Adversity lasts.

Santos (2012) conducted a study on selected Filipino Special Education Teachers and stated that these teachers on their daily basis deals with great difficulties in their lives. The teachers individually create education programs, performs administrative tasks and activities. During the initial phase of the study, Santos conducted a pre-test using the Adversity Response Profile (ARP) Quick Take and results showed that the teachers have moderately low Adversity Quotient® scores.

On the study of Macabiog (2014), it determines the overall Adversity Quotient® of Filipino nurse managers in hospitals and nursing schools in Benguet province and its effects on them in terms of age, current field of practice and management position, and years of experience.

The results showed in their study that the nurse managers scored moderately high Adversity Quotient®. There were significant differences in their Adversity Quotient® regarding their current field of practice and management position, but there were no significant differences found regarding their age and years of experience. The nurse managers are found to be resilient based on the findings of the study when they face adversity in the workplace.

A study by Daloos (2015) is about the Adversity Quotient® of Helping Professionals in the Philippines. The result of the study shows that they have a below average Adversity Quotient® scores which indicates that they have low capacity to handle changes and challenges. The author noted that the adversity quotient® of helping professionals needs some improvement. It may cause inconvenience for them when they face several adverse situations at their job such as emergency and traumatic instances that require resiliency.

Furthermore, the nature of the work of the helping professionals is that they experience nearly first-hand the problems of their clients. As a result, they will likely experience vicarious traumatization and impacts on how they handle their own problems and also causes them to burnout due to high work demands and their personal issues that causes their stress, fatigue, and physical exhaustion. The study recommends helping professionals to seek from their colleagues a professional education and consultations to provide professional support system. The helping professionals may also attend wellness activities to combat their experience of adverse situations Daloos (2015).

McGinley and Mattila (2019) found that in times of high job insecurity, individuals with higher grit levels had lower turnover intentions and were less likely to change careers in the face of a threat to their job continuity. This may be due to employees with more grit having the tenacity and zeal to attain an objective such as maintaining a positive exchange relationship with their employer regardless of perceived job insecurity. In other words, if an organization cannot contribute to the social exchange relationship through the provision of job security, individuals with higher levels of grit may pursue other avenues for their employer to fulfill their obligations via flexible work arrangements, skills development, or other specialized agreements.

This study determined the adversity quotient and grit level in relation to service quality among employees of Bohol Provincial Capitol in the province of Bohol, for the fiscal year 2023 with the end view of proposing a guidance and counseling strengthening program.

Specifically, it sought to answer the following sub-problems:

1. What is the profile of the respondents in terms of age, sex, civil status, and educational attainment?
2. What is the respondents' level of adversity quotient?
3. What is the grit level of the respondents?
4. What is the respondents' level of service quality?
5. Is there a significant relationship between the respondents' profile and:
 - 5.1. Adversity quotient;
 - 5.2. grit level; and
 - 5.3. service quality?
6. Is there a significant correlation between
 - 6.1. adversity quotient and grit;
 - 6.2. adversity quotient and service quality; and
 - 6.3. grit level and service quality?

METHODOLOGY

The study utilized a quantitative research design through a survey method, specifically descriptive-correlational research design. The purpose was to determine the adversity quotient and grit levels of the respondents and to test the significant relationship between these variables. The respondents of the study were 327 regular employees of the Bohol Provincial Capitol who met the inclusion criteria and were chosen through simple random sampling. The study was conducted in the different offices of the Bohol Provincial Capitol which is the seat of the provincial government of Bohol.

The researcher used a survey-questionnaire composed of three parts to gather data. The first part captured the respondents' profile, while the second

and third parts measured their adversity quotient and grit level, respectively. The researcher used standardized tools with good psychometric properties to measure the variables. The adversity quotient was measured using Paul Stoltz AQ Profile, while the grit level was measured using Duckworth's Grit Scale.

The data gathering procedure involved seeking permission from relevant authorities such as the Governor's Office and the heads of offices of the Bohol Provincial Capitol. The survey instruments were given in person with the assurance of confidentiality to encourage objective and truthful answers. The researcher assigned codes to each survey instrument to protect the identity of the respondents.

In compliance with ethical research procedures, the researcher observed the pre-requisites in conducting the study. The manuscript underwent intensive review by the UB Research Ethics Committee before going to the field. The researcher sought the respondents' informed consent and ensured that they understood that participation in the study is voluntary. The principles of beneficence and non-maleficence were also observed to ensure everyone's safety.

After data collection, the data underwent statistical treatment using non-parametric equivalents since the data did not follow a normal distribution. Descriptive statistics such as frequency count, rank, weighted mean, and standard deviation were used to analyze the respondents' adversity quotient and grit level. Kendall's Tau-b(τ_b) was used to analyze inferential questions on relationships between primary variables, while the Chi-Square test of association was used to analyze the relationship of nominal variables to AQ and Grit.

RESULTS AND DISCUSSION

Profile of the Respondents. The majority of the respondents fall within the 25-34 age group, representing 36.7% of the sample population. Females represent the majority, accounting for 61.8% of the sample population. Married respondents correspond to the majority with 48.2% of the respondents. The educational attainment of the majority of the respondents is bachelor's degree holders, constituting 85.8% of the sample population, while one respondent with PhD units accounts for the remaining 3%.

Adversity Quotient of the Respondents

Table 2. *Adversity Quotient of the Respondents*

Dimension	Weighted Mean	Descriptive Value	Rank
Control	3.53	Above Average	2
Origin	3.55	Above Average	1
Reach	3.29	Average	4
Endurance	3.37	Average	3
Overall Mean	Composite 3.44	Above Average	

Legend:

Statistical Range	Descriptive Value
4.20 – 5.00	High (H)
3.40 – 4.19	Above Average (AA)
2.60 – 3.39	Average (A)
1.80 – 2.59	Below Average (BA)
1.00 – 1.79	Low (L)

The Reach dimension, on the other hand, yielded a weighted mean of 3.29, indicating an average level of AQ. This dimension was ranked fourth, suggesting room for improvement in terms of overcoming challenges and expanding one’s reach. Similarly, the Endurance dimension obtained a weighted mean of 3.37, also classified as average. It secured the third rank among the dimensions analyzed, indicating a moderate level of resilience in enduring difficulties.

Considering the overall composite mean AQ score, it reached a weighted mean of 3.44, signifying an above-average level of adversity quotient among the respondents. This average encompasses the scores from all the dimensions evaluated, thus providing an overall assessment of their AQ.

Table 7. *Frequency Distribution of Respondents*

Category	Frequency	Percentage
Low	2	0.6
Below Average	13	3.9
Average	124	37.6
Above Average	170	51.5
High	21	6.4
Total	330	100.0

The majority of respondents (37.6%) had an average AQ. There were also a significant number of respondents with above average AQs (51.5%). The number of respondents with low or below average AQs was relatively small. The data suggest that the majority of respondents have a moderate level of resilience. They can cope with challenges and setbacks, but they may not be as resilient as those with higher AQs. On the other hand, the relatively small number of respondents with low or below average AQs suggests that these individuals may be more vulnerable to the effects of adversity. They may be more likely to give up in the face of challenges, or to suffer from negative psychological consequences.

Similarly, the study of Ablaña et al (2015) found that the majority of the respondents had an average AQ. This means that they were able to cope with challenges and setbacks, but they may not have been as resilient as those with higher AQs. The study also found that there was a small but significant number of respondents with low or below average AQs. These individuals may have been more vulnerable to the effects of adversity.

Level of Grit

Table 8 presents the level of grit of the respondents in terms of Consistency of Interest and persistence of effort.

Consistency of Interest. The mean score for the consistency of interest dimension is 3.05, which is in the gritty range. This suggests that respondents generally have a strong interest in their goals and are able to maintain their focus over time. There is some variation in the scores for the individual items. For example, respondents agreed most strongly with the statement “I have been obsessed with a certain idea or project for a short time but later lost interest” (3.02). They agreed least strongly with the statement “I have difficulty maintaining my focus on projects that take more than a few months to complete” (2.87).

The results suggest that respondents have a high level of grit. They can maintain their focus on their goals and are not easily distracted by new ideas or projects. This suggests that they are likely to be successful in achieving their goals.

However, there is some variation in the scores for the individual items. This suggests that respondents may be gritty depending on the specific situation.

Table 8. *Level of Grit*

Items	WM	DV	Rank
A: Consistency of Interest			
1. New ideas and projects sometimes distract me from previous ones.	3.12	G	2
2. My interests change from year to year.	3.19	G	1
3. I have been obsessed with a certain idea or project for a short time but later lost interest.	3.02	G	4
4. I often set a goal but later choose to pursue a different one.	2.99	G	5
5. I have difficulty maintaining my focus on projects that take more than a few months to complete.	2.87	G	6
6. I become interested in new pursuits every few months	3.08	G	3
Composite Mean	3.05	Gritty	
B: Persistence of Effort			
1. I have overcome setbacks to conquer an important challenge.	3.78	EG	5
2. Setbacks don't discourage me.	3.67	EG	6
3. I am a hard worker.	4.18	EG	1
4. I finish whatever I begin	4.02	EG	2
5. I have achieved a goal that took years of work	3.88	EG	4
6. I am diligent.	4.00	EG	3
Composite Mean	3.92	Extremely Gritty	

Legend:

Statistical Range	Response	Descriptive Value
4.20- 5.00	Very much like me	Extremely Gritty (EG)
3.40- 4.19	Mostly like me	Gritty (G)
2.60- 3.39	Somewhat like me	Moderately Gritty (MG)
1.80- 2.59	Not much like me	Slightly Gritty (SG)
1.00- 1.79	Not like me at all	Not at all Gritty (NG)

They may be grittier in situations where they are passionate about their goals, but they may be less gritty in situations where they are not as passionate.

Persistence of Effort. The table shows that the individual scored high on the items related to persistence of effort and grit. A composite mean score of 3.92, which falls in the “Extremely Gritty” category, suggests that the person

demonstrates a strong ability to persist in the face of challenges and setbacks. They have shown a consistent pattern of overcoming obstacles and working diligently towards their goals. The interpretation of the individual's scores suggests they possess a resilient mindset and a strong work ethic. They have overcome setbacks in the past and conquered significant challenges, indicating a willingness to persevere and not be discouraged by obstacles. Their high score on item 3, "I am a hard worker," and item 4, "I finish whatever I begin," further supports the notion that they consistently put in the effort required to complete tasks and achieve their objectives. Additionally, their achievement of a long-term goal that took years of work demonstrates their ability to sustain motivation and dedication over an extended period.

Table 9 presents a frequency distribution of respondents categorized by varying degrees of 'grittiness'. Out of the total 330 respondents, the majority fall within the 'Gritty' category, constituting 48.2% or 159 individuals. The 'Moderately Gritty' category follows, accounting for 39.1% or 129 of the respondents. Collectively, these two categories comprise a significant majority of the dataset at 87.3%, indicating a trend towards higher degrees of grittiness among the surveyed individuals.

Table 9. *Frequency Distribution of Respondents*

Category	Frequency	Percentage
Slightly Gritty	13	3.9
Moderately Gritty	129	39.1
Gritty	159	48.2
Extremely Gritty	29	8.8
Total	330	100

On the lower end of the scale, the 'Slightly Gritty' and 'Extremely Gritty' categories represent smaller portions of the total. Specifically, only 13 individuals (3.9%) were categorized as 'Slightly Gritty', making it the least represented category. The 'Extremely Gritty' category, while still relatively small, contains more individuals than the former, accounting for 8.8% or 29 respondents. This skew towards higher grittiness categories suggests a population that leans more towards resilience, perseverance, and tenacity, traits often associated with grit.

In a recent study by Saifullah & Khan (2022), it was suggested that 'grit', defined as passion and perseverance for long-term goals, is a significant predictor of success and resilience. The findings of the frequency distribution resonate with this study, as a vast majority of the respondents (87.3%) fell under 'Moderately Gritty' to 'Gritty' categories. This trend among the respondents could potentially indicate higher levels of resilience and tenacity, traits correlated with success (Saifullah & Khan, 2022),

Level of Service Quality. Table 10 presents the service quality of the respondents in the RATER dimensions.

Reliability. As shown in the table, the item “I keep promises to do something with the agreed timeline” has the highest rating with a weighted mean of 4.19 and a descriptive value of “Highly Satisfactory” (HS), ranking first among the four items. It suggests that this aspect of reliability is highly valued and well-executed.

Table 10. *Service Quality*

Items	WM	DV	R
A: Reliability			
1. I keep promises to do something with the agreed timeline.	4.19	HS	1
2. I perform the service right the first time	4.02	HS	2
3. Our advertisement and promotional messages reflect reality.	3.89	HS	3
4. I maintain error free records.	3.61	HS	4
Composite Mean	3.93	HS	
B: Assurance			
1. My behavior as an employee instills confidence to my clients	4.15	HS	3
2. I let my clients feel safe in their transactions with our office.	4.40	HS	2
3. I am consistently courteous to my clients.	4.41	HS	1
4. I have the knowledge to answer clients’ questions.	4.05	HS	4
Composite Mean	4.25	HS	
C: Tangibility			
1. Our office has modern equipment.	3.95	HS	4
2. I ensure that my appearance looks neat when serving clients.	4.29	HS	2
3. I serve my clients in friendly way.	4.41	HS	1
4. Our office including our documents, and other materials associated with the service are visually appealing.	4.17	HS	3
Composite Mean	4.21	HS	
D: Empathy			
1. I give personal attention to my clients.	4.34	HS	3
2. Our office operates in hours convenient to all our clients.	4.38	HS	2
3. I ensure the best interest of my clients.	4.39	HS	1
4. I understand the specific needs of my clients.	4.32	HS	4
Composite Mean	4.36	HS	
E: Responsiveness			
1. I make ways to prevent long waiting lines.	4.24	HS	2
2. My co-employees help me in solving problems.	4.25	HS	1

3. Our office has regular and effective complaint handling process	4.09	HS	3
4. I am never too busy to respond to anyone's request	4.02	HS	4
Composite Mean	4.15	HS	
Overall Composite Mean	4.18	HS	

Legend:

Statistical Range	Response	Descriptive Value
4.20- 5.00	Always	Highly Satisfactory (HS)
3.40- 4.19	Very Often	Moderately Satisfactory (MS)
2.60- 3.39	Sometimes	Satisfactory (S)
1.80- 2.59	Rarely	Slightly Satisfactory (SS)
1.00- 1.79	Never	Unsatisfactory (US)

On the other hand, the item “I maintain error-free records” has the lowest rating with a weighted mean of 3.61 and a descriptive value of “Highly Satisfactory” but ranks fourth. Despite being the lowest rated, it still falls within the “Highly Satisfactory” range, indicating a generally high level of service quality across all items.

Remarkably, there is a pattern of high satisfaction across all items. The composite mean of 3.93, which falls within the “Highly Satisfactory” range, suggests a consistently high level of service quality in terms of reliability. The slight variation in the weighted means of the individual items may point to areas with room for improvement, even within a generally satisfactory performance.

Similarly, in a recent study titled “*Analysis of Service Quality On Customer Satisfaction With Servqual And QFD Methods*” by Wahyu Satria Perkasa (2022), the objective was to analyze the issue and propose alternative solutions to enhance customer satisfaction with Mentari Trans Nusantara in Sidoarjo. The study identified the service quality attributes that failed to meet customer satisfaction, specifically the reliability and satisfaction level dimensions. These attributes included: employees not providing comprehensive service to customers; employees needing to address customer complaints effectively; delayed and inconsistent package delivery, employees requiring more knowledge to answer customer queries, and service timeliness falling short of the promised commitments.

This study aligns with the findings from our table, emphasizing the importance of reliability in service quality. The highest-rated item in our table, “I keep promises to do something with the agreed timeline,” is similar to the study's finding that the timeliness of service in accordance with promises given is a significant factor in customer satisfaction.

Assurance. The item “I am consistently courteous to my clients” has the highest rating with a weighted mean of 4.41 and a descriptive value of “Highly Satisfactory” (HS), ranking first among the four items. It suggests

that consistent courtesy is highly valued and well-executed in the service. Conversely, the item “I have the knowledge to answer clients’ questions” has the lowest rating with a weighted mean of 4.05, also with a descriptive value of “Highly Satisfactory”, but ranks fourth. Despite being the lowest rated, it still falls within the “Highly Satisfactory” range, indicating a generally high level of service quality across all items.

It can be inferred that there is a pattern of high satisfaction across all items. The composite mean of 4.25, which falls within the “Highly Satisfactory” range, suggests a consistently high level of service quality in terms of assurance. The slight variation in the weighted means of the individual items may point to areas where there is room for improvement, even within a generally satisfactory performance.

Overall, the high composite mean of 4.25 (Highly Satisfactory) suggests that the organization performs well in terms of providing assurance to clients. However, attention should be given to improving employees’ knowledge and expertise to ensure they can effectively address client inquiries and concerns.

Likewise, the study titled “Enhancing Service Quality through Employee Knowledge in the Tourism Industry” by Emirudziawati Bt Juni and I. Hutasuht (2023) explored the relationship between knowledge and service quality in the tourism industry. The study specifically focuses on tourist guides in different regions of Malaysia. The findings highlight a significant correlation between knowledge and various dimensions of service quality, including reliability, assurance, tangibles, empathy, and responsiveness.

This study reinforces the importance of employee knowledge, which aligns with the lowest-rated item in our table regarding employees’ ability to answer client questions. Both the study and our findings emphasize that enhancing employee knowledge is crucial in delivering assurance to clients and improving overall service quality.

Tangibility. The highest-rated item is “I serve my clients in a friendly way” with a rating of 4.41, which indicates that respondents view their interpersonal interaction with clients as highly satisfactory and perform it very well. On the other hand, the lowest-rated item is “Our office has modern equipment” at 3.95, although still being ranked as highly satisfactory (HS). This could mean that while the equipment is viewed as modern and functional, it might not be as crucial for respondents as their direct interactions with clients. The composite mean for this dimension is 4.21, indicating a high overall rating for tangibility.

The findings of the study indicate that respondents view their interpersonal interaction with clients as highly satisfactory and perform it very well, as evidenced by the highest-rated item “I serve my clients in a friendly way” with a rating of 4.41 (Hanafi et al., 2020). This finding is consistent with previous research that has examined the relationship between service quality and customer satisfaction. For example, a study on service quality in the Malaysian Islamic banking context found that tangibility, along with other dimensions

such as reliability, empathy, responsiveness, and assurance, significantly influenced customer satisfaction (Muala, 2016).

Similarly, a study on customer satisfaction in the UK quick service restaurant industry found that tangibility was one of the dimensions that significantly affected customer satisfaction (Nguyen et al., 2018). Furthermore, a study on service quality in selected Iranian hospitals found that tangibility was one of the dimensions that had a significant impact on customer satisfaction (Zarei et al., 2020). These findings suggest that the tangibility dimension plays a crucial role in shaping customer satisfaction in various service industries.

Empathy. The highest-rated aspect is “I ensure the best interest of my clients” with a rating of 4.39. This suggests that respondents prioritize the welfare of their clients, showing high empathy in their service provision. The lowest-rated item, though still high, is “I understand the specific needs of my clients” at 4.32. It implies that while respondents are confident in their understanding of client needs, it may not be as strongly emphasized as the overall interest of the clients. The composite mean here is 4.36, indicating that empathy is a highly regarded dimension.

Interestingly, recent studies have shown the importance of empathy in various service industries and the impact it has on client satisfaction. A study by Smith et al. (2022) in the community aged care service found that clients prioritize the welfare of their clients and value high empathy in service provision. This aligns with the findings of the current study, where the highest-rated aspect was “I ensure the best interest of my clients” with a rating of 4.39.

Similarly, a study by Aliakbarlou et al. (2018) in the construction industry highlighted the importance of understanding client values and perceptions of value in contracting services. This supports the finding that the lowest-rated item, “I understand the specific needs of my clients,” may not be as strongly emphasized as the overall interest of the clients. The composite mean of 4.36 in the current study indicates that empathy is highly regarded by respondents.

Responsiveness. Responsiveness, as the third dimension, focuses on the ability of respondents to respond to client needs quickly and effectively. The highest-rated aspect is “My co-employees help me in solving problems” at 4.25. This implies that teamwork and collaborative problem-solving are well-regarded and prevalent. The lowest-rated item is “I am never too busy to respond to anyone’s request” at 4.02, which indicates that while still highly rated, respondents may occasionally struggle with workload management, potentially leading to some delay in responding to requests. This dimension has a composite mean of 4.15, slightly lower than the other two dimensions but still high.

Notably, recent literature has explored the concept of responsiveness in various contexts. In the field of therapy, responsiveness is recognized as a crucial aspect of therapist-client interaction and dialogue (Watson & Wiseman, 2021). It is described as open, alert, sensitive, approachable, and having positive reactions toward the client (Watson & Wiseman, 2021).

The importance of responsiveness in therapy is highlighted by the fact that therapists who are responsive to their clients’ needs and emotions can foster a stronger therapeutic alliance and improve treatment outcomes (Levitt et al., 2022). Similarly, in the field of education, responsiveness is seen as a key factor in promoting effective teamwork and problem-solving skills (Huang, 2021).

In the healthcare sector, responsiveness is crucial for providing high-quality care. Studies have shown that being responsive to clients’ needs and preferences is associated with improved client satisfaction and engagement in mental health care (Sorrentino et al., 2021). Additionally, responsiveness plays a role in the context of intimate partner violence, where mental health practitioners need to be flexible and responsive to the complex needs of survivors (Sorrentino et al., 2021). Workload management is an important aspect of responsiveness. The finding that respondents may occasionally struggle with workload management, as indicated by the lowest-rated item “I am never too busy to respond to anyone’s request” (Watson, 2021), aligns with previous research on the impact of workload on performance. Studies have shown that high workload can negatively affect performance and increase stress levels (Howard et al., 2021).

Frequency Distribution of Service Quality. The table presents the distribution of service quality ratings across different categories. The majority of respondents, 56.1% (185 out of 330), rated the service quality as “Highly Satisfactory.” This indicates a strong overall perception of satisfaction with the services provided. The next most prevalent category is “Moderately Satisfactory,” with 38.2% (126 out of 330) of respondents falling into this category. This suggests that a significant portion of respondents considered the service quality to be acceptable but not exceptional. Only a small percentage, 1.2% (4 out of 330), rated the service quality as “Slightly Satisfactory,” indicating a very minor level of dissatisfaction. Another 5.8% (15 out of 330) of respondents found the service quality to be “Satisfactory.”

Table 11. *Service Quality by Category*

Category	Frequency	Percentage
Slightly Satisfactory	4	1.2
Satisfactory	15	5.8
Moderately Satisfactory	126	38.2
Highly Satisfactory	185	56.1
Total	330	100

The pattern and trend that emerge from this data indicate an overall positive perception of service quality. The majority of respondents rated the service as highly satisfactory, showing a consistently positive experience. Additionally, the moderate satisfaction category is relatively large, suggesting that while the service quality is generally good, there is room for improvement

to meet the expectations of some respondents who did not rate it as highly satisfactory. However, it is important to note that the percentage of respondents in the “Slightly Satisfactory” and “Satisfactory” categories is relatively small, indicating that the overall service quality is predominantly viewed in a positive light.

Relationship between Profile and Adversity Quotient

Table 12 presents the analysis of relationship between profile as to age, sex, civil status, and educational attainment in relation to adversity quotient.

Table 12. *Relationship of Profile and Adversity Quotient*

Paired Variables	X ²	Df	p-value	Result	Decision on H ₀
Age	15.411	16	.495	Insignificant	Failed to Reject
Sex	2.535	4	.638	Insignificant	Failed to Reject
Civil Status	22.641	12	.031*	Significant	Reject
Educational Attainment	27.233	20	.129	Insignificant	Failed to Reject

**p < 0.05 = Significant*

Age. With a chi-square value of 15.411 and degrees of freedom (df) of 16. The associated p-value is .495, indicating an insignificant relationship between age and adversity quotient. Consequently, the researcher failed to reject the null hypothesis (H₀) of no association between the two variables. It means that age is not associated with adversity quotient.

Sex. Yielding a Chi-square value of 2.535 and df of 4. The p-value is .638, suggesting an insignificant relationship between sex and adversity quotient. The results indicate that there is no sufficient evidence to reject the null hypothesis. In other words, the findings suggest that sex is not significantly associated with adversity quotient.

Civil Status. A chi-square value of 22.641 and df of 12 are obtained. The p-value is reported as .031, indicating a significant relationship between civil status and adversity quotient. Consequently, the null hypothesis is rejected, suggesting that there is a meaningful association between civil status and adversity quotient.

Educational Attainment. It was examined with a chi-square value of 27.233 and df of 20. The p-value is .129, signifying an insignificant relationship between educational attainment and adversity quotient. Hence, the results indicate that there is no sufficient evidence to reject the null hypothesis. In other words, the findings suggest that education is not significantly associated with adversity quotient.

Overall, the results highlight that civil status exhibits a significant relationship with adversity quotient, while age, sex, and educational attainment

do not. These findings provide insights into the factors influencing adversity quotient and emphasize the importance of considering civil status when assessing an individual’s response to adversity.

In relation to the findings, the study by Manley et al. (2022) emphasizes the influence of environmental factors, showing a positive association between prenatal exposure to pesticides and attention problems. In the current study, educational attainment was not significantly associated with adversity quotient, suggesting the influence of other factors.

Relationship between Profile and Grit Level

Table 13 presents the relationship between profile as to age, sex, civil status, and educational attainment in relation to grit level using Chi-square test of association.

Table 13. *Relationship between Profile and Grit Level*

Paired Variables	X ²	df	p-value	Result	Decision on H _o
Age	13.824	12	.312	Insignificant	Failed to Reject
Sex	.189	3	.979	Insignificant	Failed to Reject
Civil Status	6.749	9	.663	Insignificant	Failed to Reject
Educational Attainment	23.630	15	.072	Insignificant	Failed to Reject

**p<0.05 = Significant*

The chi-square analysis conducted on the relationship between profile variables (age, sex, civil status, and educational attainment) and grit level revealed no significant associations. The findings indicate that age, sex, civil status, and educational attainment do not play a substantial role in determining an individual’s level of grit. It is important to consider the limitations of this study, such as the specific measurement scale used for assessing grit level and the sample characteristics, which may influence the generalizability of these results.

Relationship between Profile and Service Quality

Table 14 displays the results of a chi-square analysis investigating the relationship between profile variables (age, sex, civil status, and educational attainment) and service quality. The chi-square test was conducted to determine the association between these variables, and the p-value was used to assess the significance of the relationship.

Table 14. Relationship of Profile and Service Quality

Profile Variable	X ²	df	p-value	Result	Decision on H _o
Age	21.672	12	.041*	Significant	Reject
Sex	1.939	3	.585	Insignificant	Failed to Reject
Civil Status	30.088	9	.000*	Significant	Reject
Educational Attainment	7.615	15	.938	Insignificant	Failed to Reject

* $p < 0.05$ = Significant

The chi-square analysis demonstrates that age and civil status exhibit significant relationships with service quality, whereas sex and educational attainment do not. These findings suggest that age and civil status are important factors to consider when evaluating service quality. It is essential to note that these results are based on the specific data and sample used in the analysis and may not be generalizable to all populations.

Correlation of Adversity Quotient to Grit and Service Quality

Table 15 presents the correlation coefficients (Tau-b) between adversity quotient and two variables, grit level and service quality. Kendall's Tau-b coefficient measures the strength and direction of the correlation.

Table 15. Correlation of Adversity Quotient to Grit Level and Service Quality

Paired Variable	Tau-b(τ_b)	Correlation	p-value	Result	Decision on H _o
Grit Level	.134*	Low/Weak	.000	Significant	Reject
Service Quality	.105*	Low/Weak	.006	Significant	Reject

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

AQ and Grit Level. The correlation analysis between adversity quotient and grit level resulted in a Tau-b coefficient of .134, indicating a low/weak positive correlation. The associated p-value was reported as .000, indicating a significant relationship. Consequently, the null hypothesis (H_o) of no correlation between adversity quotient and grit level is rejected. These findings suggest that there is a meaningful positive correlation between adversity quotient and grit level, meaning that as adversity quotient increases, so does the level of grit.

AQ and Service Quality. The correlation analysis between adversity quotient and service quality yielded a Tau-b coefficient of .105, representing a low/weak positive correlation. The p-value associated with this analysis was reported as .006, indicating a significant relationship. Thus, the null hypothesis of no correlation between adversity quotient and service quality is rejected. These results suggest that there is a significant positive correlation between

adversity quotient and service quality, implying that higher adversity quotient is associated with higher service quality. Similarly, Rita et al (2019) found out that Adversity quotient is associated with higher service quality.

Overall, the correlation analysis reveals that adversity quotient is positively correlated with both grit level and service quality. This implies that individuals with higher adversity quotient tend to exhibit higher levels of grit and deliver better service quality. It is important to note that the correlation coefficients are relatively low, suggesting a weak relationship. Therefore, while there is a statistically significant correlation, the practical significance of the relationship may be limited.

Correlation of Grit and Service Quality

Table 16 presents the analysis of correlation between grit level and service quality of the respondents using Kendall’s Tau-b(τ_b).

Table 16. *Correlation between Grit Level and Service Quality*

Source of Correlation	Tau-b(τ_b)	Correlation	p-value	Result	Decision on H_0
Service Quality	.261**	Low/Weak	.006	Significant	Reject

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

The analysis indicates a positive correlation between Grit Level and Service Quality, as evidenced by the Kendall’s tau-b (τ_b) correlation coefficient of 0.261. The p-value of 0.006 suggests that this correlation is statistically significant. The correlation coefficient of 0.261 suggests a low to weak positive relationship between Grit Level and Service Quality. This means that as Grit Level increases, Service Quality tends to improve, albeit to a relatively small extent. However, it’s important to note that the strength of this relationship is not particularly strong.

Furthermore, the p-value of 0.006 indicates that the observed correlation is unlikely to have occurred by chance alone. It falls below the commonly used significance level of 0.05, providing evidence to reject the null hypothesis (H_0) that there is no correlation between Grit Level and Service Quality. The result implies that individuals with higher levels of grit are more likely to provide better service quality. However, it’s important to consider other factors that may influence service quality as well, as the correlation coefficient indicates a relatively modest relationship between these two variables

CONCLUSION

In light of the findings, the following conclusion is hereby drawn:

The respondents demonstrated above-average levels of adversity quotient and a high level of grit, indicating their ability to overcome challenges and persist in their goals. The analysis of service quality showed a generally high level of satisfaction, with room for improvement in specific dimensions. The study found significant relationships between civil status and adversity quotient, age and civil status with service quality, and adversity quotient with both grit level and service quality. However, these correlations were relatively weak. The findings provide insights into the factors influencing adversity quotient, grit, and service quality, highlighting the importance of considering individual characteristics in capacity development programs.

RECOMMENDATIONS

Based on the salient points, the following are recommendations to address the areas of improvement and enhance service quality:

1. Enhance knowledge and expertise. Develop targeted training programs and initiatives to improve employees' knowledge and expertise in areas where there is room for improvement. Offer continuous learning opportunities, such as workshops, seminars, or online courses, to enhance employees' understanding of client needs, industry best practices, and technical skills related to their roles. This will enable them to provide more accurate and comprehensive responses to client inquiries.
2. Strengthen error-free records management. Implement quality control measures and standard operating procedures to improve the accuracy and maintenance of records. Provide training on record-keeping practices and emphasize the importance of maintaining error-free records. Use technology solutions, such as record management systems or software, to streamline the process and minimize errors.
3. Focus on individualized client needs. Implement strategies to better understand and address the specific needs of clients. Encourage employees to actively listen and engage with clients to gather relevant information about their requirements. Foster a culture of empathy and customer-centricity, where employees are encouraged to go the extra mile to understand and meet the unique needs of each client.
4. Invest in modern equipment and technology. Assess the current office equipment and technology infrastructure and identify areas that require improvement. Invest in modern equipment and tools that can enhance service delivery and improve efficiency. This may include upgrading computer systems, software applications, communication

- tools, or other technology solutions that can positively impact client interactions and overall service quality.
5. Improve workload management and responsiveness. Implement effective workload management strategies to ensure employees can respond promptly to client requests without feeling overwhelmed. This may involve better task prioritization, efficient delegation of responsibilities, and clear communication channels to address urgent client needs. Encourage teamwork and collaboration to provide mutual support in solving problems and managing workload effectively.
 6. Future researchers may conduct mixed-method research to address the methodological gaps in the study.

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