Research Article

Resilience, Change Management, and Business Sustainability in the New Normal of the Selected PCAB-Accredited Companies

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ABSTRACT

Amidst this global health pandemic, contractors are facing many challenges they never experienced before. With the widespread workplace changes, business sustainability has been in the spotlight. This descriptive-correlational-comparative research delved into resilience, change management, and business sustainability among the respondents of the selected PCAB-accredited contractors in Cebu City in 2022. The study's findings indicated that the respondents are very resilient, ready for change, and have a very positive note on business sustainability. The relationship between variables was shown in this paper, including the respondents' perceptions of the variables considered when grouped as officers and rank-and-file employees. The following conclusion is that even if the quantitative findings are on the higher end of the scale, more needs to be done to maintain them over a long period. Contractors must plan to be ready for any situation, even major disasters or unforeseen events. Making a crisis management strategy and business continuity dynamics will be very helpful for organizations. Additionally, the PCAB Contractors must be strong and resilient in times of unpredictability, complexity, ambiguity, and volatility to be ready for anything that may arise. To raise the levels of resilience, readiness for change management, and business sustainability among the staff of the chosen PCAB-registered construction enterprises in Cebu City, a thorough business continuity plan and business continuity dynamics were developed.

Keywords: *Business Sustainability, Cebu, Change Management, New Normal, PCAB-Accredited Companies, Resilience*

Introduction

Certain facts of life include uncertainties, hardships, and obstacles. These might be both private and work-related. These things can happen to us at any time, no matter where we

are, and what's worse is that they often come as a surprise.

The planet had been in a steady condition for a very long period when an unforeseen event disrupted the trajectory of history.

In the last few months of 2019, something that the naked eye cannot see was discovered, creating so much havoc, including multitudes of deaths worldwide. The Covid-19 virus as a health pandemic has practically distorted each nation and has affected us physically, economically, socially, culturally, and mentally (Javed et al., 2020; Poudel & Subedi, 2020).

In the first half of 2019, the Philippines' economy expanded more slowly than in 2018 (Business World, 2020). According to the World Bank (2019), the Philippines' economy is expected to increase by 5.8% overall in 2019. Approximately 700 factories have been shut down, displacing hundreds of people, and more than 400 industrial zones are now under lockdown, as per the Inquirer last March 21, 2020 (Baraoidan & Cinco, 2020). The Philippine government is implementing a $3.93 billion stimulus plan to shield its people and its businesses from the effects of the coronavirus pandemic (Talabis et al., 2021).

Being overwhelmed by its mind-boggling and catastrophic effects, such as shedding one's job or experiencing to take pay cuts, reduced workdays, or operations ceasing, is one thing; responding to it in a constructive manner, such as by cultivating resilience or accepting change, is quite another.

The state of the economy forewarns that businesses will begin to cease operations or sell their holdings as a reaction to the virus, which would have a cascading effect on consumer spending and exacerbate poverty. The pandemic has underlined the absolute value of company resilience and called attention to the future of labor. As they adjust and reevaluate their workplace strategy, businesses will consider how work patterns may be drastically changed due to employing technology, flexibility programs, and teleconferences to improve this experience. This could hasten the present and upcoming workplace digital transformations.

The truth is that COVID-19 caught everyone by surprise, and a lot has changed since March 2020. As a result, the workplace has been thoroughly reevaluated regarding what it is now, what it will be during COVID-19, and what it will be after. The people will need to return securely to their places of employment and stay there, which will require various strategies tailored to different industries and locales. Then, using the information from actual situations, plans, and processes for returning to work safely and staying there must be put into practice. We need to rebuild economies and put people back into essential industries. Thus, cooperation between employees, firms, politicians, front-line institutions, and governments is necessary. (World Economic Forum, 2020).

The pandemic has devastated livelihoods, communities, and businesses, taking many lives worldwide (World Health Organization, 2020). Despite being troublesome, disruption allows leaders to transform their organizations through innovative leadership strategies. They equip the businesses' personnel with the necessary skills so that every employee may thrive amid the pandemic.

One of the articles published in Harvard Business School Online stated that companies must combine the three bottom lines that link profitability to the environment to inspire them to reconsider their business strategy (Miller, 2020). Every company's DNA is predisposed toward growth and profitability. However, businesses would better grasp how they fit into natural ecosystems if they included waste in the evaluation of success. Resilience fosters an alternative viewpoint by highlighting the ability to bounce back from failures. By focusing on waste, businesses may better consider their upstream and downstream supply networks. Network for Business Sustainability is a model developed by Dr. Tima Bansal that acknowledges businesses that are positioned in a larger context as opposed to being isolated islands or silos. In addition, concentrating on a bottom line that connects profits with waste would help businesses and the system of which they are a part of our global society succeed over the long term. (Bansal, 2015).

The primary researcher noted that numerous staff members are severely and adversely affected when the pandemic's effects materialize. Along with these, there are instances of

mental health-related issues, and for some valid reasons, people naturally struggle to accept change and manage transitions.

In addition to this, a significant number of businesses either did not survive at all or, at the absolute least, are still battling to recover or rebound.

The domestic building market is anticipated to increase in the first quarter of 2021. The government continues to support small and medium-sized contractors while stepping up its large-scale infrastructure projects. The top construction companies, suppliers, and contractors in the country are all brought together by their connection to construction. (Vera, 2020).

The recovery of the domestic economy in 2022, with a 12.7% year-over-year growth in the national gross domestic product (GDP), will be significantly aided by the construction sector (Philippine Statistic Authority, 2023). Filipino contractors exist, particularly SMEs, which comprise 97% of all contractors registered in the nation. This year's top trends in the construction sector include digitization to boost productivity and efficiency and the shift toward environmentally benign sustainable infrastructure (Inquirer, 2021).

The researchers are curious about the topic because he has seen employees' struggles in the face of adversity and how they respond to change. The main researcher has about ten years of industry experience to his name. Furthermore, the study's principal proponent enjoys using research to look up answers to questions.

Research Questions

This study sought to ascertain the respondents' degrees of adaptability, change management, and company sustainability in the face of the pandemic in Cebu City for the year 2021. The results of which were used as the foundation for creating a business continuity plan.

Specifically, this research aimed to answer the following questions:

1. What is the level of resiliency as perceived by the respondents in the following areas:
   1.1. Self-Belief;
   1.2. Optimism;
   1.3. Purposeful Direction;
   1.4. Adaptability;
   1.5. Ingenuity;
   1.6. Challenge Orientation;
   1.7. Emotion Regulation; and
   1.8. Support Seeking?
2. What is the level of change management as perceived by the respondents in the following areas:
   2.1. Change Vision and Message Question;
   2.2. Change Goals;
   2.3. Change Plans;
   2.4. Management;
   2.5. People and Change Teams; and
   2.6. Barrier Removal?
3. What is the level of business sustainability?
4. Is there a significant relationship between:
   4.1. the level of resilience and the level of change management;
   4.2. the level of resilience and the level of business sustainability; and
   4.3. the level of change management and the level of business sustainability?

What Business Continuity Plan may be created using the study's findings?

Methods
Research Design

This study addressed the quantitative aspects of this investigation using the descriptive-correlational research approach. It was investigated from a potential standpoint how the relationships between the three variables under consideration interacted. With this perspective, one may tell increasingly complex stories from the factors considered, allowing one to delve deeper than merely the typical descriptive type. In this study, a non-causal relative angle was investigated utilizing quantitative data. Compared this time were the responses from the two groups of respondents.

A survey questionnaire was created based on various sources and will have its content evaluated. The survey questionnaire and interview data were valuable inputs in making the final product.

Research Locale

The study area is contained within the city limits of Cebu.

Cebu metropolis, also referred to as the City of Cebu, is a renowned metropolis in the Philippines' Central Visayas area. Its Lungsod ng Cebu name is in Tagalog. With 922,611 inhabitants as of the 2015 census, it is the fifth-most populous city in the country and the most populated in the Visayas.

Research Respondents

The people who took part in this study's project were split into two (2) groups: the officers, who are drawn from top management and may include department heads or managers, and the rank-and-file staff, who are all respondents in the study, irrespective of the department to which they belong. The Philippine Contractors Accreditation Board's current asset size was used to determine the top and lowest five firms, which were used as the foundation for selecting the companies. (PCAB). These businesses will fall within Cebu City's purview.

Inclusion-Exclusion Criteria:

The following inclusion criteria were considered in this study:
1. genuine staff members of the selected businesses authorized by PCAB;
2. have reached legal age;
3. must be an ongoing worker;
4. must have a minimum two-year term; and
5. willing to participate and freely provide permission.

Those who do not fall within the bounds of the inclusion criteria are deemed excluded from the conduct of this research.

The following are the respondents of the study labeled as Table 1 is reflected below:

Table 1. Respondents of the Study

Management Level	Population	Sample Size	Percentage
Officers	100	50	20%
Rank-and-file	400	200	80%
TOTAL	**500**	**250**	**100%**

Officers and rank and file members were chosen as respondents using a suitable sample design. Officers and respondents from the rank-and-file respondents will be selected at random for making this decision. To conveniently determine the number of people participating in each organization for the offices and rank-and-file groups, the researcher utilized 50% + 1%. With this, the vast majority rule occurs, which is one of the most straightforward methods to acquire the representativeness of the total. It should be emphasized that to determine the universe, there are approximately 400 rank-and-file employees for all the companies included and 100 officers.

Research Instruments

The instruments considered for this study have four sections, three of which are quantitative.

Part 1: Resilience

The Resilience Questionnaire Feedback Report created by Ann Example for PSI Talent Management in 2019 served as the source for the resilience assessment instrument. Self-belief, optimism, purposeful direction, adaptability, creativity, challenge orientation, emotion regulation, and support seeking are the eight (8) questions that make up this quiz. As they made sense in the context of the research location, all items or indicators for each sub-variable in the resilience factor were included without any modifications.

Part 2: Change Management

The method for assessing the level of change management is based on L's study's Change Management Questionnaire Checklist. In addition to J. 2017 data from the Public Health Information for Moran.

As they matched the research setting, all components or indicators for each sub-variable in change management were used exactly as is without any modifications. Change goals, change plans, management, people and change teams, obstacle reduction, and change vision and messaging questions are the next signs.

Part 3: Business Sustainability

The tool for the business sustainability variable was adapted from Marita Raderbauer's master's thesis at the University of Exeter in the United Kingdom, which she completed in 2011, for Danilo Patalinghug's doctoral dissertation from the Graduate School of Business of the University of the Visayas. "The Importance of Sustainable Business Practices in the Vienesse Accommodation Industry" is the study's title.

However, it was not necessary to recognize sub-variables because only the elements in Section 4 (Sustainable Business Practices in Your Business) of the aforementioned document were taken into account. Some of the things were, however, somewhat adjusted to fit the context of this research, but the degree of modification is only very modest. The researcher will make an effort to contact the tool's creator to request permission to use the tool for his research, but only to the extent that is deemed appropriate in the researcher's selected research context.

The four-point scale determined the equivalents of the said 3 variables.

Table 2. Scoring Procedures in the Study

Scale	Range	Descriptive Equivalent	Interpretation
4	3.26-4.0	Strongly Agree	Very Resilient; Very Ready for Change; Very Sustainable
3	2.51-3.25	Agree	Resilient; Ready for Change; Sustainable
2	1.76-2.50	Disagree	Less Resilient; Less Ready for Change; Less Sustainable
1	1.0-1.75	Strongly Disagree	Not Resilient at All; Not Ready for Change; Not Sustainable

Data Gathering Procedure

The principal investigator of the study requested permission to conduct this research from the dean of the Center for Advanced Studies of the College of Management, Business, and Accountancy. Following the approval of this research proposal, the authors created a new letter of authorization for the companies being studied. For monitoring, data was collected using an enumerator on a per-department basis when necessary.

Due to the current pandemic, the principal researcher mostly used a different but equally effective method of leveraging technology to distribute surveys to the desired respondents. Online forms were used to send the questionnaires. (e.g., Google Forms, monkey survey, MS forms, etc.). A video conference was held to better facilitate data collection if it was necessary to thoroughly explain the questionnaire to the respondents (either using Zoom, Jitsi Meet, or Google Meet).

As soon as the data were retrieved, they were arranged, tabulated, given statistical treatment, and then analyzed. During this stage, the researchers worked with an experienced statistician. To support the study's covered sub-problems, tables and graphs were created and presented.

Data Analysis

The study used the following statistical methods, specifically:

For the personnel profiles, a straightforward frequency and percentage were utilized.

Additionally, corporate sustainability, change management, and resilience were measured using the weighted mean.

The Pearson Product Moment Correlation Coefficient (Pearson R) was used to assess any potential relationships between the three major variables (resilience, change management, and business sustainability). With this perspective, one can tell more meaningful stories from the factors taken into account than only the typical descriptive type.

The T-test was employed to see whether respondents' perceptions of the three factors were different when categorized according to officers and personnel.

Moreover, collated data became the basis for discussion and analysis.

Ethical Protocols

Ethics has been a top concern throughout this study's conduct, especially while gathering data. The researchers applied equal treatment, social responsibility, impartiality, and the welfare of children. The researchers must remain impartial when performing a study interview, including giving out questionnaires, to avoid being overly influenced by his desires, feelings, or affiliations. The researchers ensured that this study positively impacted the environment's employees by increasing their understanding of the aspects taken into consideration and presenting its significant benefits.

Once all implied consent had been received, each respondent was adequately informed about the researchers' identity, the purpose of the research, and its justification. The researchers thoroughly discussed the importance of the respondent's role and all the anticipated benefits of the study. The conversation also touched on the respondent's flexibility to leave the study project at any moment.

Results and Discussion

Table 3. Summary of the Result on the Level of Resilience as Perceived by the Respondents

Variables	Weighted Mean	Interpretation
Self-belief	3.41	Very Resilient
Optimism	3.41	Very Resilient
Purposeful Direction	3.45	Very Resilient
Adaptability	3.42	Very Resilient
Ingenuity	3.42	Very Resilient
Challenge Orientation	3.40	Very Resilient
Emotional Regulation	3.39	Very Resilient
Support-seeking	3.38	Very Resilient
Grand Mean	**3.41**	**Very Resilient**

The highest average mean of 3.45 among the several aspects of resilience shows that "Purposeful direction" was thought to be particularly robust by the PCAB contractors during the Covid-19 pandemic. As a result, the respondents were able to develop goals and objectives for themselves that they were committed to, have a clear direction and goal that kept them focused on the outcomes they were trying to attain, and help them stay motivated when they encountered obstacles. By keeping their intended course, the respondents develop their resilience since being focused on their ultimate objective would keep them motivated despite difficulties and disappointments.

The fact that "Purposeful direction" had the highest average mean of 3.45 out of all the resilience factors demonstrates that the PCAB contractors believed it to be highly resilient throughout the Covid-19 outbreak. Because of this, the respondents were able to set goals and objectives for themselves that they were committed to, have a clear direction and goal that kept them concentrated on the results they were attempting to achieve, and help them stay motivated when they ran into challenges. By staying on course, the respondents build their resilience since staying motivated by their final goal would keep them going through setbacks and disappointments.

The respondents viewed "Support-seeking" as resilient during the Covid-19 epidemic, as evidenced by the lowest overall mean of 3.38. This indicates that the respondents will probably feel comfortable asking for help and talking about their concerns with others. They could believe they have a network of people they can turn to for help. Because they have less access to supportive people and resources, they may have the chance to improve their resilience in the face of difficulties.

Help-seeking behavior is viewed as a vital stage in problem-solving and learning given the complexity of today's organizations. Yet the importance of seeking assistance has been downplayed in organizational literature. In the

process of providing excellent support, the significance of accessibility, expertise awareness, authority, and trustworthiness was particularly discussed. Additionally, workers were more likely to solicit help from individuals of higher rank than from those of lower status. The workforce viewed it favorably when those of higher status offered their support. These findings stress the need of enhancing connections, providing knowledge availability, and fostering an environment where co-workers respect and trust one another. The findings also suggest interesting and beneficial directions for further research and implementation. (Rijt et al., 2013).

The respondents felt they were quite resilient in the face of the Covid-19 pandemic, as seen by the grand mean of 3.41. According to the data, the respondents were able to overcome obstacles, persist, and regain their effectiveness and well-being at work and home. Additionally, the respondents can use and adapt their resilience to any future unanticipated difficulties, obstacles, and uncertainties because it is a skill for life rather than just employment.

Resilience, or an organization's ability to manage looming instability and potential disruptions, is essential to success throughout the coronavirus epidemic 2019. (Covid-19). Stability is critical for start-ups to survive this pandemic. (Sreenivasan et al., 2022). According to Elshaer and Saad's (2021) research, institutional orientation and adaptive performance mediates between company continuity indicators and entrepreneurs' ability to persevere in the face of adversity.

Table 4. Summary of the Result on the Level of Change Management as Perceived by the Respondents

Variables	Weighted Mean	Interpretation
Change Vision and Mission	3.51	Very Ready for Change
Change Goals	3.45	Very Ready for Change
Change Plans	3.43	Very Ready for Change
Management	3.43	Very Ready for Change
People and Change Teams	3.42	Very Ready for Change
Barrier Removal	3.35	Very Ready for Change
Grand Mean	**3.43**	**Very Ready for Change**

The respondents overwhelmingly support the assertions made in the questionnaire regarding change management. The respondents saw themselves as being able to adapt to change in the job as a result.

The "Change Vision and Message Question" was rated by the respondents as "very ready for change" among the aspects of change management, with the highest average mean of 3.51. This finding indicates that the respondents will prioritize having an unobstructed vision of the change with the right message as provided by the management, and the team understands the difference to be made before anything else as part of the change management.

Johnson and Suskewicz (2020) note (1) creating a path from your long-term aspiration to the mid-term (your post-crisis focus point) and (2) investing 10 to 20 percent of your weekly time over the coming months to exploring and picturing where you want your organization to be once the crisis is through. (3) pivoting and learning along the way, and a The purpose of this project is to advance knowledge of personalized messaging as a type of organizational communication. The results show that employee commitment to change is increased when communications are tailored to the needs of different personality types. Conversely, message customization may lower employee engagement when communications do not match personality types. Additionally, message customization has different outcomes depending on the project's phase. (Haumer et al., 2021).

The respondents will consider barrier removal as the last priority to have in doing change management because barriers will typically be apparent in the journey of the change process, as shown by the lowest overall mean of 3.35, which shows that the respondents considered "Barrier Removal" as "very ready for change" amid the global pandemic of Covid-19.

The removal of barriers is essential for implementing change in an organization since it will facilitate the process by getting rid of obstacles including poor or ineffective communication, a lack of plans or goals, insufficient funds or resources, a lack of management support, and opposition to change. This finding indicates that, in the respondents' opinion, it is crucial to remove any unneeded obstacles throughout the change process since they are aware that doing so will prevent the changes from being implemented successfully. The contractor is aware that there is a shared understanding of the change that needs to be made and that a convincing change plan is in place to accomplish a common objective.

The respondents felt they are "very ready for change" in the face of the COVID-19 pandemic, as seen by the grand mean of 3.43. According to the research, even though it would be difficult, respondents would think about managing change during the pandemic. However, it enables them to transform their businesses through the application of strategic planning and leadership techniques. With the right tools, leaders may enable their teams to operate effectively in ambiguous business environments by fostering a more change-ready culture within their firms.

According to Hou et al. (2021), the findings show that administrative control and personal protection are the two risk mitigation strategies that were most frequently intended and implemented in office workplace adjustments during the COVID-19 pandemic.

Table 5. Level of Business Sustainability as Perceived by the Respondents

No.	Indicators	Weighted Mean	Interpretation
1	I take measures to reduce energy consumption.	3.95	
2	I implement recycling and composting programs in all departments.	3.90	Very Sustainable
3	I introduced water-saving measures in all depts.	3.83	Very Sustainable
4	I purchase environmentally friendly products (e.g., ecological detergents, unbleached fabrics, reusable items).	3.63	Very Sustainable
5	I encourage eco-friendly behavior through awareness raising and information.	3.74	Very Sustainable
6	I develop business plans to ensure the long-term profitability and financial viability of the business.	3.73	Very Sustainable
7	I focus on buying local products.	3.72	Very Sustainable
8	I strive for business growth through product innovation and quality.	3.74	Very Sustainable
9	I have a long-term commitment to all our employees and encourage their personal and professional development through training, career planning, equal promotion opportunities, etc.	3.74	Very Sustainable
10	I value my staff through pay levels, employment benefits, and rewards over the legal minimum requirements.	3.70	Very Sustainable
11	I sponsor and/or support at least one community action or group.	3.73	
12	The organization has a formal policy about its sustainable business practices.	3.74	Very Sustainable
13	We have clearly defined indicators and strategies for our sustainable business practices.	3.71	Very Sustainable

No.	Indicators	Weighted Mean	Interpretation
14	We regularly monitor our sustainable business practices.	3.71	Very Sustainable
15	We regularly report our sustainable business performance to our employees.	3.78	Very Sustainable
16	We regularly report our sustainable business performance to external stakeholders, such as investors, the community, and the public.	3.70	Very Sustainable
17	We strive to develop strategies to improve our sustainable business performance	3.69	Very Sustainable
	Grand Mean	**3.74**	**Very Sustainable**

The statements about company sustainability are shown in Table 5. For PCAB-accredited contractors to succeed responsibly, ethically, and long-term, they must manage and coordinate the demands and concerns of the business, social, and financial spheres. This effort ensures that future generations will be able to take advantage of the advantages that the current generation is. Business sustainability is crucial and a component of competitive advantage when considering social consequences, environmental activities in business strategy, and talking openly about what a firm does in comparison to rivals. Business is sustainable because it gives back to the community and creates an environment in which it may grow and profit by doing ethically. Sustainability in business refers to conducting operations without endangering the environment, the local community, or society. Its impact is evident and enjoyed by the present generation but by the future generations as well.

It is indicated in Table 18 that contractors rated "very sustainable" in all areas of "Business sustainability indicators," with the item "I take measures to reduce energy consumption" having the highest mean score of 3.95. This indicates that the respondents are aware that lowering energy use is a crucial part of being more energy efficient. Numerous factors, including lower energy use, lower energy resource demand, and increased energy efficiency, all contribute to sustainable economic development. It also generates jobs, which reduces poverty and strengthens sustainable means of subsistence.

The statement "I purchase environmentally friendly products" received the lowest mean of 3.63, which is interpreted as "very sustainable." Examples of such products include ecological detergents, unbleached fabrics, and reusable items. This shows that the respondents are aware of how buying environmentally friendly products can help protect the environment. It is simple to move forward with confidence when using the appropriate eco-friendly products because you can be sure that your purchase won't have any negative effects on the environment.

The overall average of 3.74 indicates that respondents believed company sustainability was important in light of the Covid-19 epidemic. This information indicates that the respondents are aware of the value of organizational sustainability in a changing world, such as the Covid-19 epidemic. Part of it is maintaining consistency, remaining composed, and displaying resilience while taking the necessary actions, such as focusing on the most important long-term goals and identifying strengths. The ability of a business to prosper and effect meaningful change depends on sustainability. Future generations will be in jeopardy if sustainability issues and initiatives are not addressed.

The results reveal a sizable number of health-related studies as well as a large number of publications on social media. The researchers might conclude that the epidemic has an impact on every part of society thanks to this study. However, given the enormous burden and direct effects the epidemic had on the health sector, there are still indisputable indications. Organizations in national health systems may be monitored, creative dependability can be ensured, and longevity through human resource management and financial expendi-

tures in information technology. In the conclusion, it is recommended that health be added as a new pillar for sustainability. Reevaluating study results in light of observational data requires the application of fundamental ideas that must be congruent. (Marques et al., 2021).

Table 6. Test of Relationship between the Levels of Resilience, Change Management, and Business Sustainability

Pair of Variables	Pearson R-Value	P- Value	Decision	Interpretation
Resilience and Change Management	0.69945	0.0000	Reject Ho	Significant
Resilience and Business Sustainability	0.09665	0.12750	Accept Ho	Not Significant
Change Management and Business Sustainability	0.18983	0.00258	Reject Ho	Significant

The null hypothesis between the degree of resilience and the degree of change management is Rejected in this section's Table 6, indicating that there is a meaningful correlation between the two variables. The table displays Pearson's r-value as 0.69945 and the p-value as.000. It should be highlighted that because the p-value is below the 0.05 margin of error, the hypothesis must be rejected. This indicates that there is a statistically significant relationship between resilience and change management. In other words, the degree of change management increases as the degree of resilience does, and vice versa.

Significant relationships between organizational resilience and three antecedents (social capital, team empowerment, and goal interdependence) were found by Shani (2020). Organizational resilience was a mediator between three antecedents (social capital, team empowerment, and goal interdependence) and organizational functioning in crisis. Executive crisis functioning has been found to mediate the relationship between corporate innovation and resilience. Some implications for decision-makers, managers, and change agents in organizations include the ones listed below. Still, not exclusively: They adapt to change more quickly and effectively and produce more while things change.

Table 6 above uses Pearson r as the statistical tool to display the data on the test findings of the substantial link between the level of resilience and the level of business sustainability. There is no evidence in this section to support the null hypothesis that there is a substantial correlation between the level of resilience and the level of business sustainability. The Pearson r row displays a value of =0.09665 and a p-value of 0.12750. The hypothesis set is accepted if the p-value exceeds the 0.05 level of significance. This demonstrates that resilience and company sustainability don't statistically significantly correlate.

Table 19 uses Pearson r as the statistical tool to display the data on the test results indicating a substantial association between the level of change management and the level of business sustainability. The prior null hypothesis between the degree of change management and the degree of company sustainability is rejected in this section, indicating that there is a meaningful correlation between the two variables. A p-value of.00258 and a Pearson r-value of 0.18983 are displayed. The hypothesis is often rejected because the p-value is less than the level of error of 0.05. This indicates that there is a statistically significant relationship between business sustainability and the degree of change management. Therefore, a sustainable company that may endure for more years is likely to result if the person can manage change in the external environment along with change management initiatives.

According to Appelbaum et al. (2016), corporate sustainability is altering how business leaders see changes in their organizations and how businesses interact with one another. The "how" and "why" must be taken into account when approaching sustainability as an organizational transformation initiative. The failure rate of those in charge of change projects is likely related to them.

Conclusion

Given the study's findings, the researcher draws the following conclusion: Even though the quantitative responses are on the higher side, there are still steps that need to be taken to sustain them over the long term. Because the environment today is full of volatility, uncertainties, complexities, and ambiguities, stakeholders must continue to be adaptable and embrace additional change as well as the idea of change management to ensure business sustainability.

Therefore, the Contractors need to have a plan in place so that they would be prepared for any potential shutdowns caused by severe disasters or unforeseen situations in the event of an emergency. Any crisis, from natural catastrophes to global pandemics, can occur at any time and have a major or detrimental influence on your job sites and projects. Whatever the circumstance, the contractors need to respond immediately to help minimize or control any potential effects on your business. Making a crisis management plan and being prepared for a crisis could be beneficial.

For the Contractors to be prepared for any crises that may arise along the line, they must also take into account their experiences during the pandemic. Moreover, the PCAB Contractors must be ready for every situation, including resilience, in times of volatility, unpredictability, and complexity.

Recommendation

Based on the findings of the study, the researcher recommends the following:
1. Adopt and implement RISE (Resilience of Individuals in a Suppressed Environment).
2. Studies on Human behavior in the organization amidst volatility, uncertainty, complexity, and ambiguity may be conducted.

RISE
(Resilience of Individuals in a Suppressed Environment)

Resilience (Database of unusual results)	Change Management (Database if unusual results)	Business Sustainability (Database of unusual results)	Program/ Activities/ Projects	Persons Involved	Budgetary Outlay	Time Line
Self-Belief (Very Resilient) **Optimism (Very Resilient)** **Purposeful Direction (Very Resilient)** **Adaptability (Very Resilient)** **Ingenuity (Very Resilient)** **Challenge Orientation**	Change Vision and Message Question (Very Ready for Change) Change Goals (Very Ready for Change) Change Plans (Very Ready for Change) Management (Very Ready for Change) People and Change Teams (Very Ready for Change) Barrier Removal	All items under Business Sustainability are positively rated as very sustainable.	**Responses are strong so the approach here is sustainability.** Lectures on the following: Visioning and Missioning with Goal Setting. Crisis Management. Role Modelling. Mentoring and succession planning. Self-help and Positivism. Contingency Management. Change Management. Conflict Management. Decision-making.	President VP for Administration HR Head Line Managers Supervisors Speakers who are experts in their field.	Budget of P8,000 per seminar or per topic. P8,000 x 20 topics = P160,000 Honoraria for speakers at P2,000 per seminar. P2,000 X 20 topics = P40,000 The venue is internal to the companies covered so	A series of seminars be given every other week until the 17 topics are completely given. Evaluation be conducted every after the seminar. Monitor the resilience, change management readiness, and

Resilience (Database of unusual results)	Change Management (Database if unusual results)	Business Sustainability (Database of unusual results)	Program/ Activities/ Projects	Persons Involved	Budgetary Outlay	Time Line
(Very Resilient) **Emotion Regulation** (Very Resilient) **Support-Seeking** (Very Resilient)	(Very Ready for Change)		Emotional Quotient. Stress Management. Basic Strategic Management Organizational Development and Change Green Management. Ecological Marketing. Corporate Social Responsibility. Rightsizing. Basic Management Triple Bottom Lines Empowerment Contingency planning.		it will be free. Supplies are pegged at P12,000	sustainability of the employees after 1 year.

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