LEADERSHIP COMPETENCIES, PERSONALITY FACTORS AND PSYCHOLOGICAL RESILIENCE: BASIS FOR COMBAT OPERATION AMONG MILITARY ENLISTED PERSONNEL

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Abstract: This study investigates the relationship between leadership competencies, personality factors, and psychological resilience among military enlisted personnel, aiming to establish a foundational basis for enhancing combat operation effectiveness. Recognizing the demanding and high-stress nature of military combat scenarios, the research emphasizes the importance of robust leadership skills, stable personality traits, and strong psychological resilience to sustain performance and mission success. A quantitative descriptive-correlational design was employed, involving a representative sample of enlisted personnel from various battalions within research the Armed Forces of the Philippines. Data were gathered using standardized instruments measuring leadership competencies, the 16 personality factors, and psychological resilience levels. Statistical analyses were applied to examine the interrelationships and predictive capabilities of the variables. The study highlights the critical role of integrating leadership development programs with psychological training tailored to individual personality profiles. Such an approach can enhance combat readiness and operational success by fostering resilient, competent leaders capable of managing both their own psychological well-being and that of their units. This research provides valuable insights for military training institutions, policymakers, and commanders aiming to improve personnel selection, leadership training, and mental health support systems. By understanding the dynamic interplay between leadership, personality, and resilience, the Armed Forces can better prepare enlisted personnel to face the complexities of modern combat operations with confidence and effectiveness.

Keywords: leadership competencies, psychological resilience, robust leadership skills, Armed Forces.

I. INTRODUCTION

The modern military landscape is characterized by rapidly evolving threats and complex operational environments, necessitating the selection and development of personnel who possess not only technical proficiency but also robust leadership, personality traits, and psychological resilience. Understanding the interplay between these factors is crucial for enhancing combat effectiveness and ensuring mission success. This research aims to explore the impact of leadership, personality factors, and psychological resilience on military selection, with the ultimate goal of identifying key attributes that contribute to improved performance and adaptability in combat scenarios.

Building on this foundation, the study is further anchored in the recognition that modern combat environments are multidimensional—requiring personnel to function effectively in volatile, uncertain, complex, and ambiguous (VUCA) conditions. These environments often test not only technical proficiency, but also a soldier's capacity for rapid decision-making, emotional regulation, and interpersonal coordination under duress. Traditional training programs have historically emphasized physical and tactical readiness; however, emerging military science underscores the growing importance of psychological preparedness and adaptive leadership as determinants of success and survivability in high-pressure scenarios.

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II.   RESEARCH METHODOLOGY

A. Design

This study employed the descriptive research design to systematically examine the interrelationships through leadership competencies, personality factors, and psychological resilience among enlisted military personnel. Descriptive research is used to objectively present an accurate profile of individuals, situations, or events without manipulating variables (McCombes, 2019). It allowed the researcher to observe and analyze the characteristics of the target population without influencing their natural behavior or responses.

1. How may the profile of the Enlisted Personnel be described on the following;

   1.1 Age;

   1.2 civil status;

   1.3 rank;

   1.4 years in service;

   1.5 highest educational attainment;

   1.6 position/designation?

2. How may the Leadership Competencies of the Enlisted Personnel be measured by the Leadership Opinion Questionnaire (LOQ) in terms of;

   2.1 consideration; and

   2.2 structure?

3. How may the Personality Profile of the Enlisted Personnel be measured by the 16 Personality Factor Test (16 PF)?

4. How may the Psychological Resilience of the Enlisted Personnel be described based on Connor-Davidson Resilience Scale?

5. Is there a significant relationship between the Profile of the respondents to LOQ, 16 PF and Psychological Resilience?

6. Is there an interrelationship among LOQ, 16 PF and Psychological Resilience?

7. What training program or strategies could be proposed for combat effectiveness based on the result of the study?

B. Environment

The largest military reservation in the Philippines and a vital training ground for the Armed Forces of the Philippines, Fort Magsaysay, also known as Fort Ramon Magsaysay, has been selected as the research site for this fascinating project. It is located in Palayan City, Nueva Ecija, Central Luzon.

C. Respondents

The participants in this study were the enlisted military personnel preparing for deployment in combat roles. They were drawn from various battalion branches and had completed the necessary basic training. This cohort represented a diverse range of demographic characteristics, including age, military rank, length of service, and educational background.

The study assessed their leadership competencies, personality profiles, and psychological resilience using standardized instruments. This was intended to evaluate their preparedness for the complex and high-stress demands associated with modern combat environments.

D. Instrument

In order to come up with reliable and valid results for this research study, the researcher utilized varied standardized test particularly the 16 Personality Factor Test (16 PF), and the Leadership Opinion Questionnaire (LOQ). Similarly, the Connor-Davidson Resilience Scale (CD-RISC) was also used to assess the resilience level of the respondents of the study.

E. Data Analysis

The data gathered from the respondents were analyzed using appropriate statistical techniques to derive at a meaningful interpretation of the study's results. The analysis was structured according to the study's specific research problems:

Part I: Profile of the Respondents.

Descriptive statistics, specifically frequency counts and percentages, were utilized to summarize the demographic characteristics of the enlisted personnel.

Part II: Leadership Competencies.

Frequencies and percentages were computed to determine the distribution of leadership competencies—particularly the dimensions of Consideration and Structure—as measured by the Leadership Opinion Questionnaire (LOQ).

Part III: Personality Factors and Psychological Resilience.

Frequencies and percentages were primarily used to describe the distribution of personality factors (as measured by the 16 Personality Factor Questionnaire) and levels of psychological resilience (assessed through the Connor-Davidson Resilience Scale).

III. RESULTS AND DISCUSSION

This chapter presents a detailed analysis of the demographic and professional profiles of military enlisted personnel, exploring how their backgrounds—across variables such as age, civil status, rank, and designation—intersect with the study's central themes on leadership competencies, personality traits, and psychological resilience in combat operations.

1. Profile of the Enlisted Personnel

Table 1

PARAMETERS	FREQUENCY n = 90	PERCENTAGE %
Age		
18 – 21	15	16.67
22 – 25	15	16.67
26 – 30	15	16.67
31 – 37	24	26.67
38 – 41	5	5.56
42 – 47	16	17.78
Civil Status		
Single	28	31.11
Married	62	68.89
Rank		
Private	15	16.67
Private First Clas	15	16.67
Corporal	15	16.67
Sergeant	15	16.67
Staff Sergeant	15	16.67
Technical Sergeant	15	16.67
Position/Designation		
Rifleman	18	20
Automatic Riflemen	13	14.44
Grenadier	19	21.11
Squad Leader	7	7.78
Fire Team Leader	14	15.56
Team Leader	19	21.11
Years in Service		
1 – 3	23	25.56
4 – 5	7	7.78

6 – 9	15	16.67
10 – 15	15	16.67
16 – 22	18	20
23 - 27	12	13.33
Educational Background		
High School Graduate	66	73.33
College Graduate	24	26.67

Table 1 shows the profile of the respondents, the demographic profile of the 90 respondents reveals a diverse yet patterned composition that may significantly influence their perspectives and responses in subsequent analyses.

2. Leadership Competencies of the Enlisted Personnel

Table 2: Leadership Competencies of the Enlisted Personnel be measured by the Leadership Opinion Questionnaire (LOQ)

LEADERSHIP COMPETENCIES	SCALE	F	%	Interpretation
CONSIDERATION	97-100	0	0	Very High
	75-96	29	32.22	High
	30-74	48	53.33	Average
	5-29	13	14.45	Low
	1-4	0	0	Very Low
	Mean	54	**Average**	
STRUCTURE	97-100	0	0	Very High
	75-96	41	45.56	High
	30-74	33	36.67	Average
	5-29	16	17.77	Low
	1-4	0	0	Very Low
	Mean	60	**Average**	

Table 2 presents a detailed analysis of the leadership competencies of enlisted personnel as measured by the Leadership Opinion Questionnaire (LOQ), focusing on two dimensions: Consideration and Structure. These dimensions reflect distinct aspects of leadership behavior—Consideration pertains to interpersonal relations and empathy, while Structure relates to task orientation, rule enforcement, and organizational clarity. The data reveals that for Consideration, the majority of respondents (53.33%) fall within the average range, with a mean score of 54, also interpreted as average.

3. Personality Profile of the Enlisted Personnel be measured by the 16 Personality Factor Test (16 PF)

Table 3: Personality Profile of the Enlisted Personnel be measured by the 16 Personality Factor Test (16 PF)

16 Personality Factors	Scale	F	%	Interpretation
WARMTH	9-10	2	2.22	High
	7-8	31	34.44	Above Average
	5-6	35	38.89	Average
	3-4	19	21.22	Below Average
	1-2	3	3.33	Low
	Mean	6	**Average**	
REASONING	9-10	7	7.78	High
	7-8	36	40	Above Average
	5-6	12	13.33	Average
	3-4	21	23.33	Below Average
	1-2	14	15.56	Low
	Mean	6	**Average**	
	9-10	6	6.67	High
	7-8	36	40	Above Average

EMOTIONAL STABILITY	5-6	17	18.89	Average
	3-4	21	23.33	Below Average
	1-2	10	11.11	Low
	Mean	6	**Average**	
DOMINANCE	9-10	7	7.78	High
	7-8	24	26.67	Above Average
	5-6	26	28.89	Average
	3-4	20	22.22	Below Average
	1-2	13	14.44	Low
	Mean	5	**Average**	
LIVELINESS	9-10	10	11.11	High
	7-8	16	17.78	Above Average
	5-6	18	20	Average
	3-4	26	28.89	Below Average
	1-2	20	22.22	Low
	Mean	5	**Average**	
RULE CONSCIOUSNESS	9-10	8	8.88	High
	7-8	33	36.67	Above Average
	5-6	27	30	Average
	3-4	15	26.67	Below Average
	1-2	7	7.78	Low
	Mean	6	**Average**	
SOCIAL BOLDNESS	9-10	9	10	High
	7-8	32	35.56	Above Average
	5-6	20	22.22	Average
	3-4	12	13.33	Below Average
	1-2	17	18.89	Low
	Mean	5	**Average**	
SENSITIVITY	9-10	5	5.56	High
	7-8	32	35.56	Above Average
	5-6	20	22.22	Average
	3-4	16	17.78	Below Average
	1-2	17	18.89	Low
	Mean	5	**Average**	
VIGILANCE	9-10	6	6.67	High
	7-8	32	35.56	Above Average
	5-6	16	17.78	Average
	3-4	13	14.44	Below Average
	1-2	23	25.55	Low
	Mean	5	**Average**	
ABSTRACTED-NESS	9-10	4	4.44	High
	7-8	29	32.33	Above Average
	5-6	17	18.89	Average
	3-4	23	25.55	Below Average
	1-2	17	18.89	Low
	Mean	5	**Average**	
PRIVATENESS	9-10	6	6.67	High
	7-8	41	45.56	Above Average
	5-6	15	16.67	Average

	3-4	14	15.55	Below Average
	1-2	14	15.55	Low
	Mean	6		**Average**
APPREHENSION	9-10	7	7.78	High
	7-8	19	21.11	Above Average
	5-6	10	11.11	Average
	3-4	24	26.67	Below Average
	1-2	30	33.33	Low
	Mean	4		**Below Average**
OPENNESS TO CHANGE	9-10	5	5.55	High
	7-8	21	23.33	Above Average
	5-6	23	25.56	Average
	3-4	18	20	Below Average
	1-2	23	25.56	Low
	Mean	5		**Average**
SELF-RELIANCE	9-10	4	4.44	High
	7-8	23	25.56	Above Average
	5-6	18	20	Average
	3-4	20	22.22	Below Average
	1-2	25	27.78	Low
	Mean	5		**Average**
PERFECTION-ISM	9-10	6	6.67	High
	7-8	26	28.89	Above Average
	5-6	19	21.11	Average
	3-4	27	30	Below Average
	1-2	12	13.33	Low
	Mean	5		**Average**
TENSION	9-10	8	8.89	High
	7-8	25	27.78	Above Average
	5-6	14	15.55	Average
	3-4	26	28.89	Below Average
	1-2	17	18.89	Low
	Mean	5		**Average**

The analysis of the 16 Personality Factor Test reveals a balanced psychological profile among enlisted personnel, with notable strengths in cognitive and emotional domains. The highest percentage in the Reasoning and Emotional Stability scales falls within the Above Average category (40% each), indicating that many respondents possess strong analytical thinking and resilience under pressure—traits essential for tactical decision-making and operational composure.

4. Psychological Resilience of the Enlisted Personnel be described based on Connor-Davidson Resilience Scale

Table 4: Psychological Resilience of the Enlisted Personnel on Connor-Davidson Resilience Scale

	Scale	F	%	Interpretation
Psychological Resilience	90-100	0	0	Very High
	75-89	22	24.45	High
	60-74	56	62.22	Moderate
	49-59	12	13.33	Low
	0-39	0	0	Severely Compromised
	Mean	68		**Moderate**

The table present the psychological resilience levels of the enlisted personnel, as measured by standardized scale scores. The data reveals a concentration of responses within the Moderate range, with 56 out of 90 respondents (62.22%) falling into this category. This represents the highest frequency and percentage, indicating that the majority of personnel possess a balanced capacity to cope with stress, adapt to challenges, and maintain psychological stability in demanding environments.

5. Significant relationship between the Military Enlisted Profile and LOQ, 16 PF and PR

Table 5: Significant relationship between the Military Enlisted Profile and LOQ, 16 PF and Psychological Resilience

ITEMS	Leadership Opinion Questionnaire		16 Personality Factor Test	Psychological Resilience
	Consideration	Structure		
Age Correlation Coefficient Sig. (2-tailed) N	*-0.57 0 90	-0.13 0.24 90	*0.70 0 90	*-0.48 0 90
Civil Status Correlation Coefficient Sig. (2-tailed) N	*-0.33 0 90	0.01 0.97 90	*0.74 0 90	*0.35 0.01 90
Rank Correlation Coefficient Sig. (2-tailed) N	*-0.61 0 90	-0.13 0.23 90	*0.70 0 90	*-0.49 0 90
Position/Designation Correlation Coefficient Sig. (2-tailed) N	*-0.61 0 90	-0.15 0.15 90	*0.69 0 90	*-0.50 0 90
Years in Service Correlation Coefficient Sig. (2-tailed) N	*-0.61 0 90	-0.14 0.21 90	*0.71 0 90	*-0.51 0 90
Highest Educational Attainment Correlation Coefficient Sig. (2-tailed) N	*-0.62 0 90	-0.19 0.07 90	*0.36 0 90	*-0.43 0 90

*Legend: * means at 0.05 level of significance*

The table explores the statistical relationships between the demographic variables of enlisted personnel and their scores on leadership behavior, personality traits, and psychological resilience. The analysis uses correlation coefficients at the 0.05 level of significance to determine the strength and direction of associations.

6. Interrelationship among LOQ, 16 PF and Psychological Resilience

Table 6: Interrelationship among LOQ, 16 PF and Psychological Resilience

ITEMS	Leadership Opinion Questionnaire		16 Personality Factor Test	Psychological Resilience
	Consideration	Structure		
Leadership Opinion Questionnaire a. Consideration Correlation Coefficient Sig. (2-tailed) N	1 0 90	-0.01 0.91 90	*0.37 0 90	*0.44 0 90

Leadership Opinion Questionnaire b. Structure			
Correlation Coefficient	-0.01	**1**	0.15	0.09
Sig. (2-tailed)	0.91	**0**	0.16	0.38
N	90	**90**	90	90
16 Personality Factor Test			
Correlation Coefficient	***0.37**	0.15	**1**	***-0.29**
Sig. (2-tailed)	**0**	0.16	**0**	**0.01**
N	**90**	90	**90**	**90**
Psychological Resilience			
Correlation Coefficient	***0.44**	0.09	***-0.29**	**1**
Sig. (2-tailed)	**0**	0.38	**0.01**	**0**
N	**90**	90	**90**	**90**

The analysis reveals meaningful interrelationships among the three psychological dimensions measured in the study. The Consideration dimension of the Leadership Opinion Questionnaire shows a significant positive correlation with both the 16 Personality Factor Test ($r = 0.37, p < 0.05$) and Psychological Resilience ($r = 0.44, p < 0.05$). This suggests that individuals who exhibit higher relational leadership behaviors—such as empathy, interpersonal warmth, and supportiveness—also tend to possess stronger personality traits and greater emotional adaptability. These findings reinforce the idea that relational leadership is closely tied to psychological stability and well-developed personal dispositions. In contrast, the Structure dimension of LOQ does not show significant correlations with either personality traits or resilience, indicating that task-oriented leadership may operate independently of emotional and personality factors.

7. Proposed Training program or strategies for combat effectiveness based on the result of the study

Drawing from the study's comprehensive findings on leadership competencies, personality factors, and psychological resilience, it becomes clear that enhancing combat effectiveness requires more than physical preparedness alone. The data underscore the importance of tailored psychological and leadership training interventions to address emotional vulnerabilities, foster trust, and strengthen adaptive performance in high-stress environments. Considering these insights, the following training programs and strategic approaches are proposed to optimize the operational readiness and resilience of enlisted personnel.

IV. CONCLUSIONS AND RECOMMENDATIONS

1. The demographic composition of the respondents reveals a workforce that is predominantly mature, married, and relatively new in service, with a strong representation in tactical and leadership roles but limited academic attainment beyond high school.

2. The current leadership profile reflects a technically competent but interpersonally limited command culture. To evolve toward a more holistic and transformational leadership model, deliberate efforts must be made to enhance relational competencies alongside structural strengths.

3. There is a tendency among some personnel toward self-doubt or internal tension, which may affect confidence and decision-making under pressure. While not alarming, this finding highlights the need for psychological support and confidence-building interventions.

4. The majority of personnel possess a balanced capacity to cope with stress, adapt to challenges, and maintain psychological stability in demanding environments.

5. Married personnel may show less interpersonal warmth in leadership, yet personality traits among enlisted personnel remain stable across demographics, suggesting personality is intrinsic rather than situational. Leadership behavior appears shaped more by role expectations than individual disposition. Additionally, higher education enhances coping skills and emotional resilience, supporting strategic thinking and effective leadership.

6. Structural leadership among enlisted personnel is primarily shaped by procedural and operational demands, while relational leadership is closely linked to personality traits and emotional resilience. This distinction highlights the need to cultivate interpersonal competencies and psychological wellness within the ranks, especially for personnel in roles that demand high emotional engagement and adaptability.

7.   Without an integrated professional advancement framework, the military risks leadership gaps, low morale, poor unit cohesion, decreased readiness, increased mental health issues, and resistance to change—ultimately compromising mission success and force sustainability.

Recommendations

1. The organization establish a continuing education program focused on leadership, communication, and strategic thinking. This initiative should be flexible and accessible, enabling personnel to pursue academic growth alongside their service responsibilities.

2. The organization implement leadership development programs that balance structural discipline with relational depth. Training modules should focus on enhancing emotional intelligence, team communication, and inclusive decision-making. This will not only elevate the Consideration dimension but also complement the existing strength in Structure, resulting in a more holistic and responsive leadership culture.

3. To fully harness the leadership potential of enlisted personnel, it is recommended that the organization implement targeted training programs focused on enhancing interpersonal and relational competencies. By developing emotional intelligence, communication skills, and collaborative leadership, the workforce can evolve from functional to transformational leadership, aligning technical strength with human-centered command effectiveness.

4. Implement a structured psychological wellness program that includes resilience training, stress management workshops, and peer support initiatives. These should be tailored to sustain current resilience levels while enhancing coping skills for high-pressure roles. Incorporating scenario-based exercises, mindfulness techniques, and access to counseling will help ensure enlisted personnel remain emotionally resilient and mission-ready.

5. Strengthen leadership development by integrating interpersonal skills training, particularly for married personnel who may exhibit reduced relational warmth. Recognize that personality traits are stable across demographics and focus leadership programs on role-based behavioral expectations. Additionally, promote continuing education to enhance coping abilities, emotional resilience, and strategic thinking—key attributes for effective and adaptive leadership in operational settings.

6. Leadership development programs can better prepare enlisted personnel to navigate both tactical responsibilities and human-centered challenges in dynamic operational environments.

7. It is strongly recommended that the military command leadership and HR development unit institutionalize an integrated professional advancement framework for enlisted personnel. This should encompass continuing education, leadership development, interpersonal skills enhancement, and psychological wellness programs. By aligning structural discipline with relational depth, and technical competence with emotional resilience, the organization can cultivate a more adaptive, mission-ready, and transformational leadership culture across all ranks.

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