Structural Equation Model of Work Engagement Among Community Organizers in Relation to their Public Service Motivation, Resilience At Work and Emotional Intelligence

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ABSTRACT

This research aimed to determine the best fit model on work engagement of community organizers in Davao Region. This study utilized non-experimental quantitative design employing descriptive-correlational technique and structural equation model. The data were collected from 400 community organizers selected through proportionate stratified sampling method. The data were analyzed using mean, Pearson r, and structural equation modeling. Results revealed that the level of public service motivation, resilience at work, emotional intelligence, and work engagement were high. Findings also showed that significant relationship exists between public service motivation and work engagement, resilience at work and work engagement and emotional intelligence and work engagement. When regressed, public service motivation, resilience at work and emotional intelligence were noted as predictors of work engagement. The result implies that the extent of public service motivation, resilience at work and emotional intelligence positively impact work engagement. The best fit model 3 articulated the latent variables public service motivation as represented by attraction to policy-making, commitment to public interest, compassion and self-sacrifice, resilience at work as represented by finding your calling and staying healthy and emotional intelligence as represented by motivation, empathy, and relationship management. The best fit model of the work engagement of community organizers was indicated by cognitive work engagement and emotional work engagement.

Keywords: community organizers, public service motivation, resilience at work, emotional intelligence, work engagement, structural equation model

INTRODUCTION

The most recent poll on the condition of the global workplace indicates that 85% of employees are either effectively or not engaged at work. In particular, as indicated in Gallup, 67% of people are not locked in at all and have no plans to leave the company, and 18% are effectively disengaged at work (Biriowu and Augustina, 2020). This led to a productivity loss that was estimated to be as much as $ 7 trillion USD (Tursunbayeva, 2019). Disengaged employees also "uncouple" from their professions, which prevents them from actively participating in the mental, physical and emotional aspects of their work. They are not just passionate or arrogant. Actively disengaged workers are essentially attempting to cause harm to their

employer. They not only take up the manager's time, but they also have a larger chance of becoming sick, leaving work more frequently, leaving at a higher rate, and experiencing more workplace accidents issues, and "shrinkage" – tha term for stealing (Shrestha, 2019)

Two decades of research have decisively demonstrated that work engagement improves both the organizations and the individuals who work for them. Work engagement, for example, is associated with a lower incidence of cardiovascular disease, depression and other stress-related issues (Schaufeli, 2022). Ding and Wang (2023) found that higher work engagement levels are typically associated with happier moods and greater mental and physical health in employees. As a result, they have a lower rate of sick leave absence than their less motivated colleagues. Additionally, engaged workers have a strong sense of loyalty to their company and have no plans to leave. High work engagement employees believe they can perform their jobs to the best of their abilities and can give their jobs their all. Moreover, they are self-motivated, creative, imaginative, and rarely make mistakes. They also enjoy learning and growing personally. It makes sense that they perform better as reported by their manager and co-workers as well.

In addition, Jutengren, Jaldestad, Delve and Ericksson (2020) found that workers who enjoy their jobs and are actively involved in their tasks are more likely to have increased psychological empowerment, improved well-being, a greater source of psychological stability and reduced compassion fatigue. From the standpoint of the organization, having content and engaged employees is linked to decreased staff turnover, heightened organizational dedication, improved quality of patient care and enhanced work efficiency. Having productive employees in the organization because of high work engagement will eventually meet the United Nations sustainable development goal no. 8 which is decent work and economic growth and sustainable development goal no. 11 which is sustainable cities and communities.

Even though many studies have been conducted to encourage work engagement, the researcher has not found any that specifically examine resilience at work, emotional intelligence or public service motivation in the Davao Region. Therefore, the researcher is persuaded to carry out this study to locate literature pertaining to these ideas, particularly in the local context.

Numerous research has demonstrated the relationship and connection between the variable included in this research study. According to studies, resilience and work engagement are positively correlated, which means that people who exhibit and possess resilience are more likely to be engaged at work (Aggarwal, 2022). Moreover, when workers are engaged, they willingly put in a large amount of effort into their allotted duties and exhibit high levels of energy and mental resilience. They also showed excitement and took pride in what they did. (Ibrahim and Hussein, 2024).

According to Chikobvu and Harunavamwe (2022), workplace outcomes including engagement, contentment and performance are all improved by resilience. Employees that are resilient may develop a pattern of problem-solving that best suits their needs at work. Resilient people are also adept at handling challenges that arise at work, resulting in tenacious and positive work attitudes that boost engagement. Sanhokwe and Takawira (2022) found that resilience at work has been discovered to not only predict job performance significantly but also to have a connection with work engagement.

Second, Siddique and Rana (2021) have provided evidence in favor of the relationship between emotional intelligence and work engagement. The findings of the study indicated a positive association between teachers' emotional intelligence and their work engagement. Additionally, the results demonstrated a substantial and robust impact of teachers' emotional intelligence on their work engagement at the secondary school level. Considering these findings, it is advised that teachers

develop emotional intelligence to elevate their work engagement. Moreover, according to Wang, Zhao

ang Zhang (2022) after examining prior research, there has been a rapid increase in studies focusing on the connection between emotional intelligence and work engagement in school environments. It has been highlighted in these studies that the emotional intelligence of teachers is closely associated with all three dimensions of work engagement.

Finally, the relationship between public service motivation and work engagement has been the subject of extensive research. According to some academics, a person's job resource that directly affects work engagement is their desire for public service. The relationship between public service motivation and work engagement has generally been established. But as public service motivation is a multifaceted concept, many components may have distinct relationship with job engagement (Ding and Wang, 2023). In addition, engaged personnel are equally vital in the public sector since disengaged public servants can negatively impact public service delivery by negatively impacting the operation of public institutions. (Raphiri, 2022). Furthermore, utilizing data from 726 public sector employees in eastern China, the structural equation model (SEM) analysis revealed a positive correlation between public service motivation and engagement. The results validate that public sector workers are primarily motivated by internal factors like public service motivation and suggest that Chinese public sector employees prioritize the alignment and cognitive traits with their roles (Chen & Lin, 2023).

This study is anchored on the Job Demands Resources Theory (Baker and Demerouti, 2007) that states to stay committed and provide quality work, civil servants with high levels of public service motivation can actively manage their work resources, such as performance reviews and social support from colleagues. In other words, people with high levels of motivation for public service can utilize the resources around them more effectively, resulting in high levels of work engagement. According to the theory of job demands and resources, employees can manage job demands with the assistance of their personal resources. When contrasted with job resources, personal resources are convictions that are resilient and motivating and that can assist people in overcoming challenges they face at work. Beyond the rigors and resources of the job, personal resources like optimism, self-efficacy and strong self-esteem encourage people to be more involved and contribute to the organization. Additionally, some academics think that the incentive for public service can act as a buffer between the demands of the job and employee engagement. It can balance the relationship between job demands and job resources, lessening the detrimental effects of job demands-like red tape- on work engagement and enabling people to continue engaging in their jobs at a high level (Ding and Wang, 2023).

Another theory considered in this paper was the motivation theory known as the conservation of resources theory (Hobfall,1989) that explains how the need to obtain and preserve resources that are essential to survival shaped human behavior. The conservation of resources theory states that people become stressed when they cannot obtain basic resources, when they lose key resources,

or when their attempts to obtain basic resources are impeded. According to conservation of resources theory, those with an abundance of resources will have more opportunities to acquire additional resources, while those who lack essential resources are more likely to suffer subsequent losses. The core idea of conservation of resources theory suggests that resource loss is disproportionately more dramatic than resource gain because it poses a serious threat to subsistence. As a result, in addition to having a greater overall influence than resource gain, resource loss also affects people more quickly and more quickly over time (Ojo, Fawehinmi and Yusliza, 2021).

The broaden and build theory of positive emotions (Fredrickson, 2001) holds that people's momentary thought-action repertoires can be expanded and their personal resources which can include anything from

social and psychological to physical and intellectual- can be strengthened by experiencing positive emotions.

Therefore, emotions ought to affect creativity through their effects on persistence or cognitive flexibility. Since workers must control their emotions to stay engaged in their work, emotions should also have an impact on engagement at work. Emotional intelligence and creativity are two examples of personal resources that influence employee engagement at work. (Bartlett, 2015).

There are two variables in this research study: endogenous and exogenous constructs. The endogenous variable is work engagement (Kuok and Taormina, 2017) and the exogenous constructs are resilience at work (Malik and Garg, 2018), emotional intelligence (Goleman, 1995) and public service motivation (Perry, 1996). The conceptual paradigm of this study is shown in the figure below, which

also illustrates the connections between resilience at work, emotional intelligence and public service motivation towards work engagement.
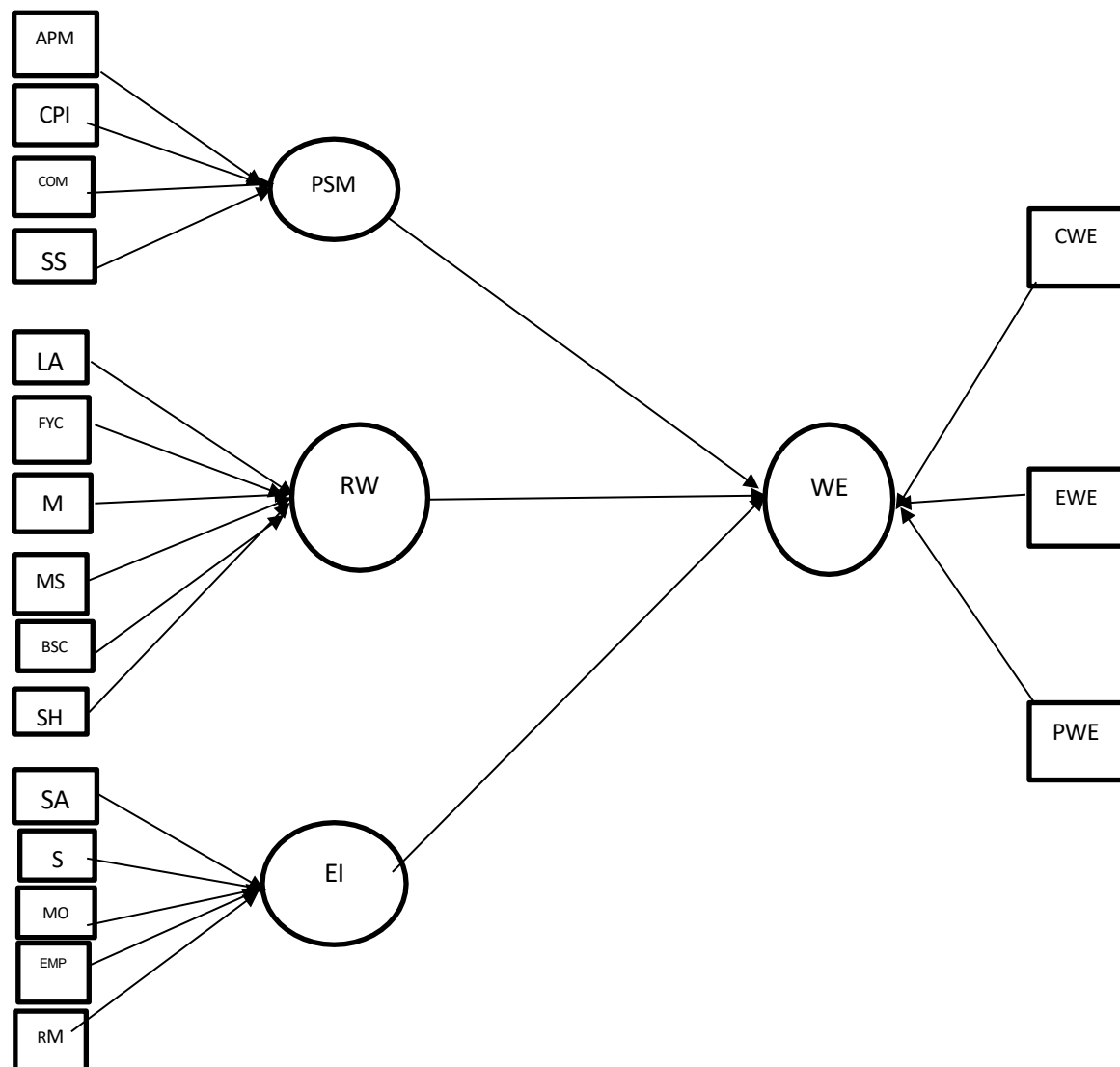
Figure 1: Conceptual Model of the Study

Legend:

APM	- Attraction to Policy-Making	LA	- Living Authentically
CPI	- Commitment to Public Interest	FYC	- Finding your calling

COM	- Compassion	MP	- Maintaining Perspective
SS	- Self-sacrifice	MS	- Managing Stress
PSM	- Public Service Motivation	BSC	- Building Social Connections
SH	- Staying Healthy		
RSW	- Resilience at Work		
SA	- Self- awareness	CWE	- Cognitive Work Engagement
SM	- Self-management	EWE	- Emotional Work Engagement
MOT	- Motivation	PWE	- Physical Work Engagement
EMP	- Empathy	WE	- Work Engagement
RM	- Relationship Management		
EI	- Emotional Intelligence		

To understand these concepts, here is a brief description for each. The first latent variable is resilience at work (Malik and Garg, 2018) with its indicators: living authentically, finding your calling, maintaining perspective, mastering stress, building networks and staying healthy. *Living authentically* means possessing a strong sense of emotional awareness and regulation, utilizing strengths, and adhering to personal values, *finding your calling* suggests that looking for work that is meaningful, fulfilling and consistent with one's basic principles, *maintaining perspective* means being able to control negativity, stay solution-focused, and reframe failures, *managing stress* is implementing work and life routines that support stress management, uphold work-life balance and guarantee downtime, *building social connections* means create and preserve networks of personal support and *staying healthy* is keeping a healthy diet and degree of physical fitness.

The second latent variable is emotional intelligence (Goleman, 1995) with its indicators, namely: self-awareness, self-regulation, motivation, empathy and social skills. *Self-awareness* means acknowledgment, comprehension and acceptance of one's feelings; *self- regulation* is the capacity to regulate and control feelings and unruly conduct; *motivation* means the intense drive to work hard and accomplish goals; *empathy* means knowing other people's feelings and emotional constructs and *relationship management* is establishing and maintaining networks and relationships.

The third latent variable is public service motivation (Perry, 1996) which is measured by its indicators: attraction to policy making, commitment to public interest, compassion and self-sacrifice. *Attraction to policy making* is the chance to take part in the process of creating public policy. *Commitment to the public interest* outlines even when the public interest is defined as a single person's opinion, the desire to serve it is fundamentally altruistic. *Compassion* is a deep affection for every individual within our political borders and the necessity of ensuring their protection in the exercise of all fundamental rights bestowed upon them by enabling documents. *Self-sacrifice* is the readiness to forgo material gains in favor of helping others.

The fourth latent variable is work engagement (Kuok and Taormina, 2017) with these indicators: cognitive work engagement, emotional work engagement and physical work engagement. *Cognitive work engagement* is the willingly drawing attention to and thinking positively about one's work , along with an intentional and actively focused awareness of one's tasks, objectives or organizational activities, all with the aim of increasing one's effectiveness at those tasks, objectives or activities; *emotional work engagement* is the willing commitment to tasks, goals or organizational activities that is demonstrated by good emotions about actively carrying out and accomplishing such goals, tasks or activities, such as pride,

joy and enthusiasm and *physical work engagement* is the physical participation in tasks, goals or organizational activities through the deliberate and voluntary use of one's energy and effort to carry out and finish those tasks, goals or activities.

The purpose of this research study was to clarify the work engagement of community organizers as indicated by the best fit model, which is based on factors such as emotional intelligence, resilience at work and public service motivation. The specific goals of this research study were to assess the level of resilience at work in the following domains: living authentically, finding your calling, maintaining perspective, managing stress, building social connections and staying healthy. The second was to assess the level of emotional intelligence in terms of self- awareness, self-management, motivation, empathy and relationship management. Third, to assess the level of public service motivation in terms of attraction to policy- making, commitment to public interest, compassion and self-sacrifice. Fourth, to ascertain the level of work engagement of community organizers in terms of cognitive work engagement dimension, emotional engagement dimension and physical engagement dimension. Fifth, to determine the significant relationship of resilience at work, emotional intelligence and public work motivation on work engagement of community organizers and establish the best-fit structural model of work engagement of community organizers.

The findings of the study could serve as a model and a guiding principle for human resource management in the public sector. Employers may benefit from this study in general as it can be a useful source of knowledge and data on variables that are related to work engagement. The results of this study might be advantageous to both employers and workers, which could advance both the company and the careers of the workers. Moreover, the findings of the study will meet the United Nations sustainable development goal no. 3- good health and well-being and sustainable development goal no. 8 which is to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

The results of the study were very helpful to the Department of Social Welfare and Development, Department of Interior and Local Government, Department of Environment and Natural Resources, National Irrigation Administration, Department of Agrarian Reform, Department of Agriculture and other government agencies since they may inform the top management about the kinds of characteristics that are desirable in workers and can lead to optimal workplace engagement. The study's conclusions contribute to other development practitioners as they can present a challenge to develop into competent, highly motivated, and devoted community development workers. Similarly, future researchers could benefit from this study since it could provide fresh insights into the field of community development.

METHOD

This chapter discusses the methodology employed in the study, including the research design, research location, population and sample, research instrument, data collection procedure, statistical tools and ethical considerations noted during the study's execution.

Research Respondent

A survey of four hundred full-time community organizers employed in local and national government agencies in Region XI was carried out. These include the community development assistants, community development officers, community development and engagement specialists, community development specialists, community development workers, community organizers, development facilitators, project

development assistant, project development officers, project evaluation officers, project evaluation assistants and project officers, social welfare assistants, social welfare officer and social worker. The researcher used Slovin's formula to determine the exact number of respondents in the sample. Data gathered between the fourth quarter of 2024 and the first quarter of 2025. It is ideal, according to Bagozzi and Yi (2012) to use a structural equation model with a sample size of at least 200. Furthermore, the structural equation model minimizes measurement standards and takes errors into account when working with large samples making it more efficient (Hair et al, 2012).

The appropriate respondents had been chosen for this research study using a scientific process. Proportionate stratified sampling had been used to select the respondents for this study. The proportion of the target population that is represented by each stratum determines how many items are allocated to each stratum, proportionately speaking. In other words, the sample size is proportionate to the relative size of each stratum in the target population. The same sampling fraction is applied to each stratum providing every element within the target population. Since every stratum has the exact same sampling fraction, every element in the population has an identical probability of being chosen. The resulting sample is then a self-weighted sample (Iliyasu and Etikan, 2021).

The respondents who were included in this study were made to fulfill the following criteria: first, at least 21 years old, working in middle and low management roles, and they had to have worked for three years for a government agency. The Davao Region is the site of research. It is in the southern region of Mindanao, an island divided into five progressive provinces. These are Davao Oriental, Davao del Sur, Davao del Norte, Davao Occidental and Davao de Oro. It is composed of 43 municipalities, which are split into 1, 162 barangays and organized into 11 congressional districts, as well as six cities: Davao; Digos; Mati; Panabo; Samal and Tagum. The region is 20, 357 square kilometers in total size. The principal city of Davao Region, which spans 2, 443.6 sq. km. is Davao City. Community organizers, community development workers, development facilitators, project development officers, social workers, social welfare officers from the previously mentioned location were included in the study.

Materials and Instrument

The four components of the study-public service motivation (Perry, 1996), resilience at work (Malik and Garg, 2018), and emotional intelligence (Goleman, 1995) toward work engagement (Kuok and Taormina, 2017) were taken from the following research. To better suit community organizers and the local setting, the instrument was redesigned. To update the tool, five experts in the fields of social work, community development and social development validated it. The average score for expert validation was 4.40. This means that the validated questionnaire is very high and that the specific item in the validated questionnaire is always observed.

Pilot testing was conducted after the validation process was finished. We'll take Cronbach alpha into account when evaluating the reliability of the questionnaire. The Cronbach's alpha consistency coefficient normally ranges from 0 to 1. It was observed that the closer the Cronbach's alpha coefficient is to one, the higher the internal consistency of the items on a given scale (Simon & Choi, 2018). The following Cronbach's alpha recommendations for questionnaire reliability were proposed by George and Mallery (2018): a specific result is considered excellent if it is greater than or equal to 0.90, good if it 0.80, acceptable if it is 0.70, uncertain if it is 6, poor if it is 0.5, and undesirable if it is 0.5. Each construct's Cronbach Alpha is as follows: public service motivation (.900), resilience at work (.911), emotional intelligence (.913) and work engagement (.956).

The following are the five variable gradations with a range of means, descriptions and interpretations:

4.20-5.00 would indicate very high, meaning that the specific measure item is always observed; 3.20-4.19 would indicate high, meaning that the specific measure item is frequently observed; 2.60-3.39 would indicate moderate, meaning that the specific measure is occasionally observed; 1.80-2.59 would indicate low, meaning that the specific measure item is rarely observed, and 1.00-1.79 would indicate very low, meaning that the specific measure item is not observed.

Design and Procedure

This investigation used quantitative methodology, specifically the descriptive correlation technique and the structural equation model, to determine the dimensionality of the model that offered the best-fit for the study. Descriptive- correlational research was conducted to characterize the relevant variables, circumstances and features as well as to explain the phenomenon that is being studied (Nzioka & Kariuki, 2021). Furthermore, this type of research examined how what is or is not connected to something that occurred in the past and influenced or altered something that is happening right now. (Onwuegbuzie et al, 2019). To determine how public service motivation in relation to resilient at work and emotional intelligence affects community organizer's work engagement in government agencies, foundations and non-governmental organizations in the

Davao Region, this study employed a correlational research methodology.

On a similar vein, structural equation model was used in the study. A statistical modelling method called the structural equation model established reason-result relationships between measured and unmeasured variables. One kind of statistical modeling that illustrates the cause-and-effect relationships between measured and unmeasured variables is the structural equation model. When it comes to data analysis, the structural equation model outperforms other techniques like factor, path, multiple regression, time series, and conscience analysis. It also includes techniques that can be applied in place of these (Heck and Thomas, 2020). A structural equation model, according to Kline (2015), is a collection of operational processes. This gave the researcher the chance to investigate and evaluate various models. This research examined the relationship between the various exogenous variables and various endogenous variables as well as their indicators as particular metrics.

The study employed multiple procedures to gather the data. The first step was to get permission to carry out the study from the UMERC- University of Mindanao Ethics Review Committee. Questionnaires were duplicated. The researcher sent request letters, as well as emails, to the government agencies in Davao Region. After that, a time slot was determined for the floating and questionnaire retrieval. Several procedures were followed during the analysis, including progressively administering and retrieving the data, gathering and tabulating the data, and screening to reduce the possibility of any potential outliers. Finally, analyzing and interpreting the data entailed assessing the findings and interpreting them in the context of the study's objectives.

The following statistical tools were used by the researcher to analyze the data: the mean was used to measure the public work motivation, resilience at work, emotional intelligence, and work engagement among community organizers in the Davao Region. The association and impact of the latent variables- public service motivation, resilience at work, and emotional intelligence in relation to work engagement were evaluated using Pearson R. On the other hand, the best-fit model for work engagement has been identified by analyzing the relationship between the proposed models through the application of structural equation modeling. The following indices were created to evaluate how well the models fit the statistics. The Tucker Lewis Index (TLI), the Goodness of Fit Index (GFI), the Normative Fit Index (NFI), the

Comparative Fit Index (CFI) must be greater than 0.95, and the Root Mean Square Error of Approximation (RMSEA) must be less than 0.08, and the CMIN/DF ratio must be 0 value 2 with a p-value greater than 0.05.

Throughout the study, the researcher kept an eye on things and made sure everything was done ethically. The research proponent submitted the data instrument to the UMERC for review and approval prior to posting the questionnaire and sending it to various government agencies. She also adhered to the study requirements, protocol assessments, and validated/standardized criteria, especially in managing the size of the actual population and the data being considered because the study involves human participation.

A Certificate of Approval with Protocol Number 2024-457 was issued by the UMERC. As a result, the researcher guaranteed that consent was obtained and that employees who were involved in the study would be invited. Conscientious consent is a vital mechanism that guarantees people behave in a professional manner when they voluntarily perform an act.

RESULTS AND DISCUSSION

The data and the breakdown of the results based on respondents' perceptions and opinions about community organizers' work engagement in Region XI are presented in this chapter. Sub-headings such as the means and standard deviation of the constructs-public service motivation, resilience at work, emotional intelligence and work engagement- as well as the relationships between the constructs are used to organize the discussions. Finally, the model with the best fit for predicting the work engagement of community organizers. Furthermore, Tables 1 standard deviation is less than 1.0, which is the value that denotes the typical standard deviation for a five-point Likert scale. This shows that the responses are consistent.

Public Service Motivation, Resilience at Work, Emotional Intelligence and Work Engagement

Table 1 displays the latent variables' levels among community organizers including public service motivation, resilience at work and emotional intelligence. The level of public service motivation is based on four different metrics. The average mean of public service motivation among respondents is 4.30 which means very high. The commitment to the public interest scored the highest with a mean score of 4.44 (SD=0.56), followed by attraction to policy-making with a mean of 4.39 (SD=0.59) and self-sacrifice with a mean of 4.27 (SD=0.58). All the variables rated as very high respectively. Lastly, the compassion have a mean score of 4.08(SD=0.57) which means high. This means that the community organizers always manifest public service motivation in the workplace. Community organizers are committed to providing meaningful public service to the poor, making sure that the poor benefited from the programs and projects of the government, ready to make a difference and willing to sacrifice for the greater good of the public interest.

Table 1 Level of Public Service Motivation, Resilience at Work, Emotional Intelligence and Work Engagement

Variable	Mean	SD	Description
Public Service Motivation	**4.30**	**0.46**	**Very High**
Attraction to policy-making	4.39	0.59	Very High
Commitment to the public interest	4.44	0.56	Very High
Compassion	4.08	0.57	High
Self-sacrifice	4.27	0.58	Very High

Resilience at Work	**4.19**	**0.45**	**High**
Living authentically	4.41	0.54	Very High
Finding your calling	4.39	0.58	Very High
Maintaining Perspective	3.66	0.83	High
Managing Stress	4.33	0.56	Very High
Building social connections	4.38	0.61	Very High
Staying healthy	3.98	0.70	High
Emotional Intelligence	**4.09**	**0.48**	**High**
Self-awareness	4.22	0.55	Very High
Self-management	4.00	0.57	High
Motivation	4.20	0.57	Very High
Empathy	4.12	0.57	High
Relationship Management	3.92	0.63	High
Work Engagement	**4.12**	**0.55**	**High**
Cognitive Work Engagement	4.07	0.61	High
Emotional Work Engagement	4.26	0.57	Very High
Physical Work Engagement	4.03	0.65	High

These findings support those of Gan, Lin and Wang (2020) that people with high public service motivation were more likely to perform better in public organizations that enables them to provide services to people with the goal of doing good for others and society. In addition, Ding and Wang (2023) said the people who are highly motivated to serve the public have a better grasp of their roles and objectives. They are more likely to mobilize their work resources and optimize their needs because they are more likely to be motivated by the importance and value of their work, which leads to higher levels of work engagement. Furthermore, according to Bashir, Wright and Hassan (2023) because highly motivated public servants are more likely to find their work significant and meaningful, public service motivation can boost work engagement

and other desired employee outcomes. Lastly, the idea is that because public sectors jobs are service-oriented, they are likely to score higher on two aspects of job characteristics: task significance and meaningfulness. Christian et al found that meaningfulness-related job attributes were more accurate indicators of worker's work engagement (Cooke, Brant and Woods, 2018).

In the meantime, as shown in the table, high level of resilience at work across respondents is manifested with the mean rating of 4.19 (SD= 0.45). Living authentically marks the highest with a mean score of 4.41 (SD= 0.54) indicating a very high level. This is followed by finding your calling 4.39 (SD= 0.58), building social connections 4.38 (SD=0.61) and managing stress 4.33 (SD=0.56) respectively. All of the variables show a very high level of results. On the other hand, staying healthy 3.98 (SD=0.70) and maintaining perspective 3.66 (SD=0.83) has pointed out a high level of results. This shows that community organizers often demonstrate high levels of resilience at work despite the demanding situations they encounter. Community organizers face difficulties in establishing relationships and trust with marginalized communities, determining their needs, organizing action, handling resistance, resolving conflicts and managing limited resources. In times of need, the community organizers seek advice and support with their co-workers, supervisors, friends and family. In addition, they prioritize their well-being through exercise, healthy eating and taking time for relaxation to manage stress. Likewise, they also hold a positive

mindset amidst all the challenges experience.

The results corroborate Ibrahim and Hussein's (2024) claim that resilience improves job outcomes like engagement, job satisfaction and performance. Employees that are resilient may develop a pattern of problem-solving that enables them to make the greatest contribution at work which results in tenacious and positive work attitudes that boost engagement. Moreover, the observation validates the findings of Ojo, Fawehinmi and Yusliza (2021) who claim that when workers have the support of their friends and family, they become more resilient, which in turn increases their level of engagement at work. Support from friends and family can help employees cope with stressful situations. According to research, support from family and friends is a personal resource at home that affects personal resources at work like resilience which results in engagement at work. Lastly, this observation validates that of Cabrera- Aguilar, Zevallos-Francia, Morales- Garcia, Sairitupa- Sanchez, Morales- Garcia (2023) that said that engagement at work is also significantly influenced by resilience. The ability to bounce back from adversity and continue to perform well at work is known as resilience. It is easier for nurses to difficulties and sustain high levels of work engagement when they possess greater resilience.

Similarly, the table indicates that respondents' high level of emotional intelligence with the mean rating of 4.09 (SD=0.48). With a mean of 4.22 (SD= 0.48), the respondents' perception of their own self-awareness had the highest mean of the five variables indicators, indicating a very high level. Also, motivation with a mean of 4.20 (SD=0.57) got a very high level result. Meanwhile, the respondents' ratings of empathy 4.12(SD=0.57), self-management 4.00(SD=0.57) and relationship management 3.92(SD=0.63) come next indicating a high level response. This means that community organizers often express a high level of emotional intelligence in the workplace. Community organizers who possess a high degree of self-awareness are conscious of their own feelings, motivation and strengths and weaknesses. They are self-driven and ambitious to reach their goals in life. They can relate to and comprehend the feelings, viewpoints and needs of others. They are adept at managing their feelings, inclinations and behaviors.

These findings support the idea of George, Okon and Akaighe (2021) that said the people who are self-motivated, emotionally stable and have good emotional control are more engaged at work. Moreover, in the study conducted by Chikobvu and Harunavamwe (2022) emotionally intelligent people are much more conscious of their surroundings because they have high levels of self-awareness. They added that people who are emotionally intelligent are motivated and feel good because they can effectively control their emotions. Positive affective experiences encourage greater energy investment, which is important for the growth of positive work attitudes like work engagement. Lastly, this findings validate in the study of Profiroiu, Sabie, Nastaca and Caraman(Pufleanu) (2022) that emotional intelligence is a prerequisite for many work engagement outcomes, including effectiveness, job satisfaction, commitment and health.

Work engagement has an average rating of 4.12(SD=0.55) which is regarded as high. A very high level of emotional work engagement was indicated by the respondents' favorable mean score of 4.26(SD=0.57). The remaining indicators, such as cognitive work engagement and physical work engagement, have mean score of 4.07 (SD=0.61) and 4.03 (SD=0.65) respectively. This means that community organizers often manifest high work engagement in the workplace. Community organizers are highly engaged in work because they are happy, passionate and committed to doing their job despite its demanding nature of work. With regards to emotional well-being, community organizing involves establishing rapport, trust and relationship building with the community members that require emotional energy to deal with the people of diverse backgrounds and resolving conflicts too. In terms of physical health, community organizers are

healthy individuals willing to endure long distance walking and crossing the rivers just to reach the marginalized sectors of society. At the cognitive level, community organizers are highly engaged because their minds are busy identifying and analyzing the issues that marginalize people in the communities' experience. Finding solutions to these problems is quite demanding of mental skills as a community organizer.

The results substantiate that of Ding and Wang (2023) that states that higher levels of work engagement are typically associated with happier workers and improved mental and physical well-being. High engagement workers can give their all to their work and feel that they can do it to the best of their abilities. Furthermore, in a study of Lu and Chen (2022), Kahn concluded that people who are more engaged at work will put in more effort on a physical, mental, emotional and spiritual level.

Significance of the Relationship between Exogenous and Endogenous Variables

Table 2 presents the findings of correlations between public service motivation, resilience at work, emotional intelligence as exogenous variables and work engagement as endogenous variables both individually and collectively. Using the Pearson r, it was demonstrated that there is a significant relationship between the exogenous and endogenous variables, as evidenced by p-values of less than 0.05 ($p<0.05$). As a result, the null hypothesis that there is no significant relationship is rejected. Additionally, it was noted that there is a statistical relationship between and among the exogenous variables, as shown by $p<0.05$.

Table 2 Correlation Analysis between Variables

Public Service Motivation		CWE	EWE	PWE	WE
Public Service Motivation	r -value	.548	.549	.513	.596
p-value	.000	.000	.000	.000	
Attraction to policy-making	r -value	.417	.463	.384	.465
p-value	.000	.000	.000	.000	
Commitment to public interest	r -value	.416	.413	.397	.456
p-value	.000	.000	.000	.000	
Compassion	r -value	.397	.397	.382	.434
p-value	.000	.000	.000	.000	
Self- sacrifice	r -value	.516	.475	.467	.540
p-value	.000	.000	.000	.000	

Resilience at Work		CWE	EWE	PWE	WE
Resilience at work	r -value	.605	.632	.644	.697
p-value	.000	.000	.000	.000	
Living authentically	r -value	.423	.498	.443	.504
p-value	.000	.000	.000	.000	
Finding your calling	r -value	.495	.569	.552	.597
p-value	.000	.000	.000	.000	
Maintaining perspective	r -value	.366	.257	.379	.374
p-value	.000	.000	.000	.000	
Managing stress	r -value	.366	.501	.444	.485

p-value	.000	.000	.000	.000	
Building social connections	r -value		.451	.518	.410	.508
p-value	.000	.000	.000	.000	
Staying healthy	r -value		.451	.405	.495	.503
p-value	.000	.000	.000	.000	

Emotional Intelligence		CWE	EWE	PWE	WE
Emotional Intelligence	r -value	.696	.729	.752	.804
p-value	.000	.000	.000	.000	
Self-awareness	r -value	.543	.597	.571	.632
p-value	.000	.000	.000	.000	
Self-management	r -value	.530	.543	.580	.607
p-value	.000	.000	.000	.000	
Motivation	r -value	.610	.641	.644	.701
p-value	.000	.000	.000	.000	
Empathy	r -value	.563	.583	.633	.660
p-value	.000	.000	.000	.000	
Relationship Management	r -value	.639	.650	.683	.727
p-value	.000	.000	.000	.000	

The r-value of .596 and p-value of .000 further demonstrate the strong correlation between public service motivation and work engagement. This suggests that public service motivation is a prerequisite for work engagement. All indicators of public service motivation are related to work engagement as revealed in the r-values of .465 for attraction to policy-making, .456 for commitment for public interest, .434 for compassion and .540 for self-sacrifice respectively. All indicators of public service motivation correlate all indicators of work engagement. This implies further that public service motivation is related to work engagement.

This finding supports the study conducted by Buchanan as cited by Ding and Wang (2023) as he conducted research on the connection between work engagement and public service motivation as early as 1975. He found that strong expectations of loyalty and dedication to the organization were crucial components of public service which resulted in noticeably higher levels of work engagement among public managers compared to business managers. This finding also supports Cooke, Brant and Woods (2018) who discovered a positive relationship between public service motivation as a personal resource and work engagement. Moreover, Chen and Lin (2023) found out a positive correlation between public service motivation and work engagement in utilizing data from 726 public sector employees in eastern China.

Similarly, there is a significant relationship between resilience at work and work engagement as reflected in the r-value of .697 with a p-value of .000. This implies that work engagement is dependent on resilience at work. All indicators of resilience at work are related to work engagement as revealed in the r-values of .504 for living authentically, .597 for finding your calling, .374 for maintaining perspective, .485 for managing stress, .508 for building social connections and .503 for staying healthy respectively. All indicators of resilience at work correlate all indicators of work engagement. This implies further that resilience at work is related to work engagement.

The result corroborates Sanhokwe and Takawira (2022) that resilience at work has been discovered to not only predict job performance significantly but also to have a connection with work engagement. In addition, according to studies, resilience and work engagement are positively correlated, which means that people who exhibit and possess resilience are more likely to be engaged at work (Aggarwal, 2022). Lastly, in a study conducted by Ibrahim and Hussein (2024), work outcomes like engagement, satisfaction and performance are positively impacted by resilience.

Additionally, the r-value of .804 and p-value of .000 indicate a positive association between emotional intelligence and work engagement. This suggests that emotional intelligence is a predictor for work engagement. The r-values of .632 for self-awareness, .607 for self-management, .701 for motivation, .660 for empathy, and .727 for relationship management respectively demonstrate the link between all emotional intelligence indicators and work engagement. Every measure of emotional intelligence correlates with every measure of emotional intelligence. This suggests even more of a connection between work engagement and emotional intelligence.

The findings of the study conducted by Selvi and Aiswarya (2022) are supported by the correlation between emotional intelligence and work engagement. According to Schuckla et al(2013) as cited by Selvi and Aiswarya (2022), emotional intelligence and work engagement have been found to be positively correlated, indicating that people can be more engaged if they are able to track and understand their emotions. Additionally, in research conducted by George, Okon and Akaighe (2022), the study indicates that emotional intelligence positively impacts civil servants' work engagement in terms of their engagement with the organization, their social responsibility to the community and their organizational citizenship behavior toward individuals.

Best-Fit Model that Predicts Community Organizers'
Work Engagement

The relationships between the research variables are examined in this section. Three different models of work engagement were tested to find the one that best fits the data. The structure of each model can be divided into two sub-models, which are made up of a measurement model and a structure model. The structural model defines the latent variables, whereas the measurement model reflects the latent constructs of the measurement loads on each variable. Additionally, adopting or rejecting the model is based on fit evaluation.

Table 3 Summary of Goodness of Fit Measures for Work Engagement

Index	Criterion	Model 1	Model 2	Model 3
CMIN/DF	0<value<2	2.742	1.440	1.199
p-value	>0.05	.000	.039	.191
NFI	>0.95	.917	.976	.981
TLI	>0.95	.935	.989	.995
CFI	>0.95	.945	.992	.997
GFI	>0.95	.908	.976	.981
RMSEA	<0.08	.066	.033	.022
Pclose	>0.05	.001	.931	.986

Legend

CMIN/DF- Minimum Discrepancy divided by Degrees of Freedom
CFI- Comparative Fit Index
p-value- probability value
GFI- Goodness of Fit Index
NFI- Normal Fit Index
RMSEA-Root Mean Square Error of Approximation
TLI- Tucker-Lewis Index
Pclose – test of Close Fit

The main goals of this model were to find the best fit model of work engagement and to find the relationships between the hypothesized models. The consistency between variables of the empirical interactions that the model implies is indicated when a structured model produces an acceptable fit. The original proposed model shown in Figure 1 needs to be modified to fit the data in terms of the research question related to the model that best describes the variables that predict work engagement. In this study, three generated models were presented.

Table 3 summarizes the results of the goodness of fit metrics for these three produced models. The correlated effects of public service motivation, resilience at work and emotional intelligence on work engagement yield the best fit model. Error terms in this model were correlated, though, and modification indices were taken into account to produce a better fit model. The Chi-square divided by the degrees of freedom was 1.199 which is greater than 0 and less than 2 which is the requirement of the criterion measure. The p-value of .191 is greater than 0.05 is within the range of the required criterion. Additionally, the RMSEA index of .022 which is below 0.08 and a Pclose value of .986 which is greater than 0.05. These values pass the requirements of the criterion measure. Similarly, it was discovered that the other indices- NFI, TLI and CFI, consistently showed a very well-fitting model because all of their values fell within each criterion. In particular, a GFI of .981, .997 for CFI, .981 for NFI and .995 for TLI.

The structural model standardized solution for public service motivation, emotional intelligence and resilience at work is displayed in Figure 2. With an estimate of .573 and p-value of less than .05, the results showed that emotional intelligence has the greatest impact on work engagement, thus, significant. In addition, research indicates that, while keeping emotional intelligence and public service motivation constant, a unit increase in resilience at work corresponds to a .373 increase in work engagement. Furthermore, research indicates that, while keeping emotional intelligence and resilience at work constant, an increase in public service motivation corresponds to a .080 increase in work engagement.

The researcher found out that best fit model of work engagement model among community organizers comes from public service motivation, resilience at work and emotional intelligence. The three exogenous variables are the predictors of work engagement.
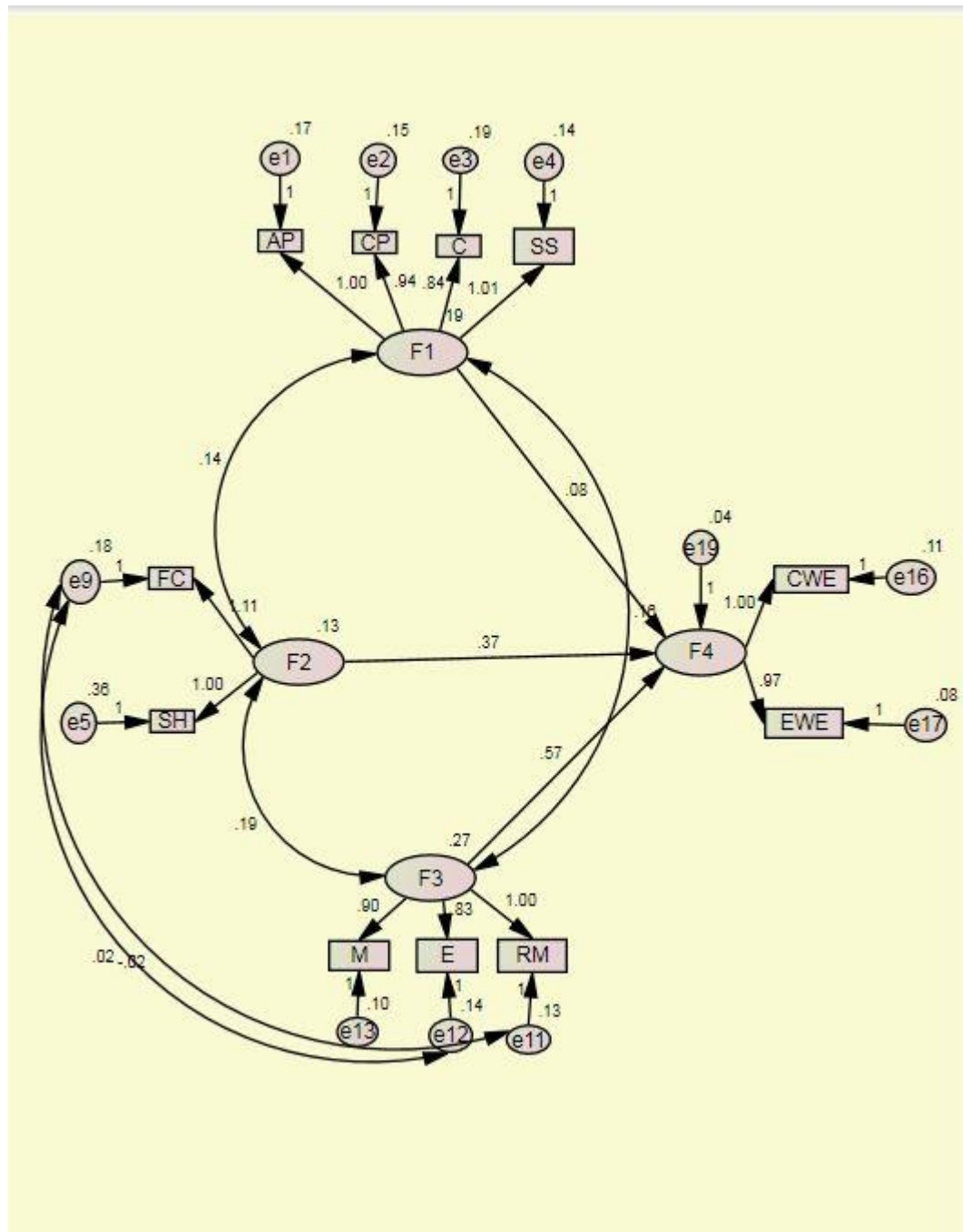
Figure 2. Structural Model 3 in Standardized Solution

Legend:

F1	- Public Service Motivation	F3	- Emotional Intelligence
AP	- Attraction to Policy- Making	M	- Motivation
CP	- Commitment to Public Interest	E	- Empathy
C	- Compassion	RM	- Relationship Management
SS	- Self-sacrifice		
F2	- Resilience at Work	F4	- Work Engagement
FC	- Finding your calling	CWE	- Cognitive Work Engagement
SH	- Staying Healthy	EWE	- Emotional Work Engagement

This finding supports to Gao, Lin and Wang (2020) said that public administration academics contend that highly engaged workers produce better service delivery, greater job satisfaction and higher service quality. Engaged employees are more likely to work harder to accomplish goals and to feel a strong sense of duty to the public interest, according to recent studies. Moreover, this finding corroborates with Sanhokwe and Takawira (2022) that resilience at work is the ability of an individual to manage difficult situations and the daily stress of the workplace, while maintaining their health, bounce back and learn from unforeseen setbacks, and proactively prepare for future challenges, demonstrating increased competence, professional growth and the capacity to handle future challenges in the workplace. Lastly, Chikobvu and Harunavamwe (2022) said that the definition of emotional intelligence, as defined by Goleman (1995) is the capacity to identify and control one's own and other people's emotions to perform well at work.

Furthermore, the ideal model offers empirical understanding of Shrestha's (2019) viewpoints. Disengage workers "uncouple" from their jobs, denying themselves the opportunity to participate personally in the mental, physical and emotional facets of their jobs. They are more than merely ardent or smug. Employees who are actively disengaged are essentially trying to harm their employer. In addition to taking up managers' time, they are more likely to be sick, leave work more frequently, depart at a higher rate, and have more on-the-job accidents, quality faults and "shrinkage"- the term used to describe theft, Therefore, public service motivation, resilience at work and emotional intelligence are significant work engagement factors.

CONCLUSION AND RECOMMENDATION

Drawing from the study's empirical findings, the researcher arrived at the following conclusion: First, a very high level of public service motivation was obtained, indicating that this variable is always observed. The findings also demonstrated that resilience at work, emotional intelligence and work engagement all achieved high levels, suggesting that these factors are often observed. The results further implied that community organizers in the Davao Region provide meaningful public service to people with the goal of doing good for others and society, resilience at work of the community organizers is high because of the support of family and friends, emotional intelligence is evident since the community organizers are aware of their strengths and weaknesses and also of other people's emotions. Lastly, work engagement was maintained because of the passion, dedication and commitment of the community organizers.

Regarding relationship, the results indicated that work engagement was connected with public service motivation, resilience at work and emotional intelligence. This further implies that the work engagement of community organizers in the Davao Region is influenced by public service motivation, resilience at work and emotional intelligence. This study produced a new model that established work engagement in community organizers in relation to the best fit model. It revealed that the best indicators of work engagement were public service motivation, emotional intelligence and resilience at work. The predictor strongly supports the association because all of the indicators were kept.

Lastly, the study's findings supported and validated the Job Demands Resources Theory (Baker and Demerouti, 2017) that states to stay committed and provide quality work, civil servants with high levels of public service motivation can actively manage their work resources. In other words, people with high levels of motivation for public service can utilize the resources around them more effectively, resulting in high levels of work engagement. Second, the claim made by Fredrickson (2001) that positive emotions can extend peoples' fleeting thought-action repertoires and strengthen their personal resources- which can range from social and psychological to physical and intellectual- was accurate. Therefore, emotions ought to affect

creativity through their effects on persistence or cognitive flexibility. Since workers must control their emotions to stay engaged in their work, emotions should also have an impact on engagement at work. Emotional intelligence and creativity are two examples of personal resources that influence employee engagement at work. (Bartlett, 2015).

The researcher suggests the following in the light of the findings above: emotional intelligence had the lowest mean of all the variables in the study. It is highly recommended that government agencies like Department of Social Welfare and Development, the City Social Welfare and Development Office (CSWDO) and other organizations involved in community organizing should conduct training-workshop on soft skills and emotional intelligence to improve and enhance the emotional intelligence level of community organizers so that they can deliver the best public service to their constituents. Since the variables are interrelated to one another, all three of these elements are required to keep the community organizers in the Davao Region engaged in their work.

Second, public service motivation gained the highest mean among the variables in the study. It is highly recommended that the government agencies like Department of Social Welfare and Development, the City Social Welfare and Development Office and other government agencies should value the efforts exerted by the community organizers in Davao Region. Acknowledging their contributions in public, giving them awards, or even just sending them a a thank you note can go a long way toward boosting their sense of significance within the organization.

Third, government agencies like Department of Social Welfare and Development, City Social Welfare and Development Office and other government organizations involved in community organizing should invest in modern technology to catch up with the changing times. Community organizers can improve and enhance their physical work engagement if they can be able to apply this advanced technology in the workplace.

Fourth, government agencies like Department of Social Welfare and Development, City Social Welfare and Development Office and other government agencies involved in community organizing should provide the community organizers with job security and promotion in order to increase work engagement and to remain committed and loyal to the organization.

Lastly, given the small number of factors taken into account in this study, the researcher suggests that additional direct or indirect factors pertaining to the community organizing sector be taken into account in subsequent research in order to fully comprehend the Philippines' community development landscape. Furthermore, future researchers might also consider policy-related issues and concerns because they could have a significant impact on community development, particularly in Davao Region.

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