

Emotional Competence, Social Support, and Work-Life Balance: A Structural Equation Model on Workplace Resilience of Government Employees

Rinante L. Genuba, Alger P. Dura

University of Mindanao – Main

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ABSTRACT

The study aims to determine a best-fit model for workplace resilience as influenced by emotional competence, social support, and work-life balance of government employees. A non-experimental quantitative research design employing descriptive, predictive, and structural equation model to randomly selected 425 government employees in Region XI. The collected data from an adapted survey questionnaire were analyzed using mean, Pearson product-moment correlation coefficient, linear regression, and structural equation modeling. The findings of the study revealed that the level of emotional competence, social support, work-life balance, and workplace resilience were described as high which were oftentimes manifested among the government employees. Also, there was a strong significant correlation between emotional competence and workplace resilience; social support and workplace resilience; and work-life balance and workplace resilience as the p values of all the measures are less than the significant alpha value. Further, the result shows a significant influence of the three exogenous variables namely; emotional competence, social support, and work-life balance towards the endogenous variable which is workplace resilience. Lastly, Model 5 satisfied the goodness of all criteria signifying the best fit model for workplace resilience. The model successfully passed all the conventions of a reasonable fit; hence, it is deemed the most parsimonious model.

Keywords: public administration, emotional competence, social support, work-life balance, workplace resilience, structural equation model, Philippines

INTRODUCTION

Resilience is defined as the ability to cope with and recover from adverse conditions and to adapt to the ensuing changes (Contreras, 2020). Lack of resilience can lead to coping with problems, bullying, being overwhelmed, and resorting to dangerous coping mechanisms which include substance addiction, consuming disorders, and volatile behaviors (Dura & Parabacuel, 2022). Hayes, Chumney, and Buckingham (2020) found that approximately 19% of U.S. workers can be described as highly resilient, which leaves 81% of workers in the less resilient or vulnerable category. This study also found that motivation and love for the job are contributing factors to being highly resilient. Improving resilience in the workforce is crucial to addressing employees' work stress, considered one of the main stressors in employees' lives. Greater employee resilience also benefits the organization by increasing productivity, reducing turnover intention, improving workplace climate, and raising the quality of work. Therefore, to ensure organizational success, it is important to recognize the signs of poor resilience.

Resilience is vital in the management and operation of infrastructure because it is key to maintaining the

continuity of public services it is pointed out to find ways in coping with difficulties in life such as disasters and calamities (OECD, 2020). In addition, individuals who developed resiliency in life speedily recuperate from stressful, distressing, and demanding circumstances (Sarrionandía, Ramos-Díaz, & Fernández-Lasarte, 2018). Sogolitappah, Hedayat, Arjmand, & Khaledian (2018) enumerated few advantages that resiliency can do such as counteracting pain and psychological difficulties to combat anxieties and tensions.

Theoretical perspectives and empirical research suggest that emotional competence, social support, and work life balance has some degree to do with resilience. Habib and Ansari (2016), asserted that psychologically resilience in conjunction with emotional competence yields greater gains or growth following the recovery from adversity or trauma. Some connected it with social support (Wilks, 2008; Westfall, 2014; Liu et al, 2018; Nigah, Ajmal & Abid, 2019). Hence, the level and degree of social support affects the level of resilience as a protective factor in individuals (Liu, Ping, Li & Song, 2018). On the other hand, Marques and Berry (2021) offer an analytical resilience framework for examining and improving work life balance, supplemented with three mini cases followed by work life balance and resilience analysis of the cases demonstrating the strength and benefits of the resilience framework.

Considering the above context, the researcher decided to propose a study with the three exogenous variables that may affect workplace resilience namely: emotional competence, social support, and work life balance. No study has looked at the effects of a pandemic on adolescent health and little research has been done on the characteristics of vulnerable groups and factors that promote resilience (Rome, Dinardo, & Issac, 2020; Tso, et.al, 2020). Further, most current measures of resilience has limited focus, only addressing individual characteristics (Connor & Davidson, 2003) (Jew, Green, & Kroger, 1999; Wagnild & Young, 1993), thus it is vital to examine resilience more broadly. Hence, this study will respond to the prevailing issues on limited studies of resilience. Additionally, the study will be a superior one because it will cover four variables and structural equation modelling will be used. It is further hoped that a model for resilience produced out of this research can meaningfully contribute to new knowledge.

The study aims to determine the best fit model of workplace resilience in the context four exogenous variables namely: emotional competence, social support and work life balance. Specifically, this study has the following objectives: To describe the level of emotional competence in terms of self-awareness, social awareness self-management, and relationship management. To ascertain the level of social support in terms of perceived emotional support, perceived instrumental support, need for support and support seeking. To determine the level of work life balance in terms of satisfaction with family and self-life, role overload, awareness towards work life balance, job satisfaction and flexible environment and self-appreciation of work. To identify the level of workplace resilience in terms of living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, and staying healthy and building networks. To determine the significance of the relationship between emotional competence and workplace resilience, social support and workplace resilience and work life balance and workplace resilience. To establish the significance of the influence of emotional competence, social support and work life balance on workplace resilience. Lastly, to identify the best fit model for workplace resilience of government employees.

The following null hypotheses will be tested at 0.05 level of significance, there is no significant relationship between emotional competence and workplace resilience, social support and workplace resilience and work life balance and workplace resilience. Emotional competence, social support and work life balance do not significantly influence workplace resilience and that no best fit model for workplace resilience of government employees.

The study is anchored on Resilience theory. Resilience theory is a multifaceted field of study that has been addressed by social workers, psychologists, sociologists, educators and many others over the past few decades. In short, resilience theory addresses the strengths that people and systems demonstrate that enable

them to rise above adversity. The emergence of resilience theory is associated with a reduction in emphasis on pathology and an increase in emphasis on strengths (Rak & Patterson, 1996). In addition, Habib and Ansari (2016), asserted that psychologically resilience in conjunction with emotional competence yields greater gains or growth following the recovery from adversity or trauma.

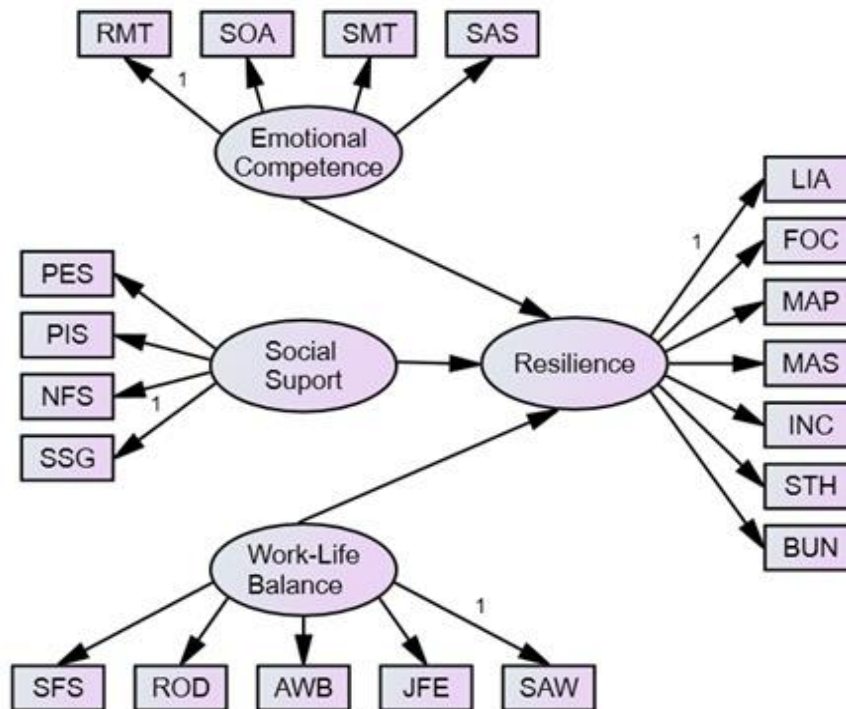


Figure 1. Conceptual Framework of the Study

Moreover, this study is based on the notion that resilience is backed social support. Riopel (2019) found out that there are numerous techniques to boost resilience which involve getting a good support system and preserving helpful connections.

On the other hand, Marques and Berry (2021) offer an analytical resilience framework for examining and improving work life balance, supplemented with three mini cases followed by work life balance and resilience analysis of the cases demonstrating the strength and benefits of the resilience framework.

Bhat and Khan (2018) identified important correlates and crucial forecasters of emotional competence. Researcher examined a large number of researches. Researcher found the important correlates and forecasters of emotional competence that come out of as mental health, social behavior, maladjustment, forgiveness, happiness, adolescent risky behavior, well-being, emotional abilities, self-efficacy, empathy, life satisfaction, social support, resilience, psychopathology, risk behaviors and self-esteem. Even though, demographic perspective such as gender, type of school, working and non-working conditions and residential locality come out as important correlates and forecasters. Discussion of this research shows that emotional competence is carefully weighed as a quality to appropriately display once emotions and inner feelings.

The first exogenous variable of the study is emotional competence. Ambavale (2018) defined emotional competence as a learned capability based on emotional intelligence that results in outstanding performance at work. In organizations, the importance of Emotional Competence is increasing considerably in terms of its development and development of employees. Emotional Competence facilitates proper understanding and measuring people’s behavior. It assists in better management styles, forming attitudes and improving interpersonal skills. In general, emotional quotient has a key role in all facets of an organization: beginning

from human resources planning to job profiling, to recruitment interviewing and selection, from management development to customer relations and customer service, etc.

Emotional competence is made of two words: emotion and competence. Emotions are root forces in the dynamics of human behavior and personality. Dictionary meaning of competence is doing it well, where one can produce the type of effect, one desire. Competence is having mastery of abilities to do a task having essential knowledge including observation process, comprehension, investigation, justification, related experience manipulation, etc. Emotional competency is an erudite ability grounded on emotional intelligence that consequences in great presentation at work or in any situation because of relational skills. An emotional competence needs to be learned so as to use it to manage one's feelings and behavior and deal with others (Naz & Sharma, 2019).

Worldwide research from global leading organizations validates that emotional competencies, in reality, affect the bottom-line employees. An individual's emotional competencies determine his managerial leadership style. (Spencer et.al. 1997; Boyatzis, 1999, Koman & Wolff, 2008). Emotional competence is an essential part of the integral development of people and can project their possible benefits in the academic, social, family, and work spheres (Lechner et al., 2019). In a scenario where the Organization for Economic Co-operation and Development declares that emotional competence are an essential aspect in the future of the work, demanding for a good initial EC education, which serves as a basis for further emotional competence in their professional careers (OECD, 2019).

The research entitled, Emotional Intelligence and Resilience among Young Adults conducted by Sehrawat & Simon (2021) stated a significant positive correlation between emotional competence and workplace resilience. This means that the more the emotional competence in the individual, the higher is the workplace resilience. Also, Sahi (2019) said significant associations were observed between emotional competence and workplace resilience of adolescents. This suggests that increasing emotional competence viz. self-awareness, awareness of others' emotions, self-management, and relationship management of adolescents can in turn result in enhancing their ability to deal with stressful life circumstances.

The second exogenous variable is Social Support. Social support is a connection such as families and friendships with the same interest, convictions, and beliefs. Though concepts of social support began long time ago, the ideas become complicated especially during the advent and existence of social media applications like Facebook, YouTube, Twitter, Instagram, and other social media platforms. In addition, social support includes close friends, family members and neighbors who can extend help when times of difficulties come (Dura & Parabacuel, 2022).

Social support from both within and outside the organizational domain is also considered to be a likely antecedent of turnover intention. Within the organization, social support mostly comes from supervisors and co-workers, while outside the organization, support emanates from family, friends, and the community. (Lee, 2004; Asghar, Gull, Bashir, & Akbar, 2018; Lauzier & Mercier, 2018;).

The study of Azim and Islam (2018) found that support from family and friends is positively and significantly related to the career commitment of Saudi nurses. Thus, a higher level of organizational and family support is expected to reduce the turnover intention of employees. However, the link between turnover intention and social support can be explored in terms of the latter's buffering effect on the stressor-stress outcome relationship. Social support is widely recommended as an effective measure to reduce stress.

Achour & Nor (2020) shared the result of their findings in their study on the effects of social support on workplace resilience that social support and workplace resilience are positively related to each other. Also, in the study of social support, workplace resilience and subjective well-being conducted by Yildirim, & Tanrıverdi, (2021) shared findings of their study that the results supported the hypothesis of mediating the

role of workplace resilience in the relationship between social support and satisfaction with life. These results are important in terms of providing evidence of the underlying mechanism between social support and workplace resilience.

The third exogenous variable is work life balance. The work-life balance is a contemporary issue that has been recognized as an important aspect of a healthy work environment. This area of Human Resource Management has always been an apprehension for individuals who are concerned with the quality of working and the way it affects the broader quality of life. Furthermore, it has attracted the attention of organizations since work life balance can influence organizational productivity and the welfare of employees in so many different ways. (Alarcon, Shoman & Sune, 2022)

Older employees are more devoted and achieve higher success with work-life balance than younger employees. According to the study, older employees may be unable to withstand job pressure near the end of their careers, resulting in a reduction in workload and, as a result, a reduction in work-family conflict (Osei-tutu, 2018). Work-life balance perceptions may be examined using socio-demographic parameters such as gender, marital status, parental status, and age.

In addition, the relationship between work-life balance and commitment to work is primarily determined by employees' ability to stabilize between work and non-work activities and their satisfaction with the job they do and the conditions of service under which they work. When employees are given flexible rules and have a good attitude toward job commitment, organizations may thrive in the global market for high-quality values. (Qodrzana & Al, 2019), The term work-life balance is defined in individual level and family level. To provide healthy job to the employees is the utmost responsibility of the organization. 'Healthy job' means allocation of job by considering the abilities of the employees and to have control in their work. Many studies come with the results that the employees of most of the private organizations are failed to balance their work and personal life. Due to this, stress level increases and leads for health problems such changes have great impact on the family life. Balancing work & life becomes great challenge among professionals (Prem, Mohan & Ashpin, 2020).

Bernuzzi, Sommovigo & Setti (2022) in their study on the role of workplace resilience in the work-life interface found that a positive work-life balance can promote workplace resilience, but workplace resilience can also help workers to balance work and life. Additionally, workplace resilience can protect from the negative effects of both work-life imbalance and work-life conflict on workers' health and job-related outcomes. While Ong (2023) said that work-life balance is important in driving workplace resilience and grit. She proposed practical strategies to achieve work-life balance and equip oneself with the tools to navigate life's challenges with workplace resilience and determination.

The endogenous variable of the study is workplace resilience. This study defines workplace resilience as the capability, facilitated and supported by the organization, to utilize resources to continually adapt and flourish at work, even when faced with challenging circumstances. Thus, resilience is more than having an attitudinal buffer against hardship; it also includes behaviors that further adaptation and performance. Resilient behaviors involve developing and utilizing adaptive processes. Positive attitudes toward change are associated with responding effectively to changing conditions, using change as a 5 opportunity for growth, and being able to handle intense performance demands. This corresponds very closely to the definition of resilience used in this study. However, in addition to such individual attributes, many studies also find social support one of the most robust single markers of resilience and the main route for expanding resources. (Plimmer, Berman, Mallinen, Naswall, Kuntz & Cantal, 2019).

As a scientific term, 'resilience' originates from engineering and physics and denotes elasticity under pressure (Giustiniano et al., 2018). The term derives from the Latin verb salire (climb or jump) and in particular from its extension, resiliere, which means to jump back or recoil (Zolli, 2012, Giustiniano et al.,

2018;). Ontologically speaking, resilience thinking pertains to the investigation of complex, interconnected and emergent patterns of relations among entities and their respective sub-entities. As far as the existing definitions are concerned it was argued that ‘regardless of context, the [multifaceted] concept of resilience relates to achieving stability within the functioning of an element or system’ (Grove, 2018).

This study is significant to all public sectors as the results can be a source of policy formulation to ensure the workplace resiliency of government employees. Hence, this research could be beneficial to public administrators whose functions and mandates are in policy implementation. It is further hoped that a model for workplace resilience produced out of this research can meaningfully contribute to new knowledge, especially of the ASEAN Sustainable Development Goal, particularly numbers 8 and 16 which are *Decent Work and Economic Growth* and *Peace Justice and Strong Institutions* respectively. This study is of great importance to our legislators to enact laws that can uphold resiliency among government employees and better personnel management. In social science, this will be helpful on what behaviors are needed for every employee to have a resilient workplace. Employees in the government, both accredited and not accredited under PRIME-HRM can also benefit from the study as the results may open them to the idea of the importance of being resilient as an organization.

In particular, PRIME-HRM accredited agencies will benefit from the findings of the study as they will be provided with information to have a stronger recovery capacity for having their systems, practices, and competencies in place. Human Resource Management Offices (HRMOs) can generate important data from this study to create new HR systems, programs, rules, and regulations that will encourage organizational resilience. Generally, this research is very significant because it will encourage the respondents to reflect and do further acts that promote individual resiliency during their duties and responsibilities. The findings of this study could also serve as a model for similar studies in various parts of the Philippines in the future. Researchers can also benefit from this study as this can be a source of relevant literature in finding out what other factors can contribute to resilience of the government employees.

METHOD

This section of the paper contains a discussion on the research respondents, materials and instrument, research design, and procedure.

Research Respondents

This research study involved 400 government employees which was determined through Raosoft sample size calculator and the minimum sample size for a structural equation modeling approach. In this study, the Raosoft sample size calculator considered the calculation of the total population of government employees in Davao Region in the Philippines, with 5% margin of error, 95% confidence level, and 50% response distribution necessary to minimize frustrations during the conduct of research (Raosoft, 2004). Considering that Raosoft sample size calculator is one of the best online calculators in determining sample size (Amzat et al., 2017; Cruz et al., 2014; Fernandes et al., 2014; Mazanai & Fatoki, 2011; Nakku et al., 2020; N. Othman & Nasrudin, 2016 as cited by Memon et al, 2020), and with Oke et al (2012) findings having a minimum and maximum sample of 200 and 400 in SEM research studies is appropriate and reliable, the researcher raised the sample size to 400 respondents.

A stratified random sampling was employed in the study to ensure the proper selection of respondents. It is widely used in surveys coming from the word “strata” (Tafalla, 2021). In this study, it refers to the sub-populations known as the different government agencies in the Davao Region.

The inclusion criteria of the respondents of the study were rank-and-file permanent employees. They were plantiila holder for at least three years and obtained very satisfactory ratings in the latest Individual

Performance Commitment and Review Form (IPCRF). They were selected with the assistance of the Human Resource Management Officer who takes charge of the plantilla of personnel of the agency. The employees based on the latest Inventory of Government Human Resources of the Civil Service Commission as of June 2022, the number of respondents per agency will be based on the percentage of the population of the agency against the whole population of the 225 agencies.

The study did not include employees/personnel whose status is job order, casual, temporary, and coterminous. Unit Heads such as Department Heads, Department Managers, Division Chiefs, Division Managers and other comparable positions are not included in the study as well.

Participation in the study was completely voluntary. If the selected respondents feel any discomfort or have mental reservations about their participation, they may freely withdraw from the study. Verbal information through the agency HRMO will suffice to inform their decline to participate in the study, however, a replacement will take the survey to complete the sample. Respondents who withdraw from taking the survey will not be penalized monetarily nor will not be required to explain in writing.

Material and Instrument

The researcher utilized the original downloaded questionnaires from Boyatzis, Goleman and Ha (2002) for emotional competence, Schwarzer and Schulz (2013) for social support, Punia and Kamboj (2013) for work life balance, Winwood, Colon and McEwen (2013) for workplace resilience. Although the questionnaires were already used in various studies, all were contextualized in the local setting. The survey questionnaires were improved after a few edits so that it will fit the government agencies.

Thirty permanent government employees were requested to participate in the pilot testing for the reliability of the modified questionnaire. The emotional competence instrument obtained a Cronbach's alpha score of 0.854 which had an internal consistency of good; social support was 0.920 which was excellent; work-life balance was 0.933 which is excellent and workplace resilience was 0.932 which is also excellent.

The modified questionnaire was also validated by a pool of experts and obtained an average score of 4.46 with a verbal interpretation of excellent and was made available to the respondents both in print and online. Manually for those of easy reach and the e-survey using google form to facilitate the collection of data, especially that the identified agencies are located in the different cities and municipalities in Davao Region.

This study used the 5-point Likert-type scale for the respondents to manifest their degree of agreement and disagreement on the modified statements (Taherdoost, 2019.). The questionnaires were centered on emotional competence, social support, and work-life balance and workplace resilience with the identified indicators. Moreover, to evaluate, the responses for endogenous and exogenous latent variables, the scale is as follows; 4.20-5.00 which means very high with a verbal interpretation of items always manifested; 3.40-4.19 which means high with a verbal interpretation of items oftentimes manifested; 2.60-3.39 which means moderate with a verbal interpretation of items sometimes manifested; 1.80-2.59 which means low with a verbal interpretation of items seldom manifested; and 1.00-1.79 which means very low with a verbal interpretation of items almost never manifested.

Design and Procedure

This study is quantitative non-experimental research design utilizing causal effect technique. Quantitative research design is a systematic scientific investigation of data and their relationship (Sinks, 2007). According to Ramachandiran and Dhanapal (2018), the most suitable research design in acknowledging people's perception is through quantitative study. Furthermore, the researcher also utilized a quantitative non-experimental research design, specifically the descriptive design. One of the three main forms of

research design is descriptive research. It is a definitive quantitative research method that is used to evaluate certain hypotheses and characterize traits or functions. A clear and correct research question/problem should be included in descriptive research (Fluet, 2021).

In addition, the researcher can evaluate how well the theoretical model constructed fits the actual data and either accept the model as valid or modify it as necessary (Kang & Ahn, 2021). Since there won't be an intervention in this study, a descriptive design will be suitable. Additionally, a descriptive, correlational research approach assists in identifying potentially important associations that might then be used to create causal ties between variables in future studies (Cwiekala-Lewis, 2019). Relatedly, the purpose of causal method is to come up with basis on what affects a certain program (Miller & Ross, 2020).

Structural equation modeling (SEM) is a multivariate technique for testing and evaluating multivariate causal linkages that are increasingly being used in scientific research. SEMs are distinct from other modeling approaches in that they examine both direct and indirect impacts on pre-established causal linkages (Chen, et al., 2016). Multiple regression, mediation analysis, moderation analysis, and analyses of variance and covariance are just a few of the multivariate statistical techniques that structural equation modeling (SEM) may help with. Confirmatory factor analysis (CFA) and path analysis are two specialized applications of SEM that arise frequently in communication research. Confirmatory factor analysis identifies one or more unobserved constructs, referred to as latent factors, which are defined by a set of observed indicators. This method can be used to verify the composition of multi-item indices or scales. Path analysis, another frequent use of SEM, calculates correlation and regression routes among structural nodes, which may include both observable and latent variables (Allen, 2017).

As a standard procedure of the University of Mindanao, after the validation of the questionnaire, an endorsement was secured from the Office of the Dean of the Professional Schools to conduct the study. The validated survey questionnaire to collect data was only administered after the approval of the University of Mindanao Ethics Review Committee. A pilot test was conducted to ensure the reliability of the questionnaire before proceeding to data collection activities.

To formally conduct the study, the researcher requested permission from the Agency Head through a letter signed by the researcher, the adviser and the Dean of Professional Schools. The assistance of the Human Resource Management Officer will be sought to identify the respondents, to whom consent was also asked.

A separate letter for the respondents was provided to the chosen respondents to participate in the study. Alongside with the letter was a copy of the modified questionnaire or link of the google form survey which provides the modified questionnaire and the Informed Consent Form to be signed by the respondents. Respondents who was uncomfortable to take the survey can freely withdraw as respondents of the study but was replaced to complete the sampling size. They were given one week to complete the survey without making use of their official time. The Human Resource Management Officer of the agencies was requested to ensure the accomplishment of the modified questionnaire.

As soon as the data becomes available, responses were encoded and the researcher employed the cross-tabulation analysis to further understand the data in relation to the three exogenous variables: emotional competence, social support, and work-life balance, thus, determining the relationship of the variables and its indicators which can best predict the workplace resilience of the government agencies. The data interpretation was done through cross-tabulation analysis to articulate the information generated from the result of the survey. A thorough interpretation was presented to give meaning to the research.

Correlatively, this is a quantitative study that employs the Structural Equation Model being one of the most widely used research models (Ringle, Sarstedt, Mitchell & Gudergan, 2020). The data gathered from the

survey questionnaires were analyzed to find the best fit model for workplace resilience of government agencies in Davao Region and achieve the objectives of the study.

In addition, the standard criterion statistics that will be utilized in the evaluation of the goodness of fit for structural models is found below:

Chi-square	Large value
P-value	> 0.05
Chi-square/Degrees of Freedom (CMIN/Df)	$0 < \text{value} < 2$
Normative Fit Index	> 0.95
Comparative Fit Index	> 0.95
Goodness of Fit Index	> 0.95
Tucker-Lewis Index	> 0.95
Root Mean Square Error of Approximation (RMSEA)	< 0.95
P-close	> 0.95

The following statistical tools were used in the computation of the data as well as in the testing of the hypothesis at a 0.05 level of significance. Mean and Standard Deviation were utilized to determine the level emotional competence, social support, work-life balance and workplace resilience of government employees in Region XI. Pearson r was used to determine the significant relationship between exogenous variables which were emotional competence, social support and work-life balance on the endogenous variable which was workplace resilience. Regression was used to determine the influence of the exogenous variables on the endogenous variable. And Structural Equation Model was used to analyze the best fit model for workplace resilience.

Lastly, several safeguards were used in the conduct of this study, taking into account the demands of research, based on the evaluation criteria set forth by the university's ethics research council. The manuscript was subjected for ethical review by the University of Mindanao Ethics Review Committee (UMERC) and granted a certificate of approval UMERC-2023-400.

RESULTS AND DISCUSSION

In this section, the data collected and analyzed on emotional competence, social support, work-life balance and workplace resilience of government employees is presented and discussed

Emotional Competence of Government Employees

Presented in Table 1 is the level of emotional competence of government employees measured by *self-awareness*, *social awareness*, *self-management* and *relationship management*. An overall mean of 3.97, SD 0.59 was obtained which is described as high. This means that the level of emotional competence is oftentimes manifested. Analyzing the result in the computation of all indicators of emotional competence, self-awareness has the highest mean of 4.06 or high, with standard deviation of 0.66, while relationship management has the lowest mean of 3.93 or high with a standard deviation of 0.75.

The high descriptive levels on every indicator of emotional competence of government employees is due to the high rating on *understanding why they do and what they do*, *recognizing how people feel by looking at their facial expressions*, *staying calm in stressful situations*, and *believing that they always apologize when they hurt their colleague unintentionally*.

This implies that government employees' emotional competence is oftentimes manifested.

Table 1 Level of Emotional Competence of Government Employees

Indicators	SD	Mean	Descriptive Level
Self-awareness	0.66	4.06	High
Self-management	0.63	3.95	High
Social Awareness	0.70	3.96	High
Relationship Management	0.75	3.93	High
Overall	0.59	3.97	High

The result on the high level of emotional competence of government employees is coherent with the findings of Schelhorn, Lindl and Kuhbandner (2023) that emotional competence comprises the ability to perceive, understand, manage, and use emotions and their conceptualization of emotional skills comprises the understanding, recognition, and awareness of emotion, as well as the ability to recognize habitual emotional patterns and associated cognitions.

This also parallel to the study of Megawati and Wulandari (2019) who sated that emotional competence is the ability to identify, understand, express, regulate and use emotion in intrapersonal and interpersonal. Knowledge, ability, and personality are important factors contributing to emotional competence. Emotional competence also has social construct which covers different meaning and different culture.

Social Support of Government Employees

Shown in Table 2 is the level of social support of government employees in terms of *perceived emotional support*, *perceived instrumental support*, *need for support*, and *support seeking*. The obtained overall mean of 4.01 signifies a high level. This indicates that the level of social support of government employees is oftentimes manifested. On a per-indicator analysis, it was found out that the indicator, *perceived instrumental support*, has the highest mean of 4.07, or High, with a standard deviation of 0.85, while the indicator *need for support* has the lowest mean of 3.91 or Very High with a standard deviation of 0.82.

The high level of implementation of the indicators in social support manifested among employees in Region XI in terms of perceived emotional support, perceived instrumental support, need for support and support seeking imply that the government agency established their social support. The high result is due to the high ratings of the respondents on *believing that there is always someone there for them when they need comfort*, *believing that there are people who offer them help when they need it, t and whenever they are down, they look for someone to cheer them up again*.

The high level of practice in terms of social support is in line with the findings of Dura & Parabacuel (2022) who stated that social support includes close friends, family members and neighbors who can extend help when times of difficulties come, it is a connection such as families and friendships with the same interest, convictions, and beliefs.

This is also align to the study of Li, Luo & MU (2021) who find out that social support has been described as support accessible to an individual through social ties to other individuals, groups, and the larger community, furthermore, they said that social support can come from a variety of sources, including, but not limited to, family, friends, romantic partners, pets, community ties, and coworkers.

Table 2 Level of Social Support of Government Employees

Indicators	SD	Mean	Descriptive Level
Perceived Emotional Support	0.77	4.06	High
Perceived Instrumental Support	0.85	4.07	High
Need for Support	0.82	3.91	High
Support Seeking	0.83	3.99	High
Overall	0.71	4.01	High

Work Life Balance of Government Employees

Displayed in Table 3 is the level of work life balance of government employees in terms of *satisfaction with family and self-life, role overload, awareness towards work life balance, job satisfaction and flexible environment, and self-appreciation of work*. The level of work life balance of government employees attained an overall mean of 3.90 which is described as High. This means that the level of work life balance of government employees is oftentimes manifested. All indicators of work life balance recorded high mean scores. On per indicator analysis, the indicator *satisfaction with family and self-life* has highest mean of 4.05 or High with a standard deviation of 0.70. The indicator, *role overload*, has the lowest mean score of 3.66 or High and with a standard deviation of 0.72.

The high level of implementation of the indicators in work life balance manifested among employees in Region XI in terms of satisfaction with family and self-life, role overload, awareness towards work life balance, job satisfaction and flexible environment, and self-appreciation of work. The high result is due to the high ratings of the respondents on *spending sufficient time in a day with their children/family, believing that they can easily adjust to fit into their public service work environment, feeling that if employees have a good work/life Balance, the organization will be more effective and successful, believing that their organization provides different facilities which make them comfortable at work and believing that the members of their families always make them realize that they are happy with their career*.

Table 3 Level of Work Life Balance of Government Employees

Indicators	SD	Mean	Descriptive Level
Satisfaction with Family and Self-life	0.70	4.05	High
Role Overload	0.72	3.66	High
Awareness towards Work Life Balance	0.69	3.92	High
Job Satisfaction and Flexible Environment	0.82	3.97	High
Self-appreciation of Work	0.81	3.90	High
Overall	0.64	3.90	High

This result is consistent with the findings of Alarcon, Shoman and Sune, (2022) who asserts that work-life balance is a contemporary issue that has been recognized as an important aspect of a healthy work environment. This area of Human Resource Management has always been an apprehension for individuals who are concerned with the quality of working and the way it affects the broader quality of life. Furthermore, it has attracted the attention of organizations since work life balance can influence organizational productivity and the welfare of employees in so many different ways. Also, this is aligned to the study of Qodrzana and Al (2019) who said that when employees are given flexible rules and have a good attitude toward job commitment, organizations may thrive in the global market for high-quality values, and balancing work & life becomes great challenge among the professionals.

Workplace Resilience of Government Employees

Depicted in Table 4 is the level of workplace resilience of government employees which is measured in terms of *living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy and building networks*. It obtained an overall mean of 4.06 which indicates that workplace resilience of government employees is oftentimes manifested and overall standard deviation of 0.70. The indicator got the highest mean is *building networks* at 4.18 or High with standard deviation of 0.78. While, *maintaining perspective* obtained the lowest mean at 3.96 which is described as High and a standard deviation 0.78.

The high descriptive levels on every indicator of workplace resilience of government employees is due to the high rating on *possessing important core values that they hold fast to in their public service work life, ensuring that the work that they do helps to fulfill their sense of purpose in life, believing that they tend not to overshadow the other parts of their lives when things go wrong at work, having developed some reliable ways to relax when they are under pressure at work, being very willing to acknowledge others' efforts and successes in their workplace, practicing healthy living for their mind and body, and having a strong and reliable network of supportive colleagues outside work. This implies that government employees' workplace resilience is oftentimes manifested.*

Table 4 Level Workplace Resilience of Government Employees

Indicators	SD	Mean	Descriptive Level
Living Authentically	0.82	4.01	High
Finding One's Calling	0.76	4.12	High
Maintaining Perspective	0.78	3.96	High
Managing Stress	0.80	4.15	High
Interacting Cooperatively	0.82	4.04	High
Staying Healthy	0.82	3.98	High
Building Networks	0.78	4.18	High
Overall	0.70	4.06	High

This finding is similar to Plimmer, Berman, Mallinen, Naswall, Kuntz and Cantal, (2019) who said that workplace resilience is the capability, facilitated and supported by the organization, to utilize resources to continually adapt and flourish at work, even when faced with challenging circumstances. Thus, workplace resilience is more than having an attitudinal buffer against hardship; it also includes behaviors that further adaptation and performance. Workplace resilience behaviors involve developing and utilizing adaptive processes. Positive attitudes toward change are associated with responding effectively to changing conditions, using change as an opportunity for growth, and being able to handle intense performance demands.

This finding corroborates the study of Caza and Milton (2020) who found that workplace resilience is a successful developmental pattern characterized by demonstrated abilities in the face of occupational hardship encounters and professional advancement afterward. They believe that workplace resilience is a dynamic notion that can be defined in numerous ways depending on how it applies to individuals, families, organizations, communities, and civilizations. About the resilience determinants, there was agreement that the empirical investigation of this construct required a multi-level research strategy that considered genomic, epigenetic, evolving, demographic, cultural, financial, and societal factors. Given that workplace resilience can be boosted on many different levels, efforts to promote resilience can be informed by the

empirical study of resilience determinations.

Furthermore, the high level of workplace resilience of government employees affirmed the impressions of Cox and Furst (2019) who averred that family stability is one of the protective factors associated with employee involvement and maintaining interaction between a mother and her children will improve family stability and help to serve as a preventive measure against stress and problems. Similarly, Askeland et al (2019) avowed that workplace resilience in working adults is likely to become an increasingly important factor relating to near relatives, as this provides not only financial support but also moral support to make a better decision for oneself.

Significance of the Relationship between Emotional Competence and Workplace Resilience of Government Employees

Shown in Table 5.1 are the results of the test of the relationship between emotional competence and workplace resilience of government employees. As displayed in the hypothesis, the relationship was tested at 0.05 level of significance.

Table 5.1 Significance of the Relationship between Emotional Competence and Workplace Resilience of Government Employees

Emotional Competence	Workplace Resilience							
	Living Authentically	Finding One's Calling	Maintaining Perspective	Managing Stress	Inter-acting Cooperatively	Staying Healthy	Building Networks	Overall
Self-awareness	.537** (.000)	.523** (.000)	.528** (.000)	.532** (.000)	.575** (.000)	.531** (.000)	.489** (.000)	.607** (.000)
Social Awareness	.497** (.000)	.528** (.000)	.525** (.000)	.533** (.000)	.552** (.000)	.497** (.000)	.491** (.000)	.591** (.000)
Self-management	.586** (.000)	.582** (.000)	.561** (.000)	.577** (.000)	.596** (.000)	.568** (.000)	.543** (.000)	.655** (.000)
Relationship Management	.565** (.000)	.538** (.000)	.558** (.000)	.548** (.000)	.586** (.000)	.591** (.000)	.484** (.000)	.632** (.000)
Overall	.639** (.000)	.633** (.000)	.634** .000	.639** (.000)	.674** (.000)	.640** (.000)	.585** (.000)	.726** (.000)

The total r-value of 0.726 with a p-value of less than .05 indicated that the null hypothesis was rejected. It demonstrates that there is a strong link between emotional competence and workplace resilience of government employees. The correlation coefficient $r = .726$ signifies a strong association between emotional competence and workplace resilience of government employees. More specifically, the results show that all the indices of emotional competence have significant relationship with workplace resilience, as the p-values

are less than .05.

This suggests that increasing emotional competence viz. self-awareness, awareness of others’ emotions, self-management, and relationship management of adolescents can in turn result in enhancing their ability to deal with stressful life circumstances. Emotional competence plays a significant role in enhancing workplace resilience. Employees who possess emotional competence can effectively manage stress, maintain a positive attitude, adapt to change, and foster strong team dynamics, Organizations that prioritize developing emotional competence among employees can cultivate a resilient workforce capable of navigating challenges and thriving in dynamic work environments.

This result is supported by the finding of Sehwat and Simon (2021) who found that there is a significant positive correlation between emotional competence and resilience. This means that the more the emotional competence in the individual, the higher is the resilience. Also’ the findings align with the study of Sahi (2019) who said that there is significant associations were observed between emotional competence and resilience of adolescents.

Significance of the Relationship between Social Support and Workplace Resilience of Government Employees

Displayed on Table 5.2 are the results of the assessment on the relationship between social support and workplace resilience of government employees. As displayed in the hypothesis, the relationship was tested at a 0.05 level of significance. The overall r-value of 0.763 with a p-value less than .05 indicated that the null hypothesis was rejected. It can be deduced that there is a strong relationship between social support and workplace resilience of government employees. Individually, all indicators of social support correlate positively with workplace resilience, having a p-values less than .05.

As a result, there is a significant relationship between social support and workplace resilience of government employees. Social support has a crucial role in enhancing workplace resilience. Social support from colleagues an have a positive impact on employees and organization by improving performance, wellbeing and workplace resilience. Fostering social support in the workplace is essential for promoting workplace resilience among employees. Organizations that prioritizes building a supportive work environment, implementing socially sustainable human resource practices, and recognizing the role of social connections can significantly enhance workplace resilience and overall well-being.

Table 5.2 Significance of the Relationship between Social Support and Workplace Resilience of Government Employees

Social Support	Workplace Resilience							
	Living Authentically	Finding One’s Calling	Maintaining Perspective	Managing Stress	Inte-racting Coope-ratively	Staying Healthy	Buil-ding Net-works	Overall
Perceived Emotional Support	.574** (.000)	.597** (.000)	.535** (.000)	.526** (.000)	.570** (.000)	.562** (.000)	.576** (.000)	.643** (.000)
Perceived Instrumental Support	.542** (.000)	.592** (.000)	.513** (.000)	.550** (.000)	.591** (.000)	.524** (.000)	.581** (.000)	.635** (.000)

Need for Support	.590** (.000)	.583** (.000)	.540** (.000)	.537** (.000)	.629** (.000)	.587** (.000)	.534** (.000)	.653** (.000)
Support Seeking	.646** (.000)	.653** (.000)	.601** (.000)	.606** (.000)	.653** (.000)	.624** (.000)	.607** (.000)	.717** (.000)
Overall	.678** (.000)	.699** (.000)	.631** (.000)	.640** (.000)	.704** (.000)	.661** (.000)	.662** (.000)	.763** (.000)

This finding is supported by Achour and Nor (2020) who found that the result of their findings show that social support and resilience are positively related to life satisfaction. The findings also revealed that resilience was positively and significantly related with social support. Also, this is align to the study of Yıldırım, & Tanrıverdi, (2021) shared findings of their study that the results supported the hypothesis of mediating the role of resilience in the relationship between social support and satisfaction with life.

Significance of the Relationship between Work-Life Balance and Workplace Resilience of Government Employees

Depicted in Table 5.3 are the results of the test of the relationship between work-life balance and workplace resilience of government employees. Data showed an overall correlation coefficient of .812 at 0.05 level of significance. It means that there is a significant relationship between life balance and workplace resilience of government employees. More specifically, the results show that all the indices of work-life have significant relationship with workplace resilience, as the p-values are less than .05.

Table 5.3 Significance of the Relationship between Work-life Balance and Workplace Resilience of Government Employees

Work-life Balance	Workplace Resilience							
	Living Authentically	Finding One's Calling	Maintaining Perspective	Managing Stress	Interacting Cooperatively	Staying Healthy	Building Networks	Overall
Satisfaction with Family and Self-life	.626** (.000)	.624** (.000)	.551** (.000)	.581** (.000)	.612** (.000)	.628** (.000)	.580** (.000)	.686** (.000)
Role Overload	.493** (.000)	.494** (.000)	.537** (.000)	.463** (.000)	.508** (.000)	.500** (.000)	.448** (.000)	.562** (.000)
Awareness towards Work-life Balance	.629** (.000)	.600** (.000)	.591** (.000)	.536** (.000)	.629** (.000)	.593** (.000)	.550** (.000)	.674** (.000)

Job Satisfaction and Flexible Environment	.736** (.000)	.692** (.000)	.631** (.000)	.614** (.000)	.708** (.000)	.740** (.000)	.618** (.000)	.774** (.000)
Self-appreciation of work	.745** (.000)	.684** (.000)	.631** (.000)	.625** (.000)	.727** (.000)	.732** (.000)	.612** (.000)	.777** (.000)
Overall	.756** (.000)	.722** (.000)	.686** (.000)	.658** (.000)	.745** (.000)	.748** (.000)	.655** (.000)	.812** (.000)

Work-life balance has significant implications for workplace resilience. The key points on how work-life balance impacts workplace resilience are stress management and well-being; prevention of burn-out; enhanced productivity and retention and engagement. Work-life balance is a critical factor in building workplace resilience. By supporting employees in achieving a healthy balance between workplace responsibilities and personal life, organizations can enhance stress management, prevent burnout, boost productivity, and cultivate a resilient workforce capable of adapting to challenges and thriving in the long run.

The findings of the study are parallel to the study conducted by Bernuzzi, Sommovigo and Setti (2022) who said that a positive work-life balance can promote workplace resilience, but workplace resilience can also help workers to balance work and life. Additionally, workplace resilience can protect from the negative effects of both work-life imbalance and work-life conflict on workers' health and job-related outcomes. This is supported by Ong (2023) who claimed that work-life balance is not a luxury; it is a necessity for fostering resilience and grit. It empowers us to manage challenges effectively and maintain a positive outlook on life. Striking a balance between work and personal life equips us with the tools to bounce back from adversity, adapt to change, and thrive in both our professional and personal pursuits.

Influence of Emotional Competence, Social Support and Work-life Balance on Workplace Resilience of Government Employees

Presented in Table 6 the influence of emotional competence, social support and work-life balance on workplace resilience of government employees. Further, as indicated by the F-value of 391.041 with a corresponding p-value of 0.000, the regression model is therefore significant. Hence, it leads to the rejection of the null hypothesis. It could be stated that there is a variable that can predict the workplace resilience of government employees.

In addition, the R² of .713 signifies that 71.3 percent of the variation in workplace resilience of government employees is explained by the predictor variables, emotional competence, social support and work-life balance. This

Table 6 Significance of the Influence of Emotional Competence, Social Support, and Work-life Balance on Workplace Resilience of Government Employees means that 28.7 percent of the variation could be attributed to other factors aside from these three variables.

Workplace Resilience				
Exogenous Variables	<i>B</i>	β	<i>t</i>	<i>Sig.</i>
Constant	.148		1.217	.224
Emotional Competence	.252	.212	5.387	.000

Social Support		.211	.214	4.749	.000
Work-life Balance		.530	.487	11.330	.000
R	.844				
R ²	.713				
ΔR	.711				
F	391.041				
ρ	.000				

The presentation revealed that the standard coefficient of work-life balance has the highest beta of .487. It indicates that work-life balance has the greatest influence on the workplace resilience of government employees compared to social support with .214, and emotional competence with .212 respectively.

This result is in alignment with the results of Bernuzzi, Sommovigo and Seti, (2022) who said that a positive work-life balance can promote resilience, but resilience can also help workers to balance work and life. On the other hand, Ong (2023) noted that work-life balance enables us to invest time and energy in nurturing meaningful relationships with family and friends. Strong social connections act as a support system during challenging times, enhancing our resilience and providing a sense of belonging and purpose.

Also, the findings is parallel to the study of Kose, Baykal and Bayat (2021) highlighted how social support influences workplace resilience levels, which in turn impact work-life balance. This research contributes to understanding how these factors interact and influence overall workplace resilience.

Finally, study supported by the findings was conducted by Bal, Kordowicz and Brookes (2020) offered a perspective on workplace resilience that goes beyond individual factors. Their work emphasizes the importance of dignity and social aspects in fostering workplace resilience. By considering dignity and social support in the context of workplace resilience, their study sheds light on how emotional competence, social support and work-life balance collectively influence workplace resilience.

Best Fit Model of Workplace Resilience

This part analyzes the interrelationships among the variables in the study. Five models were generated to obtain the best fit model of workplace resilience of government employees. The models were assessed against the given fit indices and served as basis to accept or reject the model.

Revealed in Table 7 is the result of the goodness of fit measures, of Generated Model 5. As can be seen in the results, all model fit values have successfully met the criteria set by each index; CMIN/DF < 2, GFI, CFI, NFI, TLI 0. >95, and RMSEA <0.05 with a P- Close >0.05. The result is in alignment with the criteria set by Arbuckle and Wothke (1999) emphasizing the CMIN/DF should be less than 2, and Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), Normed Fit Index (NFI), and Goodness of Fit Index (GFI) should be more than 0.95. Moreover, the RMEA and PCLOSE values are supported by Browne and Sugawara (1996) indicating 0.01, 0.05 and 0.08 as excellent, good, and mediocre fit respectively, with a P-Close that is greater than 0.05.

Table 7 Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF (0<value<2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	14.201	.697	.768	.756	.737	.167	.000
2	.000	10.867	.758	.829	.815	.803	.144	.000

3	.000	8.752	.786	.866	.852	.845	.128	.000
4	.000	8.713	.785	.865	.851	.846	.127	.000
5	.076	1.509	.988	.997	.992	.994	.033	.873

Legend: CMIN/DF – *Chi Square/Degrees of Freedom*
 GFI – *Goodness of Fit Index*
 RMSEA – *Root Mean Square of Error Approximation*

NFI – *Normed Fit Index*
 TLI – *Tucker-Lewis Index*
 CFI – *Comparative Fit Index*

As shown in the table model 5 obtained a p-value of .076, CMIN/DF of 1.509, goodness of fit index of .988, comparative fit index of .997, normed fit index of .992, Tucker-Lewis index .994, RMSEA of .033 and finally p-close of .873. All exogenous variables are fitted to be part of the best fit model for workplace resilience of government employees in Region XI.

Generated Structural Model 1 presented the direct relationship between the endogenous and exogenous variables. As shown in Table 8, work-life balance is strongly represented by their factors, with the highest beta values (.688) followed by social support (beta = .289) and emotional competence (beta = .256). Table 7 shows that exogenous variables, emotional competence, social support and work-life balance do not predict workplace resilience having a P-value of >0.05. Also, revealed in the goodness of fit results that the model fit values were not within the range of the indices criteria as shown by CMIN/DF > 2, GFI, CFI, NFI, TLI < 0.95, and RMSEA > 0.05 with a P- Close < 0.05. This means that the model does not fit with the data.

Generated Structural Model 2 displayed the interrelationships between the exogenous variables emotional competence and social support and social with work-life balance along with its direct relationship to the endogenous variable which is workplace resilience. As shown in Table 8, work-life balance is strongly represented by their factors, with the highest beta values (.702) followed by emotional competence (beta = .273) and social support (beta = .224). Also, the goodness of fit results revealed that the values were not within the range of the indices criteria as shown by CMIN/DF > 2, GFI, CFI, NFI, TLI < 0.95, and RMSEA > 0.05 with a P- Close < 0.05. This means that the model shows a very poor fit.

Generated Structural Model 3 is a model modification of the previous models showing interrelationships between the exogenous variables emotional competence and social support and social with work-life balance and emotional competence with work-life balance along with its direct relationship to the endogenous variable which is workplace resilience. As shown in Table 8, exhibits that work-life balance is strongly represented by their factors, with the highest beta values (.728) followed by social support (beta = .228). Also, the goodness of fit results revealed that the values were not within the range of the indices criteria as shown by CMIN/DF > 2, GFI, CFI, NFI, TLI < 0.95, and RMSEA > 0.05 with a P- Close < 0.05. This means that the model did not meet the necessary criteria.

Table 8 Regression Weights of the 5 Generated Models

Model	Exogenous Variables to Endogenous Variable		
	Emotional Competence	Social Support	Work-life Balance
1	.256***	.289***	.688***
2	.273***	.224*	.702***
3	.204*	.228*	.728***
4	.324***	—	.867***
5	.363*	—	.908***

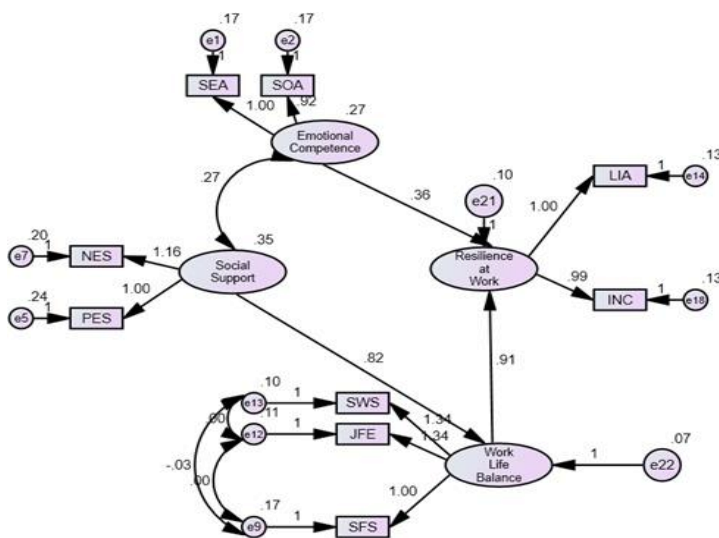
Generated Structural Model 4 is another model modification of the previous models showing the interrelationship of emotional competence and social support, relationship of emotional competence and resilience, work-life balance to resilience and social support to work-life balance. However, the exogenous

variables, emotional competence and work-life balance have strong link with the endogenous variable, workplace resilience, while social support do not have effect to the endogenous variable. As shown in Table 8, indicates that work-life balance is strongly represented by their factors, with the highest beta values (.867) and emotional competence (beta = .324). Also, the goodness of fit results revealed that the values were not within the range of the indices criteria as shown by CMIN/DF > 2, GFI, CFI, NFI, TLI < 0.95, and RMSEA > 0.05 with a P- Close < 0.05. This means that the model did not meet the necessary criteria.

Reflected in Figure 2 is the standard estimates of Generated Model 5. As can be gleaned in model 5, the best fit model, emotional competence, social support, and work-life balance are exogenous variables that have direct causal relationship on workplace resilience. The model also revealed the interconnectedness of these two exogenous variables namely, emotional competence and social support. Emotional competence had a direct relationship with workplace resilience, social support with work-life balance and lastly, work-life balance with workplace resilience.

Moreover, as shown in Figure 2, two out of four indicators of emotional competence namely, self-awareness and social awareness, remained significant predictors of workplace resilience. While social support had two out of four indicators, namely, need for support and perceived emotional support, were found to affect workplace resilience. On the other hand, the work-life balance maintained three indicators out of five indicators, namely, satisfaction with family and self-life, job satisfaction and flexible environment, and self-appreciation of work that significantly affect workplace resilience. Based on the result, it can be deduced that the workplace resilience was best anchored on emotional competence which was measured in terms of self-awareness and social awareness; social support in terms of need for support and perceived emotional support; and work-life balance in terms of satisfaction with family and self-life, job satisfaction and flexible environment, and self-appreciation of work.

Furthermore, the endogenous variable workplace resilience is measured in terms of living authentically, finding one's calling, maintaining perspective, managing stress, interacting cooperatively, staying healthy, and building networks.



Legend:

<i>SEA- self-awareness</i>	<i>PES- perceived emotional support</i>	<i>SFS- self-appreciation of work</i>
<i>SOA- social awareness</i>	<i>SWS- satisfaction with family and self-life</i>	<i>LIA- Living Authentically</i>
<i>NES- need for support</i>	<i>JFE- job satisfaction and flexible environment</i>	<i>INC- Interacting Cooperatively</i>

Figure 2: Best Fit Model in Standard Solution

The direct causal link of emotional competence, social support and work-life balance towards workplace resilience of government employees, corroborates the research outcomes revealed by Sehwat and Simon (2021), Sahi (2019), Achour and Nor (2020), Yildirim, & Tanrıverdi, (2021) and Bernuzzi, Sommovigo and Setti (2022) that found the direct effect of emotional competence, social support and work-life balance on workplace resilience..

CONCLUSION AND RECOMMENDATION

As assessed government employees in Region XI, the levels of emotional competence, social support, work-life balance and workplace resilience are high.

The test of correlation revealed that there is a significant relationship between emotional competence and workplace resilience, social support and workplace resilience, and work-life balance and workplace resilience of government employees of Region XI.

Emotional competence, social support and work-life balance are significantly associated/related to workplace resilience of government employees. They are also significant predictors to the endogenous variable which is workplace resilience, having work life balance as the best predictor among the exogenous variable.

Generated Model 5 was found to be the best fit model successfully passed all the conventions of a reasonable. Hence, it is the most parsimonious model among the five generated models.

The direct causal link of emotional competence, social support and work-life balance towards workplace resilience of government employees in Region XI, confirmed the anchored theory.

Considering the findings and conclusion of the study. There may be a need to sustain the emotional competence, social support, work-life balance, and workplace resilience of the government since they have high levels of these variables. Therefore, the study suggests the following:

First, promote emotional competence training: Offer training programs that focus on the developing emotional competence, such as self-awareness, self-regulation, empathy and social skills. By enhancing employees' emotional competence, organizations can help them better manage stress, communicate effectively and navigate challenging situations with workplace resilience.

Second, foster a supportive work environment: create a culture that values social support and collaboration among the team members. Encourage open communication, teamwork, and mutual assistance. Building strong social connections at work can provide a supportive network that boosts workplace resilience and helps employees cope with stress and adversity.

Third, implement flexible work policies: provide flexible work arrangements that support employees in achieving a healthy work-life balance. Offering options like telecommuting, flexible hours, and time off for personal commitments can help individuals manage their professional responsibilities while attending to personal needs, fostering overall well-being and workplace resilience.

Fourth, encourage self-care practices: promote self-care initiatives and well-being programs that emphasize the importance of maintaining a healthy work-life balance. Encourage employees to prioritize self-care activities, such as exercise, mindfulness, and spending with loved ones, to recharge and build workplace

resilience against workplace stressors.

Fifth, provide access to employee assistance programs: offer access to this program and mental health resources that provide support for employees facing personal or work-related challenges. Such as counseling services, stress management tools, and resources to help individuals cope with difficulties and build workplace resilience in the face of adversity.

Sixth, encourage boundary setting: support employees in setting boundaries between work and personal life to prevent burnout and maintain well-being. Encourage clear communication around expectations, workload management, and the importance of disconnecting from work to recharge and maintain workplace resilience.

Seventh, leadership development: invest in the leadership development programs that focus on fostering emotional competence, building strong relationships, and creating a supportive work environment. Strong leadership that prioritizes employee well-being, provides mentorship, and promotes a positive organizational culture can significantly impact workplace resilience.

Future researchers who wish to use the adopted questionnaire in the present study may consider validating the instrument using exploratory factor analysis (EFA) or confirmatory factor analysis (CFA).

By incorporating these recommendations into workplace practices and policies, individuals and organizations can create a supportive environment that enhances emotional competence, social support, work-life balance, and ultimately, workplace resilience. These strategies can contribute to a positive and resilient workplace culture where employees can thrive and effectively navigate challenges.

Finally, future researchers may consider other predictor variables of resilience and shall conduct similar study across government offices particularly in Region XI.

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