



## Emotional Intelligence in the Philippine Public Sector: Integrating Filipino Constructs and Implications for HR Practice

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### Abstract

The study aimed to propose a localized model of emotional intelligence (EI) in the Philippine public sector workplace. Using a quantitative cross-sectional design, an online survey was conducted consisting of the Wong and Law Emotional Intelligence Scale (WLEIS) and a listing of Filipino values and traits sourced from literature. Respondents (N = 274) were from National Government Agencies (NGAs), State Universities and Colleges (SUCs), Local Government Units (LGUs), Government-Owned and Controlled Corporations (GOCCs), and Constitutional Commissions in the Cordillera Administrative Region (CAR). An exploratory factor analysis yielded three factors, *Madamdaming Loob* (MLb; Emotional Identity), *Madamdaming Pamamaraan* (MPr; Emotional Facilitation), and *Madamdaming Pakikiangkop* (MPa; Emotional Adaptability), with a multiple regression analysis on the underlying constructs indicating each significantly predicting at least one WLEIS factor. MLb and MPr resemble the internal-external mechanisms purported in the *Kapwa* Theory with MPa serving as an intermediary. The proposed model is recommended for the development of a local EI measure and for adoption in government agencies seeking the customization of their HR systems in compliance with PRIME-HRM maturity level indicators.

### Introduction

The impact of Emotional Intelligence (EI) in the workplace is visible in various areas. EI was found to significantly predict performance and productivity, job satisfaction (Choudhury, 2021; Rezvani et al., 2016; Wong & Law, 2002), and leadership behavior (Cuellar-Molina et al., 2017). The Civil Service Commission (CSC) recognizes the importance of EI in the workplace, providing a leadership development series on EI through the Civil Service Institute (Philippine Civil Service Commission, 2020).

Furthermore, findings from past studies imply that EI may increase job retention and reduce job stress and turnover rates or intention (Stephens & Huaibing, 2018) and as a recruitment factor, EI is cost-effective (Boyatzis et al., 1999; US Government Accounting Office, 1998). Choudhury (2021) then suggested the integration of EI with human capital management. EI was also found to partially mediate the relationship between quality of work life and commitment among public sector employees (Buñao & Dura, 2023). Relative to human resource management practice, EI



measures may be used in hiring to ensure the selection of the most qualified and fit applicant as EI shows potential as a core competency, to be required from employees upon entry to organizations.

However, most existing studies on EI and other psychological constructs were done in Western settings or cross-cultural contexts. As such, there is a certain level of invalidity or inapplicability of psychological tests when these are used in contexts not relatively like that which they were developed (Bulatao, 1998). Previous researchers have then integrated Filipino constructs into Western psychological models to address these issues. For instance, the Masaklaw na Panukat ng Loob (Mapa ng Loob) integrated Filipino trait constructs with the Five-Factor Model of personality, developing a local personality inventory (Del Pilar, 2017).

Among existing measures of EI are the Mayer-Salovey-Caruso EI test (Brackett & Salovey, 2006; Mayer et al., 2002), the Bar-On Emotional Quotient Inventory (Bar-On, 1997, 2006; van der Merwe et al., 2005), the Schutte Self-Report EI Test (Ciarrochi et al., 2001; Schutte et al., 1998), and the Wong and Law EI Scale (Wong & Law, 2002). With varying theoretical models, the validity of EI measures developed from these is assailed. This is highlighted more in localized contexts (e.g., Philippine workplace, academic settings, ethnic/indigenous groups, and non-Western demographics).

Regarding the Filipino psyche, *Kapwa* and other related concepts have been consistently highlighted in studies (Aguas, 2016; Enriquez, 1978, 1992, 1994; Meneses, 2018; Pe-Pua, 2006; Pe-Pua & Protacio-Marcelino, 2000; Reyes, 2015; Yacat, 2013a). It is considered central in the development of an individual, not only at a personal level but also in terms of how one interacts with the world. The impact of society cannot be discounted from the Filipino personality, as may be inferred from *kapwa*, *loob*, and *pakikiramdam*. Thus, the study explores the EI construct concerning these.

### Wong and Law EI Scale (WLEIS)

Wong and Law (2002) improved on the EI dimensions by Salovey and Mayer, naming the EI factors as self-emotion appraisal (SEA), others'

emotion appraisal (OEA), regulation of emotion (ROE), and use of emotion (UOE). SEA refers to one's capability to assess one's own emotions before others can do so. On the other hand, OEA involves the evaluation of other people's emotions, which may lead to being more empathetic. ROE is relevant to SEA as this enables people to manage their emotions, affecting tenacity and resilience. UOE is more directed towards the expression of emotions, impacting performance in daily tasks.

The WLEIS was originally developed with populations from China and Hong Kong (Law, et al., 2004; Wong & Law, 2002), but cross-cultural and validation studies have also been conducted supporting the scale's structure (Pacheco et al., 2019). The WLEIS was reported to have significantly correlated with job performance ( $r=.21$ ,  $p<.01$ ) and job satisfaction ( $r=.40$ ,  $p<.01$ ) (Wong & Law, 2002). The instrument uses a 7-point scale along 16 items with a reliability estimate of  $\alpha=.70-.85$  (Pérez et al., 2005). The scale is developed based on the dimensions resembling the ability model (Wong & Law, 2002).

### EI and Sikolohiyang Pilipino

Despite being a concept coined in the 1990s and consistently gaining popularity, EI has yet to be comprehensively studied in the Philippines. Moreover, tool development for EI in the Philippines is sufficiently lacking. *Kapwa* was conceptualized to include both interpersonal and intrapersonal aspects (Enriquez, 1978), notably how the person shares themselves with others (Pe-Pua & Protacio-Marcelino, 2000; Yacat, 2013a). Reyes (2015) translated *pakikiramdam* as "relational sensitivity" or "empathy" and it was further described as necessitating receptivity to various cues and a method of employing EI (Mansunkhani, 2005). *Pakikiramdam* was also described by Mataragnon (1987) as an "emotional a priori" or "feeling for another". These imply that initiative comes from the person who aims to "feel" another. Similarly, Yabut and Fernando-Resurreccion (2017) portrayed *Pakikiramdam* as a process involving "*pagbubukas-loob tungo sa pakikiramdam*" (opening up of the person initiating *Pakikiramdam*) and "*pagbubukas sarili ng nararamdaman*" (opening up of the person being engaged through *Pakikiramdam*). While the impact of these values on EI is implied, these have yet to be specifically studied through research.



## The Philippine Public Sector

To develop an EI model that would be reflective of the Philippine workplace, EI should be contextualized as a workplace competency, referring to factors assumed to be necessary for success and achievement (Chouhan & Srivastava, 2014). Based on the three types of competencies identified by the Philippines-Australia Human Resource and Organisational Development Facility (PAHRODF, 2017), EI cuts across core competencies and leadership competencies. In leadership, EI was reported to refer to how a person manages personal factors and, at the same time, interpersonal variables (Colfax et al., 2010).

Currently, government agencies are complying with the Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) of the Philippine Civil Service Commission. Currently, there are 131 agencies under the jurisdiction of the Civil Service Commission Cordillera Administrative Region (CSC CAR). These agencies include National Government Agencies (NGAs), State Colleges and Universities (SUCs), Government-Owned or Controlled Corporations (GOCCs), Local Government Units (LGUs), and Constitutional Commissions. These are targeted for the PRIME HRM recognition (meets maturity level indicators for one core human resource management area) or award (recognition in all four core HR areas leading to leveling up). Of these 131 agencies, 14 or 10.69%, have already conferred the PRIME HRM Bronze Award and at least 26, or 19.85%, have been recognized in at least one core HR area. Among the evidence requirements being assessed by CSC are agencies' customized selection criteria and assessment tools. Relative to this need among government agencies, integrating the EI construct into their selection process would enable agencies to modify their policies and practices, aligned with PRIME HRM maturity Level 2 indicators. Considering these, an EI model integrated with Filipino constructs may strengthen leadership competence and the work-life or commitment of public sector employees.

The study then aims to, first, identify Filipino constructs that are perceived to be relevant to EI and, second, extract from these factors those that may explain common variance among the constructs and predict WLEIS factors. Overall, the objective of the study is to propose a local model of emotional intelligence that may be used in

developing psychometric measures, improving HRMD practice, and in the engagement of future research endeavors.

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## Materials and Method

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A quantitative, cross-sectional design was implemented with convenience sampling utilized in selecting respondents (N = 274, 2 respondents discontinued and were excluded). Data was collected based on the following inclusion criteria: (1) respondents must have been employed by a government agency (e.g., SUCs, NGAs, LGUs, and GOCCs) in the Cordillera Administrative Region (CAR) at the time of the study; and (2) respondents should have also been capable of reading and understanding both English and Filipino. Informed consent was sought from all respondents.

Data-gathering tools were digitized through Google Forms for ease of access of respondents and in compliance with safety protocols in place due to COVID-19. This was then uploaded through social media along with the inclusion criteria. The email addresses of respondents were collected for verification or follow-ups if needed.

Respondents were provided a brief description of the study and how collected data will be processed. Two options were given wherein respondents who wished to proceed would indicate their agreement in the digitized form. Continuing respondents were provided a demographics questionnaire to differentiate respondents by agency group (i.e., SUCs, NGAs, LGUs, GOCCs, and Constitutional Commissions) and by respondent group (i.e., HRMPs, supervisors/managers, and rank-and-file). The five major agency groups were represented with 41% from NGAs, 22% from LGUs, 19% from SUCs, 12% from GOCCs, and 6% from Constitutional Commissions. Sixty-eight percent occupied rank-and-file positions, 18% held supervisory positions, and 14% were human resource management and development practitioners.

A list of 22 Filipino constructs was created based on literature from Virgilio Enriquez (1992, 1994), Zeus Salazar (1981, 1985), and Rogelia Pe-Pua and Elizabeth Protacio-Marcelino (2000). The constructs were rated from 1 (not important)



to 6 (important) regarding their relevance to EI. The Wong and Law EI Scale (WLEIS; Wong & Law, 2002) was used to corroborate arising factors potentially relevant to EI. The means of Filipino constructs were analyzed to identify which among the list were considered by respondents as important to EI. To verify emerging constructs, these were treated with Kendall's tau-b correlation. Constructs that significantly correlated with at least two factors of WLEIS were included in the final listing, which was subjected to a KMO and Bartlett's Test of Sphericity.

The data were then subjected to Exploratory Factor Analysis (EFA) to determine the latent factor structure of the model. The extraction employed principal axis factoring (PAF) with varimax rotation with an eigenvalue criterion set to be greater than 1. PAF was used to ensure that underlying latent constructs would be identified instead of a linear analysis of the Filipino constructs, considering further that there is limited information as to the amount of error variance (Hair et al., 2014). Consequently, varimax rotation was chosen in keeping with the exploratory objective of the study, operating under the assumption that while EI factors in Western models may be interrelated, the same may not be true with the integration of Filipino constructs.

Stevens (2002) provided a rule of thumb wherein the minimum factor loading decreases inversely with the sample size. A sample size of 200 would be equivalent to a 0.384 factor loading and a sample size of 300 to a factor loading of 0.298. Considering that the homogeneity of the sample may lower resulting factor loadings (Kline, 2014), the minimum factor loading was then set at 0.30. While the minimum factor loading for the EFA may already be sufficient, four multiple linear regression analyses were also used to provide robustness to the initial findings. The results of the analysis were utilized as supporting data in modifying the initial model from the EFA. To check for the assumptions for MLRA, the Durbin-Watson test was included to verify that there are no autocorrelations among residuals, the Variance Inflation Factor (VIF) to check multicollinearity, a P-P plot for normality of residuals, and a scatterplot to examine homoscedasticity.

## Results and Discussion

The study aimed to propose a model of EI in the Philippine workplace. An initial step towards such involved determining which Filipino constructs emerged to be relevant to EI. Table 1 displays the correlations among the listed Filipino constructs and the four scales of WLEIS with all listed constructs significantly correlating with at least two factors of WLEIS (ranging from  $r_b = .157$  to  $.957$ ,  $p < .05$ ), showing that such constructs move along a similar pattern as that of an established measure of EI. Furthermore, using a minimum mean value of 4, the list was reduced from 22 to 15. Table 2 shows the mean for each Filipino construct based on the perception of respondents.

Notably, more accommodative surface values emerged compared to confrontative surface values implying an outward orientation of EI. The resulting list of Filipino constructs was found to possess suitability for factor analysis through KMO and Bartlett's Test of Sphericity (KMO = 0.863,  $\chi^2 = 1572.692$ ,  $p < .001$ ). Figures 1 and 2 show the scree plots from the conducted PAF, showing at least 3 factors with eigenvalues greater than 1. Table 3 presents the initial eigenvalues from the analysis, cumulatively explaining 47.127% of variance, and Table 4 presents the first EFA extraction.

From the 15 Filipino constructs, this was reduced to 14 with the exclusion of *Bahala na*. In the second factor extraction, all the remaining Filipino constructs loaded significantly into three factors in 11 iterations, and the rotated factor matrix converged in 4 iterations. The three factors cumulatively explained 49.436% of variance with the specific eigenvalues presented in Table 5. Table 6 represents the results of the second extraction.

While the cumulative percentage of explained variance is less than 50%, it should be noted that 7 of the factors have communalities greater than 0.50. Coincidentally, *Hiya* and *Utang na Loob* which have the lowest amount of factor loadings also possess the lowest amount of communalities. Nevertheless, these are retained and analysis is continued considering that both constructs may be relevant in the mediating effect of EI on work-life quality and organizational commitment (Buñao & Dura, 2023).





**Table 1**

Correlation of Filipino Constructs and WLEIS Factors

| Filipino Constructs           | SEA     | OEA    | UOE    | ROE     |
|-------------------------------|---------|--------|--------|---------|
| SEA                           |         |        |        |         |
| OEA                           | .266**  |        |        |         |
| UOE                           | .298**  | .378** |        |         |
| ROE                           | .685**  | .255** | .248** |         |
| Hiya                          | .212**  | .161** | .222** | .230**  |
| Dangal                        | .603**  | .258** | .276** | .620**  |
| Pakikisama                    | -.142** | .141** | .238** | -.182** |
| sama                          | .531**  | .112** | .094*  | .476**  |
| Pakikibaka                    | .797**  | .216** | .205** | .624**  |
| Kagandahang-Loob              | .407**  | .317** | .317** | .319**  |
| Kalayaan                      | .820**  | .266** | .274** | .729**  |
| Pagkarelihiyoso               | .770**  | .207** | .273** | .621**  |
| Kakayahang Magdala ng Tensyon | .514**  | .537** | .284** | .514**  |
| Pakikisalamuha                | -.076   | .372** | .235** | -.063   |
| Pag-agapay                    | -.041   | .327** | .300** | -.003   |
| Bahala na                     | .201**  | .701** | .262** | .187**  |
| Utang na Loob                 | .039    | .120*  | .517** | .009    |
| Pakikipagkapwa                | -.057   | .223** | .364** | -.083   |
| Lakas ng Loob                 | .601**  | .325** | .427** | .586**  |
| Pakikiramdam                  | -.028   | .220** | .469** | -.016   |
| Katarungan                    | .688**  | .251** | .253** | .723**  |
| Katalinuhan                   | .634**  | .243** | .218** | .722**  |
| Kaasalang Sekswal             | .568**  | .160** | .160** | .725**  |
| Kahustuhang Emosyonal         | .309**  | .301** | .268** | .443**  |
| Pananalig                     | .591**  | .163** | .215** | .550**  |
| Pakikiisa                     | -.050   | .144** | .244** | -.069   |

\*\*p&lt;.01

*Pakikiramdam*, being a pivotal interpersonal value (Enriquez, 2007) or “*pagpapahalagang tulay ng sarili at iba*” (Yacat, 2013b) is held to be integral to EI. Furthermore, *Pakikiramdam* involves one’s perception and understanding of the feelings of others and an expression of EI (Reyes, 2015). Thus, it was used as a primary basis for

**Table 2**

Mean of Filipino Constructs

| Filipino Constructs           | Mean  |
|-------------------------------|-------|
| Hiya                          | 4.77* |
| Dangal                        | 5.02* |
| Pakikisama                    | 5.66* |
| Sama                          | 2.59  |
| Pakikibaka                    | 3.07  |
| Kagandahang-Loob              | 5.63* |
| Kalayaan                      | 3.66  |
| Pagkarelihiyoso               | 3.26  |
| Kakayahang Magdala ng Tensyon | 5.30* |
| Pakikisalamuha                | 5.75* |
| Pag-agapay                    | 5.80* |
| Bahala na                     | 4.10* |
| Utang na Loob                 | 4.79* |
| Pakikipagkapwa                | 5.77* |
| Lakas ng Loob                 | 4.55* |
| Pakikiramdam                  | 5.58* |
| Katarungan                    | 3.62  |
| Katalinuhan                   | 3.26  |
| Kaasalang Sekswal             | 2.75  |
| Kahustuhang Emosyonal         | 5.51* |
| Pananalig                     | 4.28* |
| Pakikiisa                     | 5.68* |

\*  $\bar{x} \geq 4$ 

naming the three factors. Factor 1 was termed as Emotional Facilitation or *Madamdaming Pamamaraan* (MP<sub>r</sub>,  $\lambda = 4.440$ ), Factor 2 as Emotional Identity or *Madamdaming Loob* (ML<sub>b</sub>,  $\lambda = 2.901$ ), and Factor 3 as Emotional Adaptability or *Madamdaming Pakikiangkop* (MP<sub>a</sub>,  $\lambda = 1.172$ ). Figure 3 illustrates the emerging model of EI based on the results of the EFA.

A person’s ability to interact with others through utilizing their emotions may be portrayed by emotional facilitation (Cote & Miners, 2006; Mayer et al., 2016; O’Boyle et al., 2010; Relajo et al., 2015). Considering this and the nature of Factor 1 constructs, MP<sub>r</sub> was used to depict the facilitative function of EI in dealing with one’s



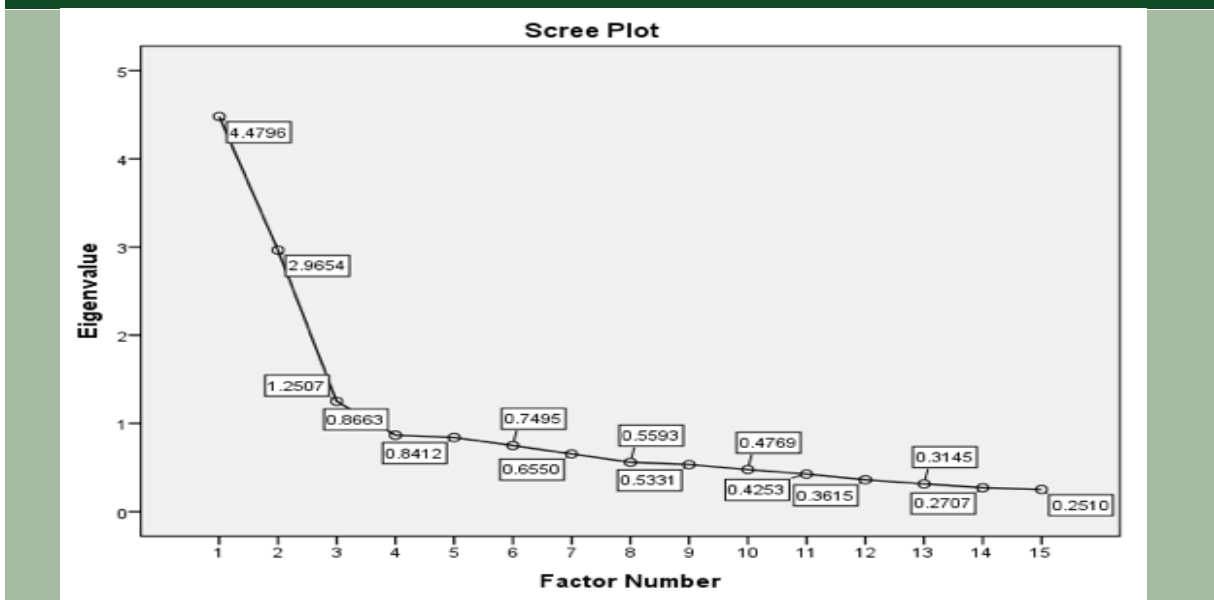
**Table 3**

*Correlation of Filipino Constructs and WLEIS Factors*

| Factor | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Square Loadings |               |            |
|--------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|----------------------------------|---------------|------------|
|        | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                            | % of Variance | Cumulative |
| 1      | 4.440               | 31.714        | 31.714       | 3.995                               | 28.534        | 28.534       | 3.626                            | 25.903        | 25.903     |
| 2      | 2.901               | 20.725        | 52.438       | 2.478                               | 17.696        | 17.696       | 2.748                            | 19.632        | 45.535     |
| 3      | 1.172               | 8.374         | 60.813       | 0.449                               | 3.205         | 3.205        | .546                             | 3.901         | 49.436     |
| 4      | .853                | 6.094         | 66.906       |                                     |               |              |                                  |               |            |
| 5      | .750                | 5.354         | 72.260       |                                     |               |              |                                  |               |            |
| 6      | .656                | 4.683         | 76.943       |                                     |               |              |                                  |               |            |
| 7      | .566                | 4.045         | 80.988       |                                     |               |              |                                  |               |            |
| 8      | .545                | 3.891         | 84.879       |                                     |               |              |                                  |               |            |
| 9      | .482                | 3.440         | 88.319       |                                     |               |              |                                  |               |            |
| 10     | .434                | 3.098         | 91.418       |                                     |               |              |                                  |               |            |
| 11     | .362                | 2.589         | 94.007       |                                     |               |              |                                  |               |            |
| 12     | .315                | 2.250         | 96.257       |                                     |               |              |                                  |               |            |
| 13     | .273                | 1.950         | 98.207       |                                     |               |              |                                  |               |            |
| 14     | .251                | 1.793         | 100.00       |                                     |               |              |                                  |               |            |

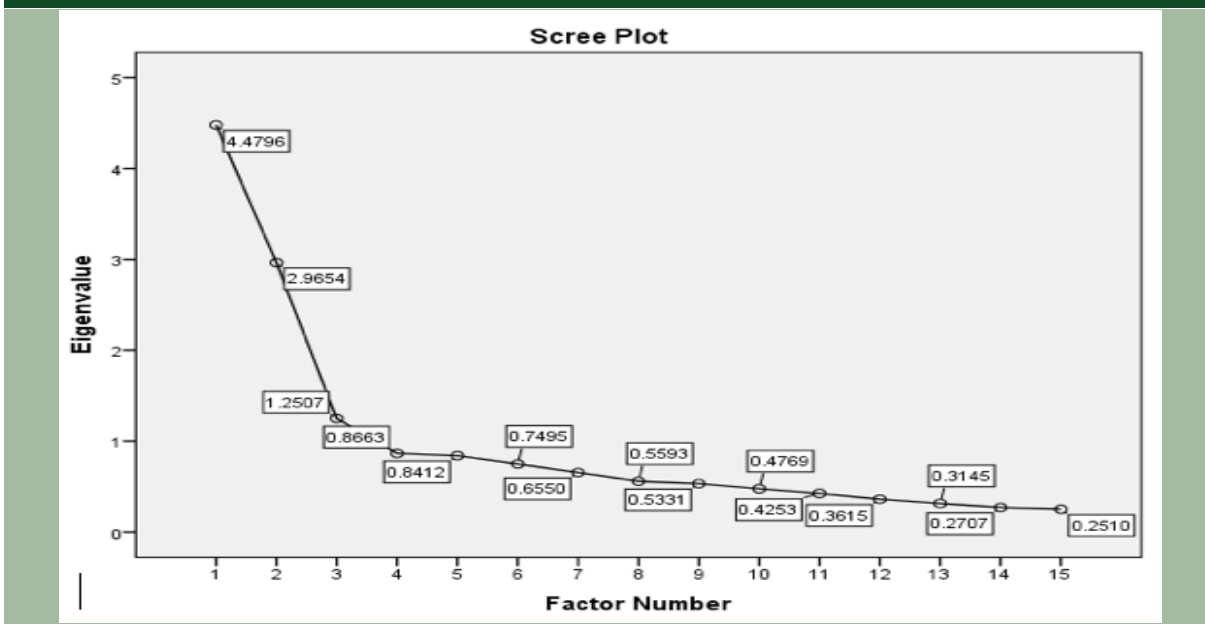
**Figure 1**

*Scree Plot for the First Extraction*



**Figure 2**

Screen Plot for the Second Extraction



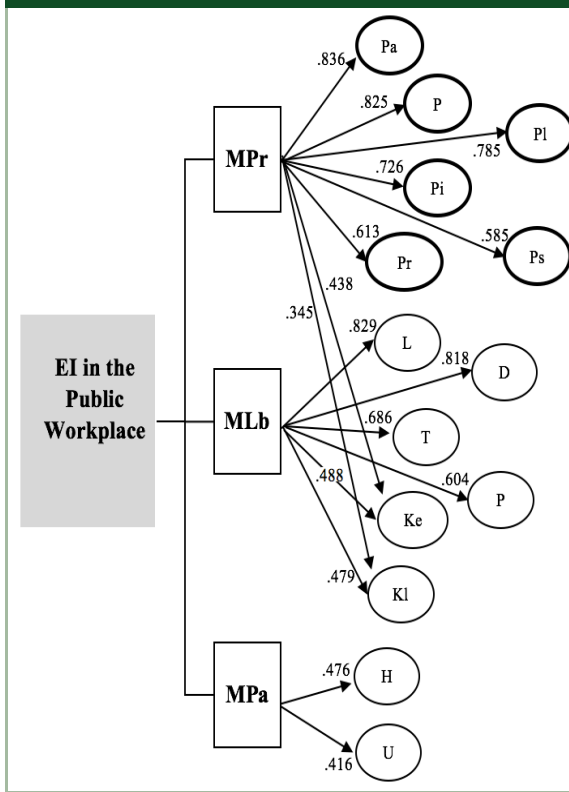
**Table 4**

Initial Factor Matrix of Filipino Constructs

| Filipino Constructs                  | Factor |      |      |
|--------------------------------------|--------|------|------|
|                                      | 1      | 2    | 3    |
| <i>Pakikipagkapwa</i>                | .829   |      |      |
| <i>Pag-agapay</i>                    | .837   |      |      |
| <i>Pakikisalamuha</i>                | .782   |      |      |
| <i>Pakikiisa</i>                     | .734   |      |      |
| <i>Pakikiramdam</i>                  | .611   |      |      |
| <i>Pakikisama</i>                    | .586   |      |      |
| <i>Lakas ng Loob</i>                 |        | .832 |      |
| <i>Dangal</i>                        |        | .800 |      |
| <i>Kakayahang Magdala ng Tensyon</i> |        | .686 |      |
| <i>Pananalig</i>                     |        | .604 |      |
| <i>Kahustuhang Emosyonal</i>         | .435   | .483 |      |
| <i>Kagandahang-Loob</i>              | .342   | .476 |      |
| <i>Hiya</i>                          |        |      | .470 |
| <i>Utang na Loob</i>                 |        |      | .455 |
| <i>Bahala na</i>                     |        |      |      |

**Figure 3**

Emerging Model of EI in the Philippine Public Workplace from EFA



**Table 5***Eigenvalues from the Second Extraction*

| Factor | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Square Loadings |               |            |
|--------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|----------------------------------|---------------|------------|
|        | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                            | % of Variance | Cumulative |
| 1      | 4.440               | 31.714        | 31.714       | 3.995                               | 28.534        | 3.626        | 25.903                           | 25.903        | 25.903     |
| 2      | 2.901               | 20.725        | 52.438       | 2.478                               | 17.696        | 2.748        | 19.632                           | 19.632        | 45.535     |
| 3      | 1.172               | 8.374         | 60.813       | 0.449                               | 3.205         | 0.546        | 3.901                            | 3.901         | 49.436     |
| 4      | .853                | 6.094         | 66.906       |                                     |               |              |                                  |               |            |
| 5      | .750                | 5.354         | 72.260       |                                     |               |              |                                  |               |            |
| 6      | .656                | 4.683         | 76.943       |                                     |               |              |                                  |               |            |
| 7      | .566                | 4.045         | 80.988       |                                     |               |              |                                  |               |            |
| 8      | .545                | 3.891         | 84.879       |                                     |               |              |                                  |               |            |
| 9      | .482                | 3.440         | 88.319       |                                     |               |              |                                  |               |            |
| 10     | .434                | 3.098         | 91.418       |                                     |               |              |                                  |               |            |
| 11     | .362                | 2.589         | 94.007       |                                     |               |              |                                  |               |            |
| 12     | .315                | 2.250         | 96.257       |                                     |               |              |                                  |               |            |
| 13     | .273                | 1.950         | 98.207       |                                     |               |              |                                  |               |            |
| 14     | .251                | 1.793         | 100.000      |                                     |               |              |                                  |               |            |

environment and other people (i.e., externality). The components of MPr include *Pakikiramdam*, the pivotal interpersonal value in the *Kapwa* model, *Pakikisama*, one of the accommodative surface values (Enriquez, 2007), and *Pakikipagkapwa*, considered to encompass the modes of social interaction (Yacat, 2013a).

Factor 2, *Madamdaming Loob*, is characterized as the internal aspect of EI opposite to MPr. This internality of EI is implied in various studies (Bar-On, 2005; Goleman, 1997; Mayer et al., 2016;). *Loob*, when used in people, indicates “relational will” (Reyes, 2015). The components of Factor 2, especially *Kagandahang-loob* and *Lakas ng loob* indicate an internal source of relating with others. Moreover, *Kagandahang-loob* is referred to as “*pagpapahalagang tulay ng sarili at lipunan*” (Yacat, 2013b) which adds support to the labelling of factor 2 as *Madamdaming Loob*.

*Pakikiramdam* has been described as feeling others and at the same time being felt by others, a process of mutually opening up to each other (Mataragnon, 1987; Yabut & Fernando-Resurreccion, 2017). The internality and outwardness of EI are consistent with the *Kapwa*

**Table 6***Second Factor Extraction Matrix of Filipino Constructs*

| Filipino Constructs                             | Factor |      |      |
|---|--------|------|------|
|   | 1      | 2    | 3    |
| <b>Factor 1: Madamdaming Pamamaraan (MPr)</b>   |        |      |      |
| <i>Pag-agapay (Pa)</i>                          | .836   |      |      |
| <i>Pakikipagkapwa (Pk)</i>                      | .825   |      |      |
| <i>Pakikisalamuha (Pl)</i>                      | .785   |      |      |
| <i>Pakikiisa (Pi)</i>                           | .726   |      |      |
| <i>Pakikiramdam (Pr)</i>                        | .613   |      |      |
| <i>Pakikisama (Ps)</i>                          | .585   |      |      |
| <b>Factor 2: Madamdaming Loob (MLb)</b>         |        |      |      |
| <i>Lakas ng Loob (L)</i>                        |        | .829 |      |
| <i>Dangal (D)</i>                               |        | .818 |      |
| <i>KakayahangMagdala ng Tensyon (T)</i>         |        | .686 |      |
| <i>Pananalig (P)</i>                            |        | .604 |      |
| <i>Kahustuhang Emosyonal (Ke)</i>               | .438   | .488 |      |
| <i>Kagandahang-Loob (Kl)</i>                    | .345   | .479 |      |
| <b>Factor 3: Madamdaming Pakikiangkop (MPa)</b> |        |      |      |
| <i>Hiya (H)</i>                                 |        |      | .476 |
| <i>Utang na Loob (U)</i>                        |        |      | .416 |





adaptability). Adaptability has been consistently cited in EI literature (Bar-On, 2005; Goleman, 2000; LaPalme et al., 2016; Mayer et al., 2016; and Wong & Law, 2002) and was used as a basis for naming the third factor. Coincidentally, the values *Hiya* and *Utang na Loob* are grouped under the category “*paayong pagpapahalaga*” (Yacat, 2013b). *Hiya*, referring to propriety (Enriquez, 2007) in line with EI, likely emanates from internality, while *Utang na Loob* or gratitude/solidarity (Enriquez, 2007), better resonates with externality. Although both connote agreeableness (i.e., being accommodative surface values), the term “*pakikiangkop*” was used instead to signify the use of EI in adapting to a situation, whether in an accommodating or confrontative approach.

Under *MLb*, *Pananalig* which was reported to be derived from being *maka-Diyos* (Clemente et al., 2008) received sufficient factor loading while *pagkarelihiyoso*, a closely associated construct, was excluded from the list of Filipino constructs for failing to meet the requirements. *Pananalig* is then interpreted to be of a spiritual nature to be differentiated from the common interpretation of the construct which is rooted in religiosity.

Grouped with *Dangal*, *Kagandahang-loob*, and *Lakas ng loob*, these form the emotional identity of a person. This is partially consistent with the findings of Clemente et al., (2008) wherein *Kagandahang-loob* preceded *Pakikipagkapwa* and formed part of *Sarili* values. About the public sector workplace, the four shared public service values popularized by the Civil Service Institute (CSI) include spirituality which also supports this interpretation of *Pananalig* in the workplace.

While *Kahustuhang Emosyonal* and *Kagandahang-Loob* primarily loaded into *MLb*, these also significantly loaded into *MPr*. This interaction between the internality and outwardness of EI mimics how *Sarili* values are assumed to guide behaviors in *Lipunan* (Clemente et al., 2008).

Government service requires a dedication to the public's interest whereas personal interests are treated as secondary (Code of Conduct and Ethical Standards for Public Officials and Employees, 1989). If *Pakikipagkapwa* is integral to the realization of *MPr*, *Kagandahang-Loob* is equally important in *MLb*. *Kagandahang-Loob* is not limited to hospitality from a materialistic aspect (Reyes, 2015), but includes an altruistic-like attitude expected from government employees.

*MPr* and *MLb* possess higher eigenvalues and when contextualized by *Kapwa* theory, both are assumed to have more major roles while *MPa* possesses an intermediary function. EI may manifest as a core competency in its lower proficiency levels and as proficiency levels increase or if people focus more on their *MPr* and not just *MLb*, they may possess leadership potential. EI as a core competency through *MLb* is also backed by studies on the practicality of using EI in HRM and general workplace well-being and performance management (Chin, 2021; Stephens & Huaibing, 2018).

Along with spiritual intelligence, EI impacts the conduciveness of the workplace (Chin et al., 2011). On the other hand, *MPr* is aligned with existing literature wherein EI is described to predict leadership (Colfax et al., 2010; Cote et al., 2010; Ugoani, 2015). This implies the plausibility of Government agencies adopting EI as a leadership competency when considering not just *MLb* but also the impact of *MPr*.

*MPr* includes the constructs *Pag-agapay*, *Pakikipagkapwa*, *Pakikisalamuha*, *Pakikiisa*, *Pakikiramdam*, and *Pakikisama*. *Kahustuhang emosyonal* and *Kagandahang-loob* also significantly loaded into *MPr* but both have higher factor loadings for *MLb*. Other constructs under *MLb* include *Lakas ng loob*, *Dangal*, *Kakayahang magdala ng tension*, and *Pananalig*. *MPa* has only two constructs, *Hiya* and *Utang na loob*.

For each MLRA conducted, assumptions on autocorrelations, multicollinearity, normality of residuals, and homoscedasticity were checked. The values and plots for tests conducted for SEA, OEA, UOE, and ROE are presented in Appendices F, G, H, and I, respectively. All assumptions for the MLRA on SEA and ROE were met. Potential issues were identified in the homoscedasticity for the MLRA on OEA as well as on the normality of residuals and homoscedasticity of the MLRA on ROE. The analysis was continued but with the limitations posed by the detected issues. The results of the regression analysis are shown in Table 7.

*Pakikisama* negatively predicted Regulation of Emotion perhaps due to it being an accommodative surface value. Regulation of Emotion is directed at emotional regulation involving one's ability to recover from psychological distress (Wong & Law, 2002) and likely operates at an internal level, thus, the findings.



As for Use of Emotion, its predictors include *Utang na loob*, *Pakikiramdam*, *Lakas ng loob*, *Pakikipagkapwa*, and *Pakikiisa*. Regulation of Emotion possesses the most predictors, specifically *Dangal*, *Lakas ng loob*, *Kahustuhang emosyonal*, *Kakayahang magdala ng tensyon*, and *Pananalig* as positive predictors and *Pakikisama* as the sole negative predictor.

Following the assumption of Enriquez (2007) that values originate from an internal aspect of a person, *MLb* is assumed to be located within the innermost portion of an individual with *Dangal*, *Pananalig*, *Kahustuhang emosyonal*, and *Kagandahang-loob*. These are retained directly under *Madamdaming Loob* because these significantly predict either SEA, ROE, or both. These WLEIS factors are directed toward the inner aspect of a person. Figure 4 presents the proposed model based on the results of EFA and linear regression.

*MPr* is placed in the outer portion of an individual to signify the internality-outwardness interaction, consisting of *Pakikipagkapwa*, *Pakikiisa*, *Pakikiramdam*, and *Pakikisama*. These constructs predicted either OEA or UOE, the WLEIS factors which are more external. From *MPa*, *Utang na loob* predicts UOE, and is placed in the model to portray the movement from *MPa* to *MPr*, via *Pag-agapay* and *Pakikisalamuha*.

Consistent with earlier assertions, if EI were to be construed as a core competency through *MLb*, then government employees should possess at least a basic proficiency level of *Dangal*, *Pananalig*, *Kahustuhang emosyonal*, and *Kagandahang-loob* upon recruitment. Human resource management and development practitioners may then incorporate an assessment of *Madamdaming Loob* in their RSP process. This would not only ensure employees at all levels possess this core competency, but it may also serve as a customization of the screening process.

**Table 7**

*Regression Analysis Summary for the 14 Filipino Constructs Predicting WLEIS Factor*

| Variable  | SEA    |       | OEA  |        | UOE    |      | ROE    |       |      |         |       |      |
|-----------|--------|-------|------|--------|--------|------|--------|-------|------|---------|-------|------|
|           | B      | SE    | B    | SE     | B      | SE   | B      | SE    |      |         |       |      |
| Constant  | -1.186 | .555  | .171 | .261   | -.067  | .144 | -1.179 | .605  |      |         |       |      |
| <i>Pk</i> | .001   | .001  | .115 | -.045  | -.049  | .054 | .187** | .200  | .030 | -.112   | -.041 | .125 |
| <i>Pa</i> | -.208  | -.075 | .128 | .229** | .227   | .060 | .013   | .013  | .033 | -.074   | -.025 | .139 |
| <i>Pl</i> | -1.92  | -.072 | .110 | .290** | .302   | .052 | .012   | .013  | .029 | -.107   | -.038 | .120 |
| <i>Pi</i> | .058   | .027  | .084 | -.038  | -.050  | .040 | .048** | .062  | .022 | -.037   | -.016 | .092 |
| <i>Pr</i> | -.121  | -.060 | .070 | .039   | .053   | .033 | .245** | .333  | .018 | -.105   | -.049 | .077 |
| <i>Ps</i> | -.060  | -.027 | .075 | .025   | .031   | .035 | .005   | .006  | .019 | -.174** | -.074 | .082 |
| <i>L</i>  | .320** | .256  | .054 | .052*  | .116   | .025 | .231** | .504  | .014 | .324**  | .241  | .059 |
| <i>D</i>  | .408** | .299  | .057 | -.002  | -.003  | .027 | -.005  | -.010 | .015 | .552**  | .376  | .063 |
| <i>T</i>  | .279** | .163  | .063 | .289** | .469   | .029 | -.017  | -.028 | .016 | .229**  | .125  | .068 |
| <i>P</i>  | .265** | .310  | .029 | -.008  | -0.026 | .014 | .015   | .047  | .008 | .208**  | .227  | .032 |
| <i>Ke</i> | .034   | .017  | .073 | -.025  | -.034  | .034 | .004   | .006  | .019 | .324**  | .148  | .079 |
| <i>Kl</i> | .212*  | .098  | .074 | .046   | .058   | .035 | .003   | .004  | .019 | .008    | .003  | .081 |
| <i>H</i>  | .071   | .048  | .044 | .047*  | .087   | .021 | .012   | .023  | .012 | .088    | .055  | .048 |
| <i>U</i>  | .050   | .035  | .046 | .024   | .046   | .020 | .251** | .478  | .011 | -.007   | -.005 | .045 |

Variables: *Pk* (*Pakikipagkapwa*), *Pa* (*Pag-agapay*), *Pl* (*Pakikisalamuha*), *Pi* (*Pakikiisa*), *Pr* (*Pakikiramdam*), *Ps* (*Pakikisama*), *L* (*Lakas ng Loob*), *D* (*Dangal*), *T* (*Kakayahang Magdala ng Tensyon*), *P* (*Pananalig*), *Ke* (*Kahustuhang Emosyonal*), *Kl* (*Kagandahang-Loob*), *H* (*Hiya*), *U* (*Utang na Loob*)

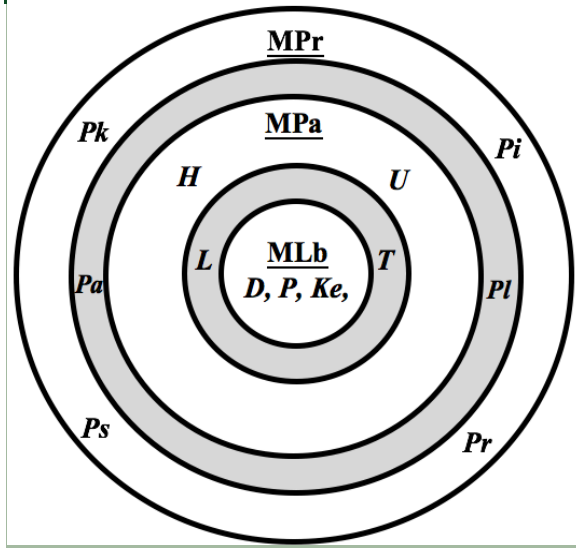
\*\*  $p < .001$

\*  $p < .05$



**Figure 4**

Proposed Model of EI in the Philippines Public Workplace



Variables: Pk (Pakikipagkapwa), Pa (Pag-agapay), Pl (Pakikisalamuha), Pi (Pakikiisa), Pr (Pakikiramdam), Ps (Pakikisama), L (Lakas ng Loob), D (Dangal), T (Kakayahang Magdala ng Tensyon), P (Pananalig), Ke (Kahustuhang Emosyonal), Kl (Kagandahang-Loob), H (Hiya), U (Utang na Loob)

While *Lakas ng loob* and *Kakayahang magdala ng tensyon* are loaded under *MLb* and these predict SEA and ROE, both also predict OEA. Moreover, UOE is an additional outcome for *Lakas ng loob*. Both *Lakas ng loob* and *Kakayahang magdala ng tensyon* are then placed between *MLb* and *MPa*.

*Loob*, with reference to people, suggests a relational aspect (Jocano, 1997; Reyes, 2015) and is then construed to be involved in the internality and externality of EI to avoid the pitfall of merely relying on the translation of *loob* as “inside” (Rebustillo, 2017). *Kagandahang-loob* is presented to form part of *MLb*, referring to the internality of EI. *Lakas ng loob*, on the other hand, is presented as more inclined towards the outwardness of EI, as evidenced by the findings from the regression analysis. Consequently, *Lakas ng loob* and *Kakayahang magdala ng tensyon* are depicted to enable *MPa* through *Hiya*. The potential of *MPa* as a mediator or moderator in the relationship between *MLb* and *MPr* needs further study.

*Pakikisama* is retained under *MPr* as this negatively predicted ROE. The contention that *Pakikisama* should not be construed as a value provides insight to this as *Pakikisama*, *Pag-agapay*, *Pakikisalamuha*, *Pakikiisa*, and *Pakikiramdam* are modes or levels of interrelatedness (Enriquez, 1977, 1978). This would also support the categorization of these under *MPr* rather than *MLb*.

Government employees are expected to uphold professionalism on duty and to display promptness and courtesy in responding to the public (Code of Conduct and Ethical Standards for Public Officials and Employees, 1989). In this sense, developing *MPr* in government employees may enable them to better discharge their functions, especially those in the frontline of their agencies. *MPr* factors may also be considered as additional core competencies aside from *MLb*.

Nevertheless, if higher *MPr* proficiency levels are achieved this may be more relevant as a leadership competency. Considering that organization leaders are expected to engage in a variety of interpersonal relationships (e.g., networking, personnel management, task delegation, etc.), *MPr* may prove useful in ensuring these remain smooth and non-problematic.

Because *Kapwa* occupies a central role in the exploration of Filipino values (Aguas, 2016; Enriquez, 1978, 1992, 1994; Meneses, 2018; Pe-Pua, 2006; Pe-Pua & Protacio-Marcelino, 2000; Reyes, 2015; Yacat, 2013a), internality and outwardness should be treated as integrated (Enriquez, 1978, 1993). *MLb*, *MPa*, and *MPr* should not be construed as totally distinct. The proposed EI model was developed from the context of the *Kapwa* theory and should be studied distinctly from the perspective of other EI models (e.g., Bar-On, 1997; Salovey & Mayer, 1990; Wong & Law, 2002).



## Conclusions

Findings from the study hold theoretical implications for researchers in the field of EI and human resources in the government and practical implications for human resource management practitioners. It initiates the indigenization or cultural revalidation (Enriquez, 1992) of EI, particularly identifying constructs that are relevant to EI and determining how these fit into a model.

Overall, fourteen constructs were extracted via EFA, clustered under three factors. The model differentiates an internal and outward aspect of EI in the public workplace. *Madamdaming loob* (MLb; emotional identity) serves as the internality of EI, *Madamdaming Pamamaraan* (MPa; emotional facilitation) as the outwardness of EI, and *Madamdaming Pakikiangkop* (MPa; emotional adaptability) as a linking factor.

Following the progression of values based on *Kapwa* theory, EI originates from internality (i.e., MLb) which involves *Dangal*, *Pananalig*, *Kahustuhang emosyonal*, and *Kagandahang-loob*. From these, a person likely manifests *Lakas ng loob* and *Kakayahang magdala ng tensyon* to enable MPa wherein its internal aspect is *Hiya*. As regards the outwardness of EI, MPa is expressed through *Utang na loob*, synchronous with *Pag-agapay* and *Pakikisalamuha*. As a person interacts with their *Kapwa*, they would then employ *Pakikipagkapwa*, *Pakikiramdam*, *Pakikiisa*, and *Pakikisama*.

While the model may be rudimentary, the factors present sufficient eigenvalues with satisfactory factor loadings. Furthermore, the factors were found to significantly predict EI through the WLEIS. The proposed model may suffice for the exploration of EI in the Philippine public workplace. Furthermore, it may be useful for government agencies seeking PRIME-HRM maturity levels 2 and 3. EI may be used in customizing the 4 core HR areas which is one of the key points in assessing for maturity level 2. Furthermore, adopting EI as a core competency or leadership competency may help facilitate the development of a competency framework. This will be integral for agencies vying for maturity level 3. Nevertheless, further studies for validation and improvement of the model are recommended to ensure better generalizability.

## Recommendations

The findings of the study may be applied in research and the public workplace. Specifically, the following are recommended:

For future researchers, further cultural revalidation is recommended in the development of a psychometric measure. Each factor should also be explored in depth, especially regarding the intermediary function MPa is purported to possess over MLb and MPr. Furthermore, participants were from government agencies in the Cordillera Administrative Region (CAR) and despite Baguio City being considered a melting pot for various groups, a broader scale of study (e.g., national or limited to specific major island groups) is recommended to enhance generalizability. Tool development is recommended to further validate the model, wherein considering that the instrument will then be more robust, principal components analysis or confirmatory factor analysis may be used.

For the public workplace, agencies are recommended to consider adopting the proposed model for their competency-based human resource management. Nevertheless, further research as to the development of a psychometric measure is needed.

The proposed model may already serve as a guide as to how EI may be incorporated as a competency. Such will aid agencies in the customization of their human resource systems. Thus, HRMDPs may explore their competency framework with the proposed model. This may be further examined as core or leadership competencies. This may be used as a reference in crafting competency-based questions for RSP. Considering that the CSC adopted an ethics-oriented personality test (EOPT) in their RSP, a psychometric measure based on the model is recommended as an alternative means for agencies to screen applicants.





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