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**A Structural Equation Model on Emotional Regulation of
Local Government Employees in the Context of Leadership
Skills, Work-Related Quality of Life and Team Effectiveness**

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Abstract

Purpose: This study employed a non-experimental, quantitative research design, specifically the causal comparative method, aimed to establish the best-fit structural model for the emotional regulation of employees in a government agency, focusing on Local Government Unit (LGU) employees in the SOCCSKSARGEN Region XII. Its significance lies in improving competencies and examining elements such as relationship between factors such as the leadership skills, work-related quality of life and team effectiveness in the context of emotional regulation. Moreover, while assessments of office skills among local government personnel have been conducted, there is a need for more in-depth analysis of how these skills, along with other competencies, contribute to sustained public service excellence. Thus, addressing these gaps is crucial for developing targeted strategies that can effectively enhance public service delivery and professional growth among local government employees in Region XII.

Materials and Methods: This research employed a structural equation model (SEM) with 400 rank-and-file plantilla employees from the four city governments in SOCCSKSARGEN Region XII, identified through a stratified random technique. The questionnaires used were adopted, modified, and tested for content validity and reliability. This descriptive and causal research used the following statistical tools to treat data: mean, standard deviation, Pearson product-moment

correlation, linear regression, and structural equation modelling.

Findings: The study revealed that all the exogenous variables are significantly correlated to the endogenous variable. Also, the test of influence result revealed that all the exogenous variables significantly influence emotional regulation. Moreover, the best fit model for emotional regulation was generated; this model satisfies all the goodness of fit measures' requirements. Findings revealed very high level of leadership skills, work-related quality of life, team effectiveness and emotional regulation. Significant relationship was found between dependent and independent variables. The three exogenous variables are the significant predictors of professional learning communities.

Unique Contribution to Theory, Practice and Policy: The study highlights that emotional regulation among city government employees is strengthened by effective leadership, high work-related quality of life, and strong team dynamics. It recommends enhancing leadership training, employee-centered policies, emotional wellness programs, and collaborative teamwork to sustain employee well-being, improve performance, and promote an efficient, positive public service environment.

Keywords: *Public Administration, Emotional Regulation, Leadership Skills, Work-Related Quality of Life and Team Effectiveness, Government Employees, Structural Equation Modeling, Philippines, D9- Micro-Based Behavioral Economics.*

1.0 INTRODUCTION

Emotional regulation is the process by which people keep an eye on, judge, and change their emotional responses in order to reach their goals or follow societal norms (Gross, 2015). In workplaces, this typically shows itself as emotional labor, a term coined by Hochschild (1983) that means controlling your feelings to meet the emotional needs of your job. While this practice is essential in various professions, it can have adverse effects on government employees. It is globally recognized as a critical competency for employees, significantly influencing workplace productivity and overall well-being. However, studies underscore the potential negative consequences of emotional regulation among government employees, including increased withdrawal behaviors and turnover intentions. In line with this understanding, these dynamics are crucial for developing strategies to mitigate the adverse effects of emotional regulation in public sector organizations.

Recent studies have highlighted the negative impacts of emotional regulation on public sector employees. For instance, a scoping review by Pinkawa and Dörfel (2024) examined ecological momentary assessment-based research on emotional labor as emotion regulation. The findings indicated that while emotional labor benefits organizations by improving customer conflict handling, it also causes harm by increasing employee withdrawal behavior. For employees, emotional regulation results in more harm than benefits, suggesting a need for further exploration into these unresolved relationships.

A study by De Clercq, Khan, & Haq (2023) investigated how social adaptive behavior mediates the relationship between employees' perceptions of organizational politics and their turnover intentions, considering the role of emotional regulation skills. Importantly, the study found that beliefs about dysfunctional political games spur turnover intentions, driven by employees' unwillingness to adjust themselves to the actions of their colleagues. This mediating role of social adaptive behavior is less likely to be seen when employees have a greater ability to control their own emotions, highlighting the complex interplay between emotional regulation and workplace dynamics.

Meanwhile, emotional regulation plays a pivotal role in enhancing leadership skills, work-related quality of life, and team effectiveness. In connection with these leaders who adeptly manage their emotions, a positive work environment leads to improved employee well-being and organizational outcomes. Furthermore, a strong psychosocial safety climate, characterized by organizational policies and practices that prioritize psychological health, has been linked to reduced workplace stress and increased productivity, underscoring the significance of emotional regulation in leadership (Dollard & Bailey, 2021).

Along these lines, emotional regulation is a critical factor influencing leadership skills, work-related quality of life, and team effectiveness. Leaders who effectively manage their emotions can foster positive work environments, enhance employee well-being, and drive organizational success. For instance, a study by Ge (2020), found that psychological safety, which is closely linked to emotional regulation, indirectly affects employee engagement through the mediating role of employee voice. When employees feel safe to express their thoughts and emotions, it leads to increased engagement and improved work-related quality of life. Similarly, research by Yin, Wang, & Lu (2022) demonstrated that a team leader's conflict management style, which involves emotional regulation, positively impacts team innovation performance by fostering a psychologically safe environment. These findings highlight the significance of emotional regulation in enhancing leadership abilities, improving work-related quality of life, and enhancing team effectiveness.

Moreover, existing research has examined elements such as public leadership behavior and its impact on professional commitment, with findings indicating that work engagement partially mediates this relationship. However, these studies often focus on isolated variables without considering the combined effects of political accountability, leadership characteristics, financial management, and good governance practices. Moreover, while assessments of office skills among local government personnel have been conducted, there is a need for more in-depth analysis of how these skills, along with other competencies, contribute to sustained public service excellence. Thus, addressing these gaps is crucial for developing targeted strategies that can effectively enhance public service delivery and professional growth among local government employees in Region XII. This implies that emotional regulation not only influences work engagement directly but also indirectly refuels it via the process of social resources.

This study explores the mediating effects of social contact and trust in the supervisor, both of which are factors that represent the caliber of social exchanges in response to earlier studies. Therefore, figuring out how personal and social resources interact to increase work engagement satisfies the need for a more thorough understanding of this process. For this reason, this study intends to offer evidence to a growing body of knowledge and establish a new model to improve management in public offices because no study has been undertaken in the Philippines, specifically in the local government employees in Region XII (SOCCSKARGEN), encompassing all the same characteristics as above. Correspondingly, the study on emotional regulation is important because it will aid in determining the existing working circumstances of Region XII (SOCCSKARGEN) local government personnel.

1.1 Problem Statement

This study explores the mediating effects of social contact and trust in the supervisor, both of which are factors that represent the caliber of social exchanges in response to earlier studies. Therefore, figuring out how personal and social resources interact to increase work engagement satisfies the need for a more thorough understanding of this process. For this reason, this study intends to offer evidence to a growing body of knowledge and establish a new model to improve management in public offices because no study has been undertaken in the Philippines, specifically in the local government employees in Region XII (SOCCSKARGEN), encompassing all the same characteristics as above. This study covers Region XII, also known as SOCCSKSARGEN, which comprises the provinces of South Cotabato, Cotabato, Sultan Kudarat, Sarangani, and the cities of General Santos and Cotabato. To provide a more focused analysis, the study is narrowed down to four major city local government units (LGUs) within the region, namely: General Santos City, Koronadal City, Tacurong City and Kidapawan City. These cities were selected as they serve as the economic, administrative, and educational hubs of SOCCSKSARGEN, representing diverse urban contexts within the region. Correspondingly, the study on emotional regulation is important because it will aid in determining the existing working circumstances of Region XII (SOCCSKARGEN) local government personnel.

1.2 Objectives of the Study

The study's overall goal is to develop a structural equation model on emotional regulation of local government employees in the context of leadership skills, work-related quality of life, and team effectiveness. In fact, the specific objectives of the study are as follows: assess level of leadership skills of local government employees in terms of administrative skill, interpersonal skill, and conceptual skill; describe the level of work-related quality of life of local government employees in terms of general well-being, home-work interface, job and career

satisfaction, control at work, working conditions, and stress at work; ascertain the level of team effectiveness of local government employees in terms of purpose and goals, roles, team processes, team relationships, intergroup relations, problem solving, passion and commitment, and skills and learning; evaluate the level of emotional regulation of local government employees in terms of enhancing positive affect, perspective taking, soothing, and social modeling; determine the significant relationship between leadership skills and emotional regulation, work-related quality of life and emotional regulation, team effectiveness and emotional regulation, and workplace wellbeing and emotional regulation; determine the singular and combined influence of independent variables to the emotional regulation of the local government employees in Region XII (SOCCSKARGEN and determine what model best fits for emotional regulation of the local government employees in Region XII (SOCCSKARGEN).

Moreover, the following hypotheses will be tested at 0.05 level of significance: there is no significant relationship between emotional regulation of local government employees in the contexts of leadership skills, work-related quality of life, and team effectiveness; there is no variable that can best predict emotional regulation of local government employees in North Cotabato; and there is no model that best fits emotional regulation of local government employees in North Cotabato.

2.0 LITERATURE REVIEW

The available literature underlines the importance of leadership skills, work-related quality of life, and team effectiveness in driving employee feelings and organizational outcomes. The aspects of leadership skills are multidimensional and reflect a combination of administrative, interpersonal, and conceptual abilities. The variations between the sets of skills could mean that leaders are able to manage resources, communicate effectively, and transform a general strategic vision into execution (Shatnawi, 2022; Northouse, 2016). In addition, strong interpersonal and communication-related skills are linked by Lunenburg, 2010, and Hariani and Sigita, 2022, with positive work environments and cooperation, while administrative and conceptual skills enhance organizational performance and agility in Afzal & Lim, 2022. Although the preceding studies have identified a link between leadership skills and organizational performance, the aspect of their effects on the emotional regulation approach by employees has a noticeable knowledge gap in existing research, particularly in public sector organizations. The second aspect herein has been studied in terms of job satisfaction, well-being, and work-life balance (Danna & Griffin, 1999; Easton & Van Laar, 2018). These studies suggest that favorable conditions and perceived control at work improve employee motivation and reduce stress. However, further research seems to be scarce that integrates these psychosocial perspectives into a larger emotional framework in order to understand how quality of work life determines the ways employees regulate their emotions and maintain performance.

Furthermore, research on team effectiveness consistently highlights the importance of clear goals, well-defined roles, efficient processes, and strong interpersonal relationships for high-performing teams (London Leadership Academy, 2007). While these studies do a great job of outlining the structural and behavioral aspects of effective teams, they often miss out on the emotional factors like emotional regulation that play a crucial role in fostering team cohesion, communication, and ongoing commitment. There's some debate in the literature about whether leadership or team processes have a greater impact on team effectiveness, which points to the need for a more comprehensive model that takes emotional and motivational factors into account. Emotional regulation has been widely studied as a personal psychological process,

involving strategies such as boosting positive feelings, calming oneself, and learning from social interactions (Hofmann, Carpenter, & Curtiss, 2016). However, much of the existing research tends to view emotional regulation as a standalone concept, rather than integrating it into the broader contexts of organizations and leadership.

This study focuses on employee's emotional regulation and it's the key link between leadership skills, work-related quality of life, and team effectiveness. Instead of looking at these things separately like some earlier research, this study brings them together in a structural equation model. The goal is to actually test how leadership behaviors and team dynamics shape the way employees handle their emotions and, in turn, their well-being. To get a better grip on this, the model draws from Affective Events Theory, Self-Determination Theory, and Action Regulation Theory. It's really about connecting the dots showing how what happens at work, people's motivational needs, and their own self-management all come together to affect emotions and outcomes at work. By doing this, the study fills a gap. It finally ties leadership skills, work-life quality, and team dynamics together through the way people regulate their emotions, focusing on the real-world context of local government employees.

The first exogenous variable is leadership skills. A person can learn a set of acquired or learned skills called leadership skills that will help them become more effective leaders. Equally important, an evaluation instrument called a leadership skills inventory is used to compare each person's leadership abilities to the servant leadership tenets. Hence, this variable is composed of three indicators. Its first indicator is *administrative skills*, which refer to managing people, resources, and technical competence. In the environment in which organizations operate, which is characterized by continuous movement, change, and development, administrative skills are considered the primary engine that organizations rely on to accomplish their objectives, irrespective of their specializations (Shatnawi, 2022). To enhance overall performance, adapt to the environment, maintain survival and stability, provide superior services to customers, achieve their satisfaction, enhance the organization's reputation, and introduce new products, the management reputation necessitates that all employees possess exceptional skills. This includes the ability to maximize the effectiveness of available resources, such as time and energy, and to prevent the wastage of materials and other resources (Shatnawi, Al-Kharabsheh, Albdour, Alrababah, Alawamleh & Alshamayleh, 2024).

The second indicator is *interpersonal skills*; this refers to people with good social perception, are good at showing emotional intelligence, and at handling conflict. The study revealed that interpersonal skills encompass an individual's ability to communicate effectively with others in social or organizational contexts, employing specific communication mediums and utilizing language that is both comprehensible and appropriate to attain a particular objective (Lunenburg, 2010; Hariani & Sigita, 2022). The presence of interpersonal skills among employees fosters a comfortable work atmosphere, as it promotes mutual attention and the sharing of ideas for the advancement of the organization (DeVito, 2017; Hariani & Sigita, 2022).

The last indicator is *conceptual skills*; this refers to individuals who excel in problem-solving, strategic planning, and creating a vision (Northouse, 2016). Communication effectiveness and trust levels are among the numerous internal and external factors that impact organizational performance (Afzal & Lim, 2022). Positive organizational cultures and sustainable practices also contribute significantly to the improvement of overall performance (AlShehhi et al., 2021). It is essential to comprehend the relationship between organizational performance, communication dynamics, and trust dynamics to optimize outcomes within organizational divisions.

The second exogenous variable is work-related quality of life. The quality of working life of an individual is influenced by their direct experience of work and by the direct and indirect factors that affect this experience. From organizational policies to personality, from feelings of general well-being to actual working conditions, an individual's assessment of their life. It is also influenced by job satisfaction as well as factors that broadly reflect life satisfaction and general feelings of well-being (Danna & Griffin, 1999; Easton & Van Laar, 2018).

This variable construct consists of six indicators. The first indicator is *general well-being*; this refers to the extent to which an individual feels good or content with their life. It incorporates broader psychological well-being as well as general physical health aspects. The second indicator is *work-life balance*, which assesses the degree to which employees feel they have control over when, where, and how they work. It can reflect an individual's perception that he or she has a fulfilled life inside and outside paid work, to the mutual benefit of the individual, business, and society. The third indicator is *job and career satisfaction*; this refers to the level to which the workplace provides a person with the best things at work - the things that make them feel good, such as a sense of achievement, high self-esteem, and fulfillment of potential. The fourth indicator is *control at work*; this factor reflects the level at which an employee feels they can exercise what they consider to be an appropriate level of control within their work environment. Furthermore, that perception of control might be linked to various aspects of work, including the opportunity to contribute to the process of decision-making that affects them. The fifth indicator is *working conditions*; it assesses the extent to which the employee is satisfied with the fundamental resources, working conditions, and security necessary to do their job effectively. The last indicator is *stress at work*; this refers to the factor determined by the extent to which an individual perceives that they have excessive pressures and feel stressed at work (Easton & Van Laar, 2018).

The third exogenous variable is team effectiveness. The ability of a team to consistently achieve its goals and objectives is referred to as team effectiveness. Leaders must develop work environments and team cultures that support and balance employee performance with well-being if they want their teams to be highly effective. This variable construct consists of six indicators. The first indicator is *purpose & goals*; refer to the organization's clear mission and vision statement, which encompasses its underlying values and communicates across the organization. The second indicator is *roles*, which refers to an individual's overall background and the responsibilities associated with it. It is a tendency to behave, contribute, and interrelate with others in a particular way. The third indicator is *team processes*; this enables team members to combine their resources to resolve task demands and, in so doing, be effective. The fourth indicator is *team relationships*; people can gain strategic knowledge, a better understanding of team tasks, and have faith in the efficiency of the team with the aid of social networks, both inside and outside of the team. The fifth indicator is *passion and commitment*; highly effective teams can motivate each other and collaborate to solve problems, which leads to greater results. The last indicator is *skills and learning*, the skills that enable you to work well with others. Candidates with strong teamwork skills are sought out by employers for many reasons they demonstrate leadership, collaboration, and good communication (London Leadership Academy, 2007).

Meanwhile, the endogenous variable of this study is emotional regulation. Emotional regulation is the process through which people control the emotions they experience when they experience them, and how they feel and express themselves. This latent construct is composed of four indicators. The first indicator is *enhancing positive affect*, which describes a tendency to seek out others to increase feelings of happiness and joy. The second indicator *perspective* involves using others to be reminded not to worry and that others have it worse. The third

indicator is *soothing*, which consists of seeking out others for comfort and sympathy. The last indicator is *social modeling*, which involves looking to others to see how they might cope with a given situation (Hofmann, Carpenter, & Curtiss, 2016).

2.1 Theoretical Review

This paper is based on three central theoretical underpinnings-Affective Events Theory, Self-Determination Theory, and Action Regulation Theory-each providing a different perspective on the expected relationships in the structural equation model among leadership skills, emotional regulation, work-related quality of life, and team effectiveness. AET by Weiss & Cropanzano (1996) forms the basis for this study in explaining how events in the workplace can be elicitors of emotional reactions that influence employees' attitudes and behaviors, such as job satisfaction and performance. Here, the displays of emotion and strategies of emotional regulation by leaders are significant events that impact the ways in which their followers feel and react. For example, a study by Koning and Van Kleef (2015) and recently Schmodde and Wehner (2023) revealed that leaders who exhibit authentic emotional displays or who use deep acting tend to receive more favorable responses from employees, while surface acting tends to promote negative emotional spillover. Therefore, AET underpins the relationships in the SEM model between the emotional displays and regulation strategies of leaders, work-related quality of life, and team effectiveness because a leader's emotional behaviors have a direct impact on the perceptual, management, and responsive aspects of employees' emotions in the workplace.

On the other hand, Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2017) provides a motivational lens that explains how leadership behaviors fulfilling the psychological needs of employees for autonomy, competence, and relatedness can influence their emotional well-being and improve performance. In the present study, SDT supports the proposed path from leadership skills to emotional regulation and then to work-related quality of life and team effectiveness. Leaders who empower their employees, acknowledge their employees' skills, and build supportive relationships help in fostering intrinsic motivation and emotional stability, enabling employees to manage their emotions more effectively.

2.2 Conceptual Framework

The theoretical models comprised two types of latent constructs, namely exogenous and endogenous variables. The exogenous variables of this study are leadership skills, work-related quality of life, and team effectiveness. At the same time, the endogenous variable is the emotional regulation. Since latent variables were not observed directly, it follows that these cannot be directly measured. Thus, the extents of regression paths from the latent variable to the observed variables are among the most important interests of this study.

The hypothesized Model presented in Figure 1, the correlation of leadership skills, work-related quality of life, and team effectiveness, and their direct causal relation to emotional regulation, was presented. This was reflected through the illustration of single-headed arrows pointing emotional regulation from the latent exogenous variables as shown in Figure 1.

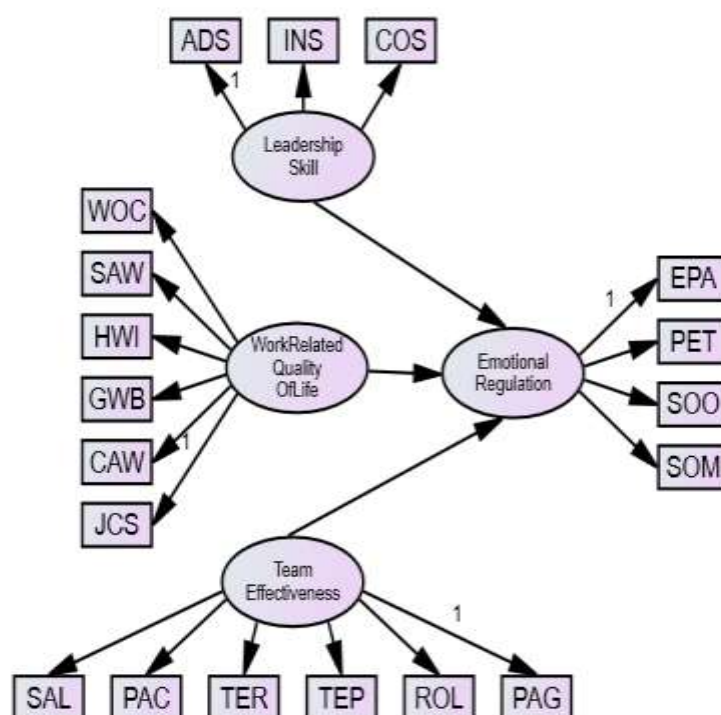


Figure 1. Conceptual Model of the Study Showing a Direct Causal Relationship of Leadership Skills, Work-Related Quality of Life, and Team Effectiveness of Emotional Regulation

Legend			
Leadership Skills	Work-Related Quality of Life	Team Effectiveness	Emotional Regulation
ADS – Administrative Skill	GWB – General Well-being	PAG – Purpose and Goals	EPA – Enhancing Positive Affect
INS – Interpersonal Skill	HWI – Home-Work Interface	ROL – Roles	PET – Perspective Taking
COS – Conceptual Skill	JCS – Job and Career Satisfaction	TEP – Team Process	SOO – Soothing
	CAW – Control at Work	TER – Team Relationship	SOM – Social Modeling
	WOC – Working Conditions	PAC – Passion and Commitment	
	SAW – Stress at Work	SAL – Skills and Learning	

2.3 Research Gaps

Existing research has examined elements such as public leadership behavior and its impact on professional commitment, with findings indicating that work engagement partially mediates this relationship. However, these studies often focus on isolated variables without considering the combined effects of political accountability, leadership characteristics, financial management, and good governance practices. Moreover, while assessments of office skills among local government personnel have been conducted, there is a need for more in-depth analysis of how these skills, along with other competencies, contribute to sustained public

service excellence. Thus, addressing these gaps is crucial for developing targeted strategies that can effectively enhance public service delivery and professional growth among local government employees in Region XII.

3.0 MATERIAL AND METHODS

Study Design

The study employed a causal relationship through a structural equation model (SEM) with the aid of quantitative, descriptive, correlational, and regression methods. SEM is a statistical approach used to test and estimate the fundamental relationship using various models to depict relationships among observed variables, with the same basic goal of providing a quantitative test of the hypothesized theoretical model (Schumacker and Lomax, 2016). In the same manner, quantitative research is defined as a systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical, or computational techniques. It collects information from existing and potential customers using sampling methods and sends out online surveys, polls, questionnaires, and other tools, the results of which can be depicted in the form of numerical data (Question Pro, 2021). The researcher gathered numerical data from a certain population to accurately establish the level of team effectiveness, school culture, community of inquiry, and professional learning communities. While descriptive research describes the detailed selection of respondents through observation and survey (Kwalczyk, 2018).

Study Location

In conducting a review of research studies on establishing a common ground for the use of structural equation modelling for construction-related research studies, it is recommended that having a minimum and maximum sample of 200 and 400 in SEM research studies is appropriate and reliable (Oke, Ogunsami, & Ogunsemi, 2012). Dagohoy and Dura (2022) emphasize the importance of a larger sample size in structural equation modeling (SEM) to ensure robustness and accuracy, especially when dealing with complex latest variables and multiple observed variables.

To select the samples, the researcher employed a stratified random sampling was utilized to determine the respondents. It is a method of sampling that divides a large population into smaller groups known as strata (Hayes, 2022). Moreover, using this sampling allowed the researcher to obtain a sample population that best represents the entire population being studied. In this study, Region XII, namely: South Cotabato, Cotabato Province, Sarangani, and Sultan Kudarat, within each stratum, the elements are like each other with respect to selected characteristics of importance to the survey. Each division was regarded as a stratum for this study. In addition to that, each stratum was being divided into another smaller group, which are the four cities, namely: Tacurong City, Koronadal City, General Santos, and Kidapawan City. Local government employees, where proportionate sampling was done to ensure that correct proportions were maintained to represent the whole population.

Population

This research study involved 400 respondents, which was determined through the Raosoft sample size calculator (Raosoft, 2004). In this study, the Raosoft sample size calculator considered the calculation of the total population of government employees, as Respondents are currently employed local government employees of Region XII (SOCCSKSARGEN). The selected respondents were limited only for regular employees, and coterminous employees are excluded from the study. The researcher downloaded the inventory of government human resources (IGHR) thru Civil Service (CSC) website.

Sample and Sampling Techniques

The study employed a causal relationship through a structural equation model (SEM) with the aid of quantitative, descriptive, correlational, and regression methods. SEM is a statistical approach in testing and estimating the fundamental relation through using various types of models to depict relationships among observed variables, with the same basic goal of providing a quantitative test of the hypothesized theoretical model (Schumacker and Lomax, 2016). In the same manner, quantitative research is defined as a systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical, or computational techniques. It collects information from existing and potential customers using sampling methods and sending out online surveys, online polls, questionnaires, etc., the results of which can be depicted in the form of numerical data (Question Pro, 2021). The researcher gathered numerical data from a certain population to accurately establish the level of team effectiveness, school culture, community of inquiry, and professional learning communities. While descriptive research describes the detailed selection of respondents through observation and survey (Kwalczyk, 2018).

Data Collection

There were four (4) downloaded and adapted questionnaires utilized in this study. These questionnaires measured the different variables in the study, as will be presented in the discussion. The first part of the questionnaire presented the independent variables with the three indicators, namely, leadership skills, work-related quality of life, and team effectiveness. The first indicator addresses leadership skills assesses an individual's leadership skills. It utilized the questionnaire entitled "leadership skills" developed by Northouse (2016). It is expounded in terms of administrative, interpersonal, and conceptual skills.

Then, the second indicator determined work-related quality of life. The researcher used a "work-related quality of life" questionnaire developed by Easton, & Van Laar (2018) assessed the following areas: general well-being; work-life balance; job and career satisfaction; control at work; working conditions; and stress at work. Meanwhile, the third indicator used the "team effectiveness" questionnaire developed by Easton, & Van Laar (2018), evaluated in the following areas: purpose & goals, roles, team processes, team relationships, passion and commitment, and skills and learning.

The parameter limits used in measuring the level of leadership skills, work-related quality of life, and team effectiveness in city government employees were the following; a score that ranges between 4.20-5.00 is described as very high which indicates that the measures of LS, WRQL and TE are manifested/evident all the time; 3.40-4.19 is assessed as high which means that the measures of LS, WRQL and TE are manifested/evident oftentimes; 2.60-3.39 is described as moderate which indicates that the measures of LS, WRQL and TE are sometimes manifested/evident; 1.80-2.59 is described as low which means that the measures of LS, WRQL and TE are rarely manifested/evident; and 1.00-1.79 is described as very low which indicates that the measures of LS, WRQL and TE are almost not manifested/evident.

The second part of the questionnaire measured the level of the dependent variable, emotional regulation. The Emotional Regulation questionnaire developed by Hofmann, Carpenter, and Curtiss (2016) was used, which measures the following areas: *enhancing positive affect, perspective, soothing, and social modeling*.

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as high which means that the measure of professional learning communities is manifested/evident oftentimes; 2.60-3.39 is described as moderate that indicates that the measure of professional learning communities is sometimes manifested/evident; 1.80-2.59 is assessed as low which means that the measure of professional learning communities is rarely manifested/evident; and a score of 1.00-1.79 described as very low indicates that the measure of professional learning communities is almost not manifested/evident.

These standardized survey tools were obtained from the internet and were changed and improved with the help of internal and external validators. A Very Good rating at 4.33 was obtained from the validation of instruments and allowed the researcher to conduct pilot testing on 30 respondents who were not part of the identified sample size of the study. Pilot testing was done to check the validity, readability, feasibility, practicality, and efficacy of the questionnaire. The items in the instruments were subjected to Cronbach's Alpha reliability test to determine their internal consistency. The internal consistency Cronbach Alpha coefficient was .939 for Leadership Skill, .934 for work-related quality of life, .974 for team effectiveness, and .942 for Emotional Regulation. Since Cronbach's Alpha values were within the range of 0.90 and above, this means that its external consistency is excellent, and the researcher proceeded to conduct the study.

Statistical Analysis

To thoroughly understand the data collated, the subsequent statistical tools were used and tested at an alpha 0.05 level of significance to answer the research objectives. First, the mean was used to determine the level of leadership skills, work-related quality of life, team effectiveness, and emotional regulation. Next, Pearson product-moment correlation or also known as the Pearson correlation coefficient, was used to establish the significant relationship between leadership skills, work-related quality of life, team effectiveness, and emotional regulation. Then the Linear regression statistical tool was used to establish the influence of exogenous variables on the endogenous variable. Finally, the structural equation model was used to find the best fit model on emotional regulation following the indices with their corresponding criterion: Chi-Square / Degrees of Freedom at $0 < \text{value} < 2$ P-value $> .05$; Normed Fit Index (NFI) at $> .95$; Tucker-Lewis Index (TLI) at $> .95$; Comparative Fit Index (CFI) at $> .95$; Goodness of Fit Index (GFI) at $> .95$; Root Mean Square of Error Approximation (RMSEA) at $< .05$; and P of Close Fit (P-close) at $> .05$

4.0 FINDINGS

In this section, the data collected on the experience of employees on leadership skills, work-related quality of life, team effectiveness, and emotional regulation are presented. Moreover, the gathered data were evaluated and interpreted based on the research objectives. The following is the sequence in which the following topics will be discussed: level of leadership skills; level of work-related quality of life; level of team effectiveness; level of emotional regulation; relationship between leadership skills and emotional regulation, ; level of work-related quality of life and emotional regulation, and team effectiveness and emotional regulation; the exogenous variables that best influence emotional regulation; and the model that best fits emotional regulation of employees.

Level of Leadership Skills

The findings for leadership skills in the city government's employees are presented, analyzed, and interpreted hereunder. Divulged in table 1 are the results on the level of leadership skills with means ranging from 3.83 to 3.90 with a corresponding overall mean of 3.85 with a standard deviation of 0.60 or described as high. The overall result indicates that the practices

and activities relevant to the measure utilized in this study regarding leadership skills are often evident in most city governments in the Region of SOCCSKSARGEN.

Moreover, the data could be gleaned that *administrative skill* is the indicator with the highest mean rating of 3.90 with a standard deviation of 0.60 or described as higher. In contrast, the indicator with the lowest mean rating of 3.81, with a standard deviation of 0.68, though still described as high, is *interpersonal skill*. These findings suggest that among the city governments of the SOCCSKSARGEN Region, it is often evident that employees are well-organized and able to quickly bring pressure under control. Several office-related responsibilities, such as scheduling meetings and travel, preparing and filing reports, and even interacting with staff members and clients, call for administrative abilities. Thus, in city governments, commitment to their administrative skill runs high.

Table 1: Level of Leadership Skills of the Local Government Employees

Indicators	SD	Mean	Descriptive Level
Administrative Skill	0.60	3.90	High
Interpersonal Skill	0.68	3.81	High
Conceptual Skill	0.70	3.83	High
Overall	0.60	3.85	High

It is revealed that all the domains of leadership skills in the city governments of SOCCSKSARGEN got to a high level. This means that the practices and activities about the used measure relevant to leadership skills are often evident in most city governments. The findings support those numerous studies (Karamat, 2013; Ibrahim & Daniel, 2019; Al-Habib, 2020; Jelinek, 2007; Kinoti, 2012; Paul & Anantharaman, 2020; Anwar, Thurasamy, & Ahmad, 2021) have demonstrated the positive impact of effective leadership and management practices on organizational performance. These findings suggests a correlation between good leadership and management practices.

As revealed in the findings, it is often evident that employees' behavior are influenced by employees who spend a considerable amount of time at work, and their working environment has an impact on their performance in different ways (Wang, Zhang, & Chun, 2022). Employees who are satisfied with their work environment are more likely to have positive work output. A previous study has revealed that factors which shape up the workplace environment show their effect on the performance of employees (Awada, Becerik-Gerber, White, Hoque, O'Neill, Pedrielli, Wen, & Wu, 2022).

The results also suggest that leadership skills play a significant role in leaders carrying out the responsibility of establishing good governance and good organizational practices with integrity (Yusuf, Mokhtar, & Rahman, 2020). The public sector is expected to be free of corruption and adhere to good governance practices (Ibrahim, Sulaiman, Kaidi, & Sulaiman, 2020).

Work-Related Quality of Life

The results for work-related quality of life in the city governments are presented, analyzed, and interpreted in this section. Revealed in table 2 are the results on the level of work-related quality of life with means ranging from 3.42 to 4.01 with an equivalent overall mean of 3.76 and a standard deviation of 0.53 or described as high. The general result implies that in the SOCCSKSARGEN Region city governments, it is often observed that the quality of work life encompasses four primary axes: a safe work environment, occupational health care, adequate working time, and an acceptable salary. It is linked to job satisfaction, motivation, productivity, health, job security, safety, and well-being.

Besides, it could be determined from the data that the indicator with the highest mean rating of 4.01 with a standard deviation of 0.71 or described as or high is the *job and career satisfaction*. However, stress at work is the indicator with the lowest mean rating of 3.42 with a standard deviation of 0.79 though still described as high. These discoveries suggest that the employees in the city governments always shows that quality of association between workers and the entire working atmosphere or environment are highly observed. It contains ethics, different facts about work conditions, safety, insurances, employee satisfaction, work-life balance, and integrity.

Table 2: Level of Work-Related Quality of Life of the Local Government Employees

Indicators	SD	Mean	Descriptive Level
Job and Career satisfaction	0.71	4.01	High
Control at Work	0.68	3.86	High
General Well-Being	0.53	3.53	High
Home-Work Interface	0.72	3.82	High
Stress at Work	0.79	3.42	High
Working Conditions	0.71	3.96	High
Overall	0.53	3.76	High

It is revealed that public leadership in the city governments of SOCCSKSARGEN is described as high. In conjunction with that, a high quality of work-life leads to high employee performance since employees are the most variable assets in organizations. To have their best performance they need to be satisfied, to achieve their satisfaction quality of work life can be used to reach greater performance (Indumathy & Thenu, 2018). Hence, there is a high probability that city governments in the region adhere to good governance.

Consequently, the quality of work life allows the staff to feel more in control of their work life and lead to increased productivity, fewer instances of sickness and absenteeism, then a happier and less stressed workforce. In addition to that, quality of work life includes a balance between work and personal life that both brings satisfaction to the individual. The dilemma for employees that occurs today is that when they compete for work demands, there is an abundance of negative effects on the quality of work life of employees ranging from increased stress, work fatigue, and disruption of family and work relationships (Stalin & Clayton, 2023).

The findings also confirmed that there is a positive link between employee motivation and quality of work life at different levels of organizations. The study conducted by Astitiani and Surya (2016) shows that the better the quality of work life experienced, the greater the work motivation, which confirmed that the influence of high QWL had a positive effect on work motivation. In line with this, the study's results by Mensah and Lebbaeus (2013) found that employees with high self-efficacy displayed excellent job performance. On the other hand, Orgambidez, Borrego, and Vázquez-Aguado (2020) found that self-efficacy was a significant predictor of quality of work life (QWL), although its effects were partially mediated by job satisfaction by work engagement.

Nevertheless, quality of work life is associated with job satisfaction, motivation, productivity, health, job security, safety, and well-being, embracing four main axes: a safe work environment; occupational health care; appropriate working time; and an appropriate salary (Pandey & Tripathi, 2018). As originally stated in the study conducted by Sirgy, Efraty, Siegel, & Lee, (2001); Pereira, Leitão, & Gonçalves, (2019), the concept embraces the effects of the workplace on job satisfaction, satisfaction in non-work life domains, and satisfaction with overall life, personal happiness, and subjective well-being. Moreover, improving employees'

quality of work life will positively affect the organization's productivity, while augmented productivity will strengthen it (Sattar, Laila, Zakir, & Khan, 2018).

Team Effectiveness

The team effectiveness of employees in the city governments are presented, analyzed, and interpreted in this portion. Displayed in table 3 are the results on the level of team effectiveness with means ranging from 3.87 to 3.99 with a corresponding overall mean of 3.95 and a standard deviation of 0.63 or described as high. The overall result suggests that the employees of city governments are often able to inspire one another and work together to find solutions, which produces better outcomes.

Also, it could be analyzed in the table that the indicator with the highest mean rating of 3.99 or high is the *team process*. While the indicator with the lowest mean rating of 3.87, described as high, is the *roles*. These findings indicate that the employees in the city governments often manifest the values of teamwork.

Table 3: Level of Team Effectiveness of the Local Government Employees

Indicators	SD	Mean	Descriptive Level
Purpose and Goals	0.73	3.94	High
Roles	0.72	3.87	High
Team Processes	0.64	3.99	High
Team Relationships	0.68	3.94	High
Passion and Commitment	0.67	3.98	High
Skills and Learning	0.72	3.96	High
Overall	0.63	3.95	High

They agree that every citizen should complement and collaborate to achieve objectives set by an authority figure, team members, or team leaders.

It is revealed that team effectiveness among the employees in the city governments of SOCCSKSARGEN Region is described as high. This means that often, employees manifest relevant principles about team effectiveness. This confirms that employee teamwork is highly regarded for its effectiveness in improving employee relations, employees' technical and interpersonal skills, quality of work life, job satisfaction and performance, organizational effectiveness growth, and flexibility. A recent study by Schilling et al. (2024) delves into the dynamics of teamwork, social support, and mental health among NHS personnel during the COVID-19 pandemic. Utilizing social network analysis, the research highlights how strong team cohesion and mutual trust among colleagues can enhance psychological resilience and mitigate stress. The findings accentuate the significance of collaborative relationships in high-pressure environments, demonstrating that effective teamwork not only fosters social support but also contributes to improved mental well-being.

Research suggests that teamwork provides better results for organizations than individual work. In fact, teamwork is considered one of the most effective work forms. Working in teams also benefits the individual on a personal level as it fulfills needs such as social interaction and affiliation (Khawam, Didona, & Brenda, 2017). A recent study by Li, Wang, Zhang, & Chen, (2023) explores how teamwork satisfies individuals' intrinsic social needs, such as affiliation and interaction. The research indicates that team environments provide a sense of belonging and mutual support, which are crucial for personal well-being and motivation. Furthermore, these imply that it is not always about working in large teams but a sense of togetherness that makes an environment termed a team.

Moreover, to increase productivity in the workplace, it is important to encourage employees to step up their activities and seek assistance from their superiors. Self-esteem and productivity will improve for everyone in the team because of the increased cooperation among them (Gonzalez, 2021). Furthermore, managers will find it easier to place employees in their positions if they create cohesion in the organization. The employee will have a stronger sense of belonging to the company and a better sense of pride in the job he does there as a recognized team member. As a company, they work hard, but also for the sake of their teammates, whom they do not want to disappoint. If it is organized and led by an experienced team leader, teamwork may be an excellent learning opportunity in the workplace (Kotlyar & Krasman, 2022; Meslec, Aggarwal, & Curseu, 2020).

Emotional Regulation

The findings for emotional regulation of employees in the city governments are presented, analyzed, and interpreted hereunder. Disclosed in table 4 are the results on the level of emotional regulation with means ranging from 3.49 to 3.99 with an equivalent overall mean of 3.73 and a standard deviation of 0.62 or described as high. Hence, the general finding proposes that the employees of city governments often felt that effective emotion control helps employees experience less stress, better mental health, more job satisfaction, and higher levels of general well-being.

Table 4: Level of Emotional Regulation of the Local Government Employees

Indicators	SD	Mean	Descriptive Level
Enhancing Positive Affect	0.61	3.99	High
Perspective Taking	0.75	3.67	High
Soothing	0.90	3.49	High
Social Modeling	0.72	3.78	High
Overall	0.62	3.73	High

Moreover, it could be analyzed in the table that the indicator with the highest mean rating of 3.99 or high is the *enhancing positive affect*. While the indicator with the lowest mean rating of 3.49 yet described as high is the *soothing*. These results imply that the employees in the city governments often believe that positive feelings may encourage them to view their work more favorably, increasing our likelihood of deriving meaning and purpose from our employment. Higher levels of employee engagement, contentment, and motivation may result in meaningful public service.

The findings revealed that the emotional regulation of government employees in the SOCCSKSARGEN Region, based on the data, is described as high. This means that the level of trust with others, the more prominent the phenomena, such as cooperation, mutual help, and win-win, will be. This is manifested through the tendency to trust others and have higher interpersonal trust and higher moral decision-making (Liu, Taishan & Wei, 2022).

Furthermore, the findings support that high emotional regulation in work enhances customers' mood and service satisfaction. However, putting on that smile to perform one's work role can have surprising costs depending on how the emotions are regulated. Equally important, when employees try to change their feelings to appear sincere like deep acting, performance is enhanced, yet employees must often "fake it" or surface acting, which has consequences for their well-being (Grandey & Sayre, 2019). Further, emotional regulation involves a series of individual strategies oriented to provoke, sustain, change, and manage own emotions that have a substantive impact on the way that individuals think and behave (Gross, 2013; Madrid, 2020).

Additionally, the findings also suggest that employees in the city governments of the SOCCSKSARGEN Region provide quality services since emotional regulation is high. In fact, a study revealed that the distraction component of affect-improving emotional regulation may also lead to positive affect because it deploys attention from the negative contents of events when they happen or focuses attention on comfortable or joyful activities (Quoidbach et al., 2015; Madrid, 2020). These strategies lead to replacing negative thoughts and feelings with neutral or more positive psychological meanings (Brans et al., 2013; Brockman, Ciarrochi, Parker, & Kashdan, 2017; Madrid, 2020). Furthermore, employees who have greater emotion regulation abilities tend to be able to cope more effectively with negative job stressors compared to their less emotionally skillful counterparts (Madrid, 2020).

Relationship between Leadership Skills and Emotional Regulation of Local Government Employees

Reflected in table 5 is the significance of the relationship between leadership skills and emotional regulation with an overall computed r-value of .649 and equivalent probability value of .000, very much lower than the .05

Table 5: Relationship between Leadership Skills and Emotional Regulation of Local Government Employees

Leadership Skills	Emotional Regulation				
	Enhancing Positive Affect	Perspective Taking	Soothing	Social Modeling	Overall
Administrative Skill	.495** .000	.487** .000	.363** .000	.567** .000	.564** .000
Interpersonal Skill	.474** .000	.503** .000	.468** .000	.650** .000	.625** .000
Conceptual Skill	.409** .000	.465** .000	.426** .000	.633** .000	.578** .000
Overall	.503** .000	.534** .000	.464** .000	.681** .000	.649** .000

Level of significance set in this study. This means a positive, high and significant correlation between the two variables. Also, this implies that in the city governments, the institution of desirable leadership skills is associated with the employees' emotional regulation. Hence, the null hypothesis is rejected in this context. Moreover, it is observed that the association between *interpersonal skills* and *social modeling* got the strongest link with an r-value of .650 and p-value of .000 described as positive, high, and significant correlation.

On the other hand, *administrative skills* and *soothing* correlation got the lowest r-value of .363 and p-value of .000 yet described as positive, low, and significant correlation. This implies that those values that unite the employees in leadership skills are strongly related to the employee's emotional regulation. Leaders who stay grounded, attentive, and real are better equipped to maintain high levels of engagement, encourage others' wellness, and advance work-life balance of their employees.

The examination of the association between leadership skills and emotional regulation revealed a positive, high, and significant correlation. Further, the influence test also exposed that leadership skills significantly influence emotional regulation. What is more, this finding confirms that emotional regulation is shows an important factor underlying effective

leadership, given the task demands and interpersonal stressors facing organizational leaders (Torrence & Connelly, 2019).

On the other hand, a recent study by Peterson, Liu, & Thomas (2024) delves into the emotional labor leaders perform, particularly focusing on how frequent use of humor by leaders can impact employee well-being. The research found that when leaders consistently use humor, it can pressure employees into "surface acting," where they feel compelled to display positive emotions even if they don't genuinely feel them. This emotional regulation by leaders, intended to influence followers positively, can inadvertently lead to emotional exhaustion and decreased job satisfaction among employees. The study highlights the importance of leaders being mindful of their emotional expressions and the potential unintended consequences on their teams.

A recent study by Zhang et al., (2022) examined the influence of emotional leadership on subordinates' job performance within Chinese organizations, which are characterized by high power distance and collectivism. The findings indicate that leaders with strong emotional leadership skills can enhance employees' positive emotions, thereby improving job performance. Some studies have pointed out that the relationship between a leader's empathy and subordinates' job performance is weakened in a culture of high-power distance (Sadri, Weber, & Gentry, 2011).

Relationship between Work-Related Quality of Life and Emotional Regulation

Revealed in table 6 is the significance of the relationship between work-related quality of life and emotional with a general computed r-value of .642 and a corresponding probability value of .000, extremely lower than the .05 level of significance. Thus, this indicates that there is a positive, high, and significant correlation between the two variables. Similarly, this suggests that in the city governments, the work-related quality of life of the employees are connected to employees' motivation in emotional regulation. Therefore, the null hypothesis is rejected in this context.

Additionally, it is disclosed that the link between *control at work* and *social modeling* got the strongest connection with an r-value of .526 and p-value of .000 labeled as positive, high, and significant correlation. Meanwhile, the *stress at work* and *enhancing positive affect* link got the lowest r-value of .181 and p-value of .000 yet described as a positive, low, and significant association.

This indicates that the attributes of leaders in terms of work quality of life are strongly linked to the employees' emotional regulation. The fight against the cumulative effects of stress can benefit greatly from the use of positive emotions. Furthermore, it has a strong connection to improved interpersonal relationships. A boost in innovative thinking and creativity at work is probably a result of positive emotional experiences that come from having healthy relationships.

Table 6: Relationship between Work-Related Quality of Life and Emotional Regulation of Local Government Employees

Work-Related Quality of Life	Emotional Regulation				
	Enhancing Positive Affect	Perspective Taking	Soothing	Social Modeling	Overall
Job and Career Satisfaction	.490**	.451**	.332**	.526**	.528**
Control at Work	.000	.000	.000	.000	.000
General Well-Being	.486**	.483**	.417**	.583**	.584**
Home-Work Interface	.000	.000	.000	.000	.000
Stress at Work	.384**	.293**	.299**	.425**	.413**
Working Conditions	.000	.000	.000	.000	.000
	.386**	.411**	.314**	.539**	.488**
	.000	.000	.000	.000	.000
	.181**	.328**	.439**	.436**	.428**
	.000	.000	.000	.000	.000
	.426**	.403**	.346**	.495**	.494**
	.000	.000	.000	.000	.000
Overall	.507**	.519**	.473**	.657**	.642**
	.000	.000	.000	.000	.000

The analysis of the connection between work-related quality of life and emotional regulation of government employees exposed that there is a positive, high, and significant correlation. Also, the test of influence uncovered that work-related quality of life significantly influences the emotional regulation of government employees.

A recent study by Zacher, Pearce, Rooney, & McKenna (2021) explored how employees' emotion regulation skills interact with proactive behavior to influence occupational well-being. The findings suggest that employees with higher emotion regulation skills experience less emotional fatigue when engaging in proactive behaviors, indicating that such regulation is instrumentally motivated to enhance job performance.

Similarly, a study by Chang, Lee, & Wu (2024) supports the idea that environmental stimuli and compliance with company rules influence changes in employee behavior. The researchers applied the Stimulus-Organism-Response (SOR) framework to examine how environmental factors affect psychological and behavioral compliance among employees in international construction projects. Hence, they found that organizational climate significantly shapes employees' compliance behavior, indicating that the organizational environment plays a crucial role in influencing employees' enthusiasm for compliance.

In the local context, the finding was also affirmed. Moreover, emotions shape individuals' subjectivity through the process of symbolic interaction between identity, norms, and social values (Niedenthal & Brauer, 2021) and influence the behaviors that can be observed in different social contexts. In addition, a state of high well-being has horizontal influence between peers, and vertical influence through the leaders, helping to create a positive group climate. Since moods tend to be contagious and/or transmitted in both work teams and groups, when they are positive in a high well-being climate, they can help mitigate negative situations in study, work, and sports groups (Iverson & Erwin, 1997; Da Costa Dutra, Silvia, Dutra, Costa, Granado, Xavier, Pérez, Darío, Diaz, Virginia, Carrasco, Claudia, Izquierdo & Alicia, 2023).

Relationship between Team Effectiveness and Emotional Regulation

Exposed in table 7 is the significant relationship between team effectiveness and emotional regulation with an overall computed r-value of .614 and an equivalent probability value of .000, remarkably lower than the .05 level of significance. This indicates that there is a positive, high and significant association between these variables. Thus, in this context, the null hypothesis is rejected.

Table 7: Relationship between Team Effectiveness and Emotional Regulation of Local Government Employees

Team Effectiveness	Emotional Regulation				
	Enhancing Positive Affect	Perspective Taking	Soothing	Social Modeling	Overall
Purpose and Goals	.455**	.419**	.339**	.548**	.519**
	.000	.000	.000	.000	.000
Roles	.460**	.455**	.374**	.556**	.546**
	.000	.000	.000	.000	.000
Team Processes	.491**	.491**	.387**	.560**	.570**
	.000	.000	.000	.000	.000
Team Relationships	.454**	.465**	.401**	.563**	.559**
	.000	.000	.000	.000	.000
Passion and Commitment	.468**	.467**	.397**	.583**	.568**
	.000	.000	.000	.000	.000
Skills and Learning	.471**	.497**	.421**	.627**	.599**
	.000	.000	.000	.000	.000
Overall	.512**	.510**	.423**	.628**	.614**
	.000	.000	.000	.000	.000

This suggests that in the city governments, the values of the employees about team effectiveness are related to their and emotional regulation.

In addition, it is reveals that the link between *skills and learning* and *social modeling* got the strongest association with an r-value of .627 and p-value of .000 considered as positive, very high, and significant correlation. On the other hand, the *purpose and goals* and *social modeling* connection got the lowest r-value of .339 and p-value of .000 defined as positive, low, and significant correlation. This implies that the values of employees in terms of team effectiveness are strongly related to the employees' emotional regulation. Effective emotional regulation at work improves mental health, reduces stress, strengthens teamwork, and better overall performance.

According to research, followers perceive their leaders as a constant source of difficulties or encouragement at work (Newcombe & Ashkanasy, 2002; Harikkala-Laihin, 2022). Since everything a leader says, does, or leaves unsaid or undone affects their followers, leadership is frequently described as a social interaction. Furthermore, positive emotions can help followers develop resources and may even be a long-term indicator of their wellbeing (Yukl, 2010; Tugade & Fredrickson, 2007; Förster & Kanske, 2022).

The analysis of the connection between team effectiveness and emotional regulation of government employees revealed that there is a positive, high, and significant relationship. Besides, the analysis of influence exposed that team effectiveness significantly influences emotional regulation in public service. The results confirm that public service employees bring their emotions, work-related attitudes, and perceptions of their employer, colleagues, and

public service to their workplaces and the ability to manage these emotions in an effective way to guarantee the display of both professionalism and high-quality public service while maintaining their own well-being (Yordanova & Dineva, 2022a).

Moreover, high-emotional-intelligence leaders can defuse stressful situations, encourage fruitful discussion, and come up with win-win solutions. Additionally, they are adept at controlling their own emotions, which keeps prejudices from impairing their judgment or escalating disputes. Research has indicated that emotional intelligence is a crucial predictor of success when it comes to leadership effectiveness. Leaders are more likely to motivate staff members, foster trust, and communicate clearly. Thus, they are also better at handling stress, more flexible, and capable of making choices that consider the interests of various parties (Babatunde, Haruna & Omotayo, 2023).

Influence of Exogenous Variables on Emotional Regulation

Disclosed in Table 8, the combined influence of leadership skills, work-related quality of life, and team effectiveness towards emotional regulation, with a computed f-value of 112.344, r-value of .681, the r-squared value of .464, and p-value of .000 lower than the .05 level of significance, the overall outcomes suggested the rejection of the null hypothesis. Hence, this implies that the exogenous variables of this study are significantly influencing the endogenous variable, except for the team effectiveness.

It could be observed from the result that all the exogenous variables got a p-value lower than the required level of significance ($<.050$). Emotional regulation is influenced by leadership skills with p-value .000; and work-related quality of life with p-value .000; however, team effectiveness has a p-value of .087 greater than 0.05. As a result, this implies that leadership skills and work-related quality of life, the exogenous variables are significantly influencing endogenous variables.

Additionally, examining the unstandardized beta coefficients is necessary to determine which exogenous variables best influence emotional regulation. Leadership skills towards emotional regulation revealed a beta of .353. This means that a unit increase in leadership skills will result in a .353 increase in emotional regulation. Moreover, work-related quality of life towards emotional regulation revealed a beta of .302.

Table 8: Influence of Leadership Skills, Work-Related Quality of Life and Team Effectiveness on Emotional Regulation of Local Government Employees

Exogenous Variables	Emotional Regulation			
	<i>B</i>	β	<i>t</i>	<i>Sig.</i>
Leadership Skills	.353	.340	5.118	.000
Work-Related Quality of Life	.302	.256	3.227	.001
Team Effectiveness	.126	.128	1.718	.087
R	.681			
R ²	.464			
ΔR	.460			
F	112.344			
ρ	.000			

This means that a unit increase in work-related quality of life will entice a .302 increase in the emotional regulation. Furthermore, team effectiveness to emotional regulation exposed a beta of .126. Hence, this suggests that a unit increase in the values of employees in team effectiveness will result in a .126 rise in emotional regulation. Therefore, leadership skills are the best influencer of employees' emotional regulation in city governments.

Generated Models

There are five alternative models tested to achieve the best fit model for public service motivation of government employees. Each model has an equivalent framework decomposed into two sub-models that include the measurement and the structural. The exogenous include leadership skills, work-related quality of life and team effectiveness, while the endogenous is the emotional regulation. This section presents the outcome of the analysis of the interrelationships among the set variables.

Furthermore, to determine the goodness of fit, numerous indices were reflected and were used as a reference for accepting and rejecting the model. Contextually, the researcher establishes the correlation of the latent variable's causality relationship to the different latent variables. Also, it establishes the relationship between endogenous and exogenous variables. Moreover, the moment that the structured model displays a suitable fit, it emphasizes the consistency of the empirical link among variables inferred by the model. The model parameter estimates illustrate the magnitude and direction of the interrelationships of variables.

There were five hypothesized (conceptual) models framed and tested in this study. Generated models were evaluated based on their practicality braced by robust theoretical contentions. Nevertheless, before the data was tested for structural equation modeling, assumptions were fulfilled, including normality of distribution. Also, to avoid underfitting and overfitting, the data's completeness was ensured, and no missing cases were identified.

In addition, the main research objective is the generation of the model that best represents the variables as predictors of emotional regulation of employees in government. The five proposed models need to be modified to meet the goodness of fit measures' requirements. Thus, all the models generated in this study were encapsulated in table nine.

Table 9: Summary of Goodness of Fit Measures of the Five Generated Models

Model	P-value (>0.05)	CMIN / DF (<2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P- close (>0.05)
1	.000	10.687	.734	.783	.766	.751	.157	.000
2	.000	6.562	.820	.877	.858	.857	.119	.000
3	.000	4.009	.854	.933	.913	.923	.088	.000
4	.000	4.013	.853	.933	.913	.922	.088	.000
5	.202	1.160	.977	.998	.986	.997	.020	.997

Legend: CMIN/DF – Chi Square/Degrees of Freedom NFI – Normed Fit Index
GFI – Goodness of Fit Index TLI – Tucker-Lewis Index
RMSEA – Root Mean Square of Error Approximation CFI – Comparative Fit Index

In determining the best fit model, all the indices encompassed must consistently fall within the acceptable ranges. Chi-square/degrees of freedom (CMIN/DF) value should be less than 2 with its corresponding p-value greater or equal to 0.05. Root Mean Square of Error Approximation (RMSEA) value must be less than 0.05, and its corresponding p-close value must be greater or equal to 0.05. The other indices, such as a Normed Fit Index (NFI), Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), and Goodness of Fit index (GFI), must be all greater than 0.95.

The modified model five shows the link between leadership skills, work-related quality of life and team effectiveness and its direct effect on the endogenous variable, which is the emotional regulation is the model that fulfills all the acceptable ranges of the indices.

Best Fit Model

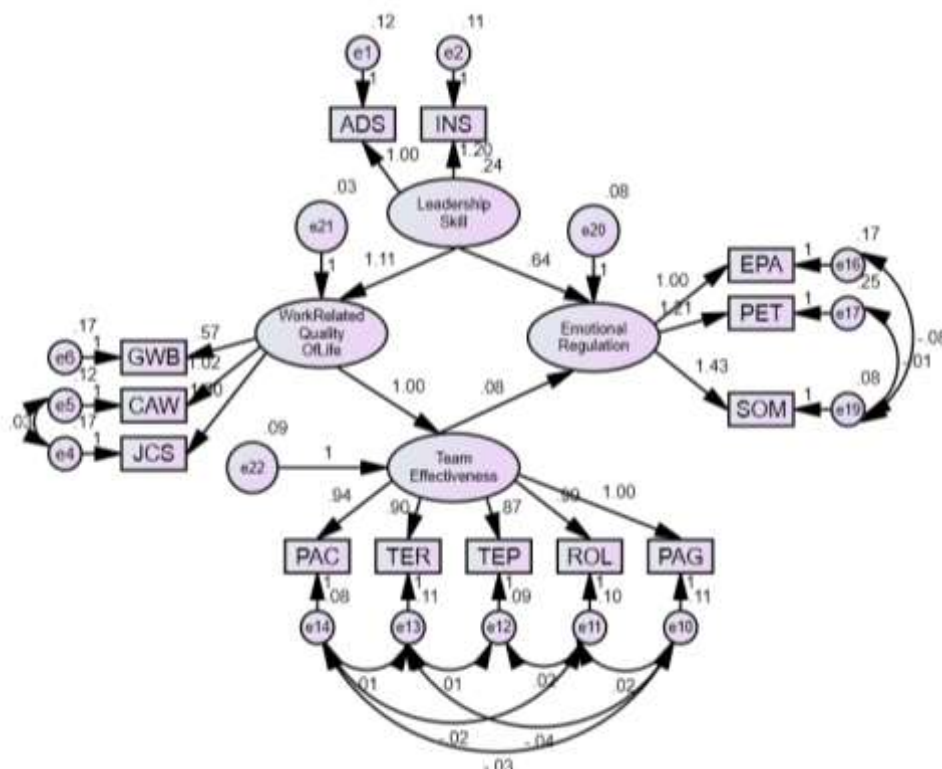


Figure 2. The Best-Fit Structural Model for Emotional Regulation

Legend			
Leadership Skills	Work-Related Quality of Life	Team Effectiveness	Emotional Regulation
ADS – Administrative Skill	GWB – General Well-being	PAG – Purpose and Goals	EPA – Enhancing Positive Affect
INS – Interpersonal Skill	HWI – Home-Work Interface	ROL – Roles	PET – Perspective Taking
COS – Conceptual Skill	JCS – Job and Career Satisfaction	TEP – Team Process	SOO – Soothing
	CAW – Control at Work	TER – Team Relationship	SOM – Social Modeling
	WOC – Working Conditions	PAC – Passion and Commitment	
	SAW – Stress at Work	SAL – Skills and Learning	

Moreover, as shown in Figure 2, two out of three indicators leadership skills, namely, administrative skill and interpersonal remained significant predictors of emotional regulation. While work related quality of life had three out of six indicators, namely, general well-being, job and career satisfaction and control at work, were found to affect emotional regulation.

On the other hand, the team effectiveness five out of six indicators, namely, purpose and goals, roles, team process, team relationship and passion and commitment, that significantly affect emotional regulation. Based on the result, it can be deduced that the emotional regulation in Region XII was best anchored on leadership skills which was measured in terms of administrative skill and interpersonal; work related quality of life in terms of general well-being, job and career satisfaction and control at work; and team effectiveness in terms of purpose and goals, roles, team process, team relationship and passion and commitment.

The generated model five found to have indices that shows a very good fit to the data as indicated by CMIN/DF = 1.160, p-value = .202, RMSEA = .020, p-close = .997 and indices such as NFI .986, TLI .997, CFI .998 and GFI .977. All of the indices with corresponding values were greater than 0.95 or met the goodness of fit measures' requirements. It is therefore stated that the null hypothesis is rejected. It could be concluded that there is a model that best fits the emotional regulation of government employees.

Table 10 shows the direct and indirect effects of the exogenous variables on emotional regulation. Leadership skills (such as administrative skills, interpersonal skills, and conceptual skills) have a positive indirect effect on emotional regulation (ER) by .085. It has a direct, positive, and significant effect on emotional regulation (ER) by .647, with a total effect of .732. On the other hand, work-related quality of life (general well-being, work-life balance, job and career satisfaction, control at work, working conditions and stress at work) has no positive indirect effect on emotional regulation (ER) but it has a direct, positive, and significant effect on emotional regulation (ER) by .076, with a total effect of .076.

Although the effect is small, it is still significant. Further, it could be found in table 11 that the latent variable leadership skill must be associated with team effectiveness. With this combined association, there will be a substantial direct effect on the emotional regulation of government employees (Beta = .732).

Table 10: Direct and Indirect Effects of the Exogenous Variables on Endogenous Variables

Variables	Direct Effect	Indirect Effect	Total Effect
Leadership Skills	.647	.085	.732
Work-Related Quality of Life	.076	.000	.076
Team Effectiveness	.000	.000	.000

On the other hand, work-related quality of life (general well-being, work-life balance, job and career satisfaction, control at work, working conditions and stress at work) have a no positive indirect effect on emotional regulation (ER) but it has a direct, positive, and significant effect on emotional regulation (ER) by .076, with a total effect of .076. Although the effect is small, it is still significant.

Further, it could be found in table 11 that the latent variable leadership skill must be associated with team effectiveness. With this combined association, there will be a substantial direct effect on the emotional regulation of government employees (Beta = .732).

Moreover, Table 11 presents the regression weights in the generated best fit model. These are the manifest variables of the latent exogenous variables, designated with asterisks (***) . The regression results revealed that emotional regulation influences work-related quality of life. Moreover, all three out of six variables of work-related quality of life manifest as predictors of emotional regulation.

Table 11: Estimates of Variable Regression Weights in Generated Best Fit Model

			Estimate	S.E.	Beta	C.R.	P-value
Work Related Quality of Life	<---	Leadership Skill	1.116	.067	.958	16.697	***
Emotional Regulation	<---	Leadership Skill	.647	.299	.693	2.169	.030
Team Effectiveness	<---	Work Related Quality of Life	1.011	.057	.888	17.645	***
Emotional Regulation	<---	Work Related Quality of Life	.076	.251	.095	.304	.761
ADS	<---	Work Related Quality of Life	1.000		.820		
INS	<---	Work Related Quality of Life	1.200	.060	.866	20.112	***
JCS	<---	Work Related Quality of Life	1.000		.811		
CAW	<---	Work Related Quality of Life	1.019	.045	.857	22.644	***
GWB	<---	Work Related Quality of Life	.572	.045	.618	12.802	***
PAG	<---	Team Effectiveness	1.000		.892		
ROL	<---	Team Effectiveness	.993	.035	.900	28.475	***
TEP	<---	Team Effectiveness	.870	.037	.887	23.623	***
TER	<---	Team Effectiveness	.903	.044	.868	20.295	***
PAC	<---	Team Effectiveness	.941	.040	.910	23.572	***
EPA	<---	Emotional Regulation	1.000		.748		
PET	<---	Emotional Regulation	1.213	.104	.741	11.704	***
SOM	<---	Emotional Regulation	1.433	.118	.916	12.126	***

Legend:

ADS-administrative skill
INS-interpersonal skill
COS-conceptual skill
JCS-job and career satisfaction
CAW-control at work
GWB-general well-being
HWI-home-work interface
SAW-stress at work

ROL-roles
TEP-team processes
TER-team relationships
PAC-passion and commitment
SAL-skills and learning
EPA-enhancing positive affect
PET-perspective taking
SOO-soothing

WOC-working conditions
PAG-purpose and goals

SOM-social modeling

On the other hand, the manifest variables of work-related quality of life left in the model are the home-work interface, working conditions, and stress at work. In other words, these are the relevant manifest variables for quality of work life when speaking of work engagement. The regression model explains that emotional regulation, in terms of enhancing positive affect, perspective-taking, and social modeling could only explain or predict the work-related work of life not all the manifest variables of emotional regulation. On the other hand, the latent leadership skills manifest variables are administrative skill and interpersonal skill, and conceptual skill does not manifest variables of emotional regulation. The other variable, which is team effectiveness, are predictor of emotional regulation in terms of purpose and goals, roles, team relationships, and passion and commitment. Furthermore, the endogenous latent variable of emotional regulation remains to have three indicators: enhancing positive affect, perspective, and social modeling.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The high perception of leadership skills among employees in city government organizations suggests that a strong organizational culture emphasizes participatory and supportive leadership practices. Such leadership is characterized by recognizing employee performance, involving staff in decision-making, and providing coaching for skill development. These practices not only enhance organizational effectiveness but also have significant implications for employee well-being. A meta-analysis by Vogel and Backhaus (2022) found that transformational leadership positively correlates with beneficial outcomes in public sector organizations, including employee well-being.

Moreover, leadership styles that promote inclusivity and shared decision-making, such as democratic leadership, have been shown to foster a sense of belonging and purpose among employees. This, in turn, contributes to better mental health and job performance. A study by Bakaluba (2024) highlights that leadership styles significantly affect employee satisfaction, stress levels, and overall job performance, emphasizing the need for organizations to adopt leadership approaches that foster a healthy work environment. Conversely, autocratic or laissez-faire leadership styles are associated with negative outcomes, including increased stress and decreased job satisfaction. Backhaus and Vogel (2022) reported a negative correlation between such leadership styles and organizational performance, underscoring the importance of adopting more participatory approaches.

The presence of effective leadership in city government organizations not only enhances employee performance but also significantly contributes to their overall health and well-being. Adopting leadership styles that are participatory and supportive is essential for fostering a positive organizational culture. Positive organizational climate and competent leadership within city governments are pivotal in enhancing employee well-being and ensuring a high quality of work life. Moreover, these factors not only improve individual employee satisfaction but also contribute to the overall effectiveness and efficiency of government organizations. Similarly, the high team effectiveness and emotional regulation among city government employees indicate a robust organizational culture that fosters both individual well-being and collective performance.

A study by Janiukštis, Kovaitė, Butvilas, & Šūmakaris (2024) highlights that a supportive organizational climate positively impacts employee well-being and healthy workplace

relationships. Thus, the research emphasizes that improving the organizational climate can reduce negative behaviors, such as harassment, and enhance overall employee satisfaction.

Furthermore, the presence of competent administrators and officials in city governments plays a crucial role in maintaining high QWL. In fact, effective leadership ensures that employees experience general well-being, a balanced home-work interface, job and career satisfaction, control at work, favorable working conditions, and manageable stress levels. Hence, these factors collectively contribute to a positive organizational climate and improved employee well-being.

The high team effectiveness and emotional regulation among city government employees indicate a robust organizational culture that fosters both individual well-being and collective performance. Moreover, City government employees exhibit strong team effectiveness, characterized by clear purpose and goals, well-defined roles, efficient team processes, positive team relationships, effective intergroup relations, adept problem-solving, passion and commitment, and continuous skills development. Thus, these elements are crucial for the success of high-performing teams.

In addition, the synergy between team effectiveness and emotional regulation creates a positive feedback loop, enhancing both individual and organizational performance. In line with this, a study by Paredes-Solís and Geraldo-Cárdenas (2025) found that emotional intelligence and leadership significantly improve team effectiveness, with organizational culture and work climate acting as mediators. Yordanova and Dineva (2022) emphasize the importance of both intrapersonal and interpersonal emotion regulation in the workplace. Equally important, their research indicates that effective emotion regulation contributes to subjective well-being and healthy workplace relationships, which are essential for public service motivation.

This supportive environment enables employees to regulate their emotions more effectively, leading to improved job satisfaction and performance. A study by Thomas, Smith, & Nguyen (2023) found that emotional intelligence amplified leadership performance and increased employee commitment, thereby boosting the likelihood of achieving organizational goals. Effective teams often have clear communication, mutual trust, and shared goals, all of which are fostered by strong leadership and a positive work environment. These factors collectively contribute to better emotional regulation among team members.

A study by Mazzetti and Schaufeli (2022) demonstrated that engaging leadership positively impacts team effectiveness through the mediating role of personal and team resources. This is also supported with a recent study by Paredes-Solís and Geraldo-Campos (2024) examined the relationships between emotional intelligence, team leadership, organizational culture, work climate, and creative synergy with team effectiveness in a university setting. Furthermore, the study found that leadership and emotional intelligence significantly improve team effectiveness, with organizational culture and work climate acting as mediators. Hence, these findings underscore the interconnectedness of leadership, work related quality of life, and team effectiveness in influencing employees' emotional regulation.

The relationship between leadership, work related quality of life, and team effectiveness significantly influences the emotional regulation of city government employees. In line with this, enhancing these exogenous variables can lead to improved emotional well-being, job satisfaction, and overall organizational performance. Thus, work-related quality of life work related quality of life directly influences emotional regulation among government employees, and that this effect is strengthened by effective leadership and team dynamics, is supported by recent empirical studies.

Leaders who are emotionally intelligent can create a work environment that fosters trust, open communication, and psychological safety. Similarly, such environments not only improve employees' quality of work life but also support their ability to regulate emotions effectively. A study conducted by Park, Kim, Lee, & Choi (2024) investigated the impact of leaders' beliefs in the usefulness of emotions on team dynamics. The findings revealed that leaders who perceive both positive and negative emotions as useful foster higher levels of emotional competence within their teams and experience lower levels of relationship conflict. Furthermore, this highlights the importance of leaders' emotional intelligence in shaping team environments that support effective emotional regulation among employees.

Enhancing work-related quality of life directly contributes to better emotional regulation among government employees. Additionally, this effect is significantly bolstered by effective leadership that values emotional intelligence and fosters cohesive team dynamics. Thus, organizations aiming to improve employee well-being should focus on developing leadership competencies in emotional intelligence and promoting work environments that support high-quality work life and effective teamwork.

Leadership, work-related quality of life, and team effectiveness connect, it helps to look through the frameworks of Affective Events Theory (AET) and Self-Determination Theory (SDT). AET points out that workplace events shape how employees feel, and those feelings spill over into their attitudes and actions (Weiss & Cropanzano, 1996). Leaders who have strong emotional intelligence don't just sit back and watch this happen—they actively shape the emotional climate. They create positive moments at work and help soften the blow when things go wrong.

Research backs this up. Emotionally intelligent leaders don't just reduce the sting of workplace stress; they help their teams feel safer and model what it looks like to handle emotions well (Coronado-Maldonado et al., 2023). In local government units, it's the leaders who show empathy, self-awareness, and social sensitivity who really make a difference. They build a supportive environment where people feel satisfied, empowered, and not overwhelmed by their workload (Laud & Idris, 2025). That's what lifts the quality of work life for everyone involved.

When leaders support employees' needs for autonomy, competence, and relatedness, they spark real motivation and emotional steadiness. People feel more stable and less likely to fall back on unhealthy ways to handle their emotions. Good leadership does more than keep people happy, it drives teams to work better together. Leaders who encourage open conversations, build trust, and set shared goals create a workplace where positive interactions come naturally. This matches what Affective Events Theory says: the right kind of workplace interactions shape how people feel and act.

Research in Philippine local government units backs this up. When leaders get team members involved and create a space for collaboration, both performance and emotional well-being go up (Petinglay & Abioda, 2024). Teams that stick together and have a strong quality of work life give their members the tools to handle stress and manage their emotions in healthier ways. Mariano (2024) points out how important anger management and emotional control are for department heads in these settings. In essence of integrating the Self-Determination Theory and Affective Events Theory together, underscores that emotionally intelligent leadership in Philippine local governments doesn't just make teams more effective or work life better. It builds a workforce that can handle stress, adapt, and stay resilient, amid workplace stressors.

5.2 Recommendations

This study's findings recommend that the Department of the Interior and Local Government (DILG) consider the generated best-fit model as a reference in initiating interventions in developing the degree of emotional regulation of employees through the conduct of more leadership training, particularly to those holding supervisory and managerial positions in the organization. Moreover, it is recommended that city government agencies continue to nurture and strengthen this positive leadership culture. Hence, the frequent demonstration of effective leadership behaviors, particularly those that reflect appreciation and clear communication, contributes to a supportive and motivated work environment. In fact, leaders who show genuine appreciation for their employees' contributions and take the time to elaborate on goals, expectations, and feedback which help build trust and engagement within the organization. Along with this, to sustain and further enhance this culture, regular leadership development programs, mentorship opportunities, and performance feedback mechanisms should be maintained and expanded. Doing so will reinforce the desirable leadership practices already in place and ensure long-term organizational effectiveness and employee satisfaction.

Furthermore, DILG may also consider revisiting the policies relevant to the emotional regulation of their employees to ensure that all these policies are still relevant and contribute positively to the operations of the organization. Conversely, the findings suggest a positive organizational climate within city government teams, which has contributed significantly to employee well-being and reduced feelings of incompatibility in the workplace. Additionally, the high level of work-related quality of life reported indicates that employees experience satisfaction and balance across several key dimensions of their professional lives. Thus, this reflects positively on the competence of administrators and officials in city governments, particularly in areas such as promoting general well-being, supporting the home-work interface, enhancing job and career satisfaction, maintaining control at work, improving working conditions, and effectively managing stress.

In light of these results, it is recommended that city government organizations continue to invest in and prioritize employee-centered policies and leadership strategies. Programs that support work-life balance, offer opportunities for career development, and address workplace stress should be regularly evaluated and enhanced. Furthermore, leadership training should emphasize emotional intelligence, inclusive communication, and proactive problem-solving to sustain the healthy work climate already in place. Hence, maintaining this positive environment will not only improve employee retention and performance but also enhance the overall effectiveness of public service delivery.

In addition to that, it is recommended that the local government officials consider evaluating their leadership skills and ensuring a more conducive environment for their employees, since these are found to be significant for the progress of the work-related quality of life of their employees towards public service. Importantly, the findings reveal a high level of team effectiveness among employees in city governments, indicating that teams are functioning cohesively and purposefully. Similarly, employees frequently demonstrate core principles essential to effective teamwork, such as clarity of purpose and goals, well-defined roles, efficient team processes, strong interpersonal relationships, constructive intergroup relations, and effective problem-solving. Additionally, the presence of passion, commitment, and continuous learning underscores a workforce that is both engaged and adaptable. Moreover, coupled with this is the high degree of emotional regulation observed among city government employees. Thus, this emotional competence allows them to maintain motivated, regulate stress, and interact positively with colleagues and the public. Also, skills such as perspective-

taking, soothing under pressure, and social modeling enhance not only internal team dynamics but also the quality-of-service delivery to the community. In light of these strengths, it is recommended that city government organizations continue to foster a culture that supports team development and emotional intelligence. This can be achieved through ongoing team-building initiatives, emotional wellness programs, and leadership that model's empathy and collaboration. By reinforcing these areas, city governments can sustain high levels of employee performance, job satisfaction, and public trust.

Furthermore, it is recommended that future researchers initiate more scientific inquiries considering other exogenous variables in modeling the emotional regulation of government employees in a different context and setting. The findings indicate that leadership, work-related quality of life, and team effectiveness are all significantly and positively correlated with the emotional regulation of city government employees. Therefore, this suggests that when employees experience strong, effective leadership, a high quality of work life, and cohesive, efficient teams, they are more capable of managing their emotions in the workplace. Therefore, emotional regulation is critical in public service environments, where employees often face high-pressure situations and interact directly with the public. Even so, the positive relationships identified through various tests confirm that these exogenous variables leadership, work-related quality of life, and team effectiveness play a substantial role in shaping the emotional well-being and behavioral responses of employees. Therefore, it is recommended that city government agencies prioritize the development of supportive leadership practices, foster a healthy and satisfying work environment, and invest in building effective, collaborative teams. Doing so not only enhances emotional regulation among employees but also contributes to improved job performance, workplace harmony, and overall organizational effectiveness.

The result reveals a compelling model for understanding emotional regulation among government employees, emphasizing that work-related quality of life is the most direct and significant factor influencing their ability to manage emotions effectively in the workplace. This underscores the importance of creating a work environment that supports employee well-being through fair policies, reasonable workloads, recognition of contributions, opportunities for growth, and a healthy work-life balance. However, the impact of work-related quality of life is not isolated; it must be reinforced by strong leadership. Equally important, effective leaders serve as role models for emotional intelligence, foster a culture of trust and accountability, and provide employees with the guidance and encouragement they need to navigate emotionally challenging situations. This leadership also plays a crucial role in shaping the organizational climate, influencing how employees perceive their roles, their sense of belonging, and their motivation to maintain composure and professionalism under pressure.

Lastly, it is suggested that leadership alone is not sufficient its effectiveness is amplified when coupled with strong team dynamics. Moreover, team effectiveness contributes to emotional regulation by promoting open communication, shared goals, mutual respect, and collective problem-solving. When teams function efficiently, employees feel supported by their peers, reducing stress and fostering a sense of community. Similarly, the synergy between competent leadership and effective teams creates a psychologically safe environment where employees are motivated to regulate their emotions constructively, which in turn enhances their performance, interpersonal relationships, and overall organizational productivity. Therefore, it is strongly recommended that government agencies adopt a holistic approach by simultaneously investing in improving the quality of work life, developing leadership capabilities, and strengthening team collaboration. This integrated strategy will not only support the emotional well-being of employees but also drive long-term effectiveness and resilience within public service institutions.

The study's results align with the Affective Events Theory (AET) proposed by Weiss and Cropanzano (1996), which posits that workplace events trigger emotional reactions in employees, subsequently influencing their job performance and satisfaction. This theory emphasizes the interplay between employees' internal states, such as personality, emotions, and cognition, and their responses to workplace incidents. For this reason, the research underscores that work-related quality of life directly affects emotional regulation, and this effect is further reinforced by effective leadership and team dynamics. Consequently, high-emotional leaders, characterized by empathy and the ability to foster positive emotions among subordinates, play a crucial role in this process. Such leaders utilize emotional contagion to positively influence their teams' attitudes and behaviors, thereby enhancing overall organizational effectiveness (Thiel, Griffith, & Connelly, 2015); Wan, Pan, Peng, & Meng, 2022).

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