



**SERVANT LEADERSHIP BELIEF,  
ORGANIZATIONAL BEHAVIOR AND WORK VALUES:  
A STRUCTURAL EQUATION MODEL ON PROFESSIONAL  
COMPETENCE OF GOVERNMENT EMPLOYEES**

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**Abstract:**

The best-fit model of professional competence of government employees as determined by servant leadership belief, organizational behavior and work values was the focus of this study. Using correlational and structural equation modeling, 400 government employees in the various offices/departments of the City Government of Davao City, the Philippines, were the study's respondents. The study utilized adapted survey questionnaires for data collection using stratified random sampling. The findings demonstrated that servant leadership belief, organizational behavior, work values, and professional competence were at very high levels. Additionally, there is a significant relationship between servant leadership belief and professional competence, and a significant relationship between work values and professional competence. However, there is no significant relationship between organizational behavior and professional competence. Also, servant leadership belief and work values significantly influence professional competence. The results finally indicated that Model 3 was the best fit model. Model 3 showed that four indicators remained under servant leadership belief, namely: behaving ethically, helping subordinates grow, conceptual skills and emotional healing. Meanwhile, two indicators remained for organizational behavior, represented by conscientiousness and altruism, while self-realization and self-growth represent work values. On the other hand, professional competence has three remaining indicators,

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namely: accountability, innovation, and knowledge sharing and continuous improvement.

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## 1. Introduction

The professional competence of government employees in the Philippines faces significant challenges, primarily stemming from bureaucratic structures, inadequate training, and the evolving demands of digitalization. The study by Nitafan (2020) on government employees in Cotabato Province highlights several challenges to professional competence and work performance, primarily driven by job burnout, employee silence, and poor organizational commitment. Furthermore, Benedicto and Caelian (2020) also discussed in their study that the professional competence of government employees is challenged by various factors, including lack of training, ethical dilemmas, corruption, political interference, resource limitations, and a negative work environment. In a related study by Mulyani and Nurhadian (2023), when a government employee fails to be competent, he/she fails to meet competency standards resulting in complaints from the public regarding delays in processing and other issues. It is important to assess the influence of professional competence on employee performance to identify factors that contribute to poor performance.

The study by Benedicto and Caelian (2021) reveals that professionalism is shown to have the highest positive influence on job performance. Employees who display high levels of professionalism are more likely to deliver accurate, creative, and innovative outputs, as well as achieve high client satisfaction. This compliance reflects positively on their ability to serve the public effectively. In another study conducted by Hermogeno and Dulos (2022), professional competence in government employees is crucial for delivering high-quality public services, enhancing accountability, and maintaining ethical standards. It fosters accuracy, creativity, and client satisfaction while promoting transparency and trust with the public. Additionally, professional competence is linked to career advancement and recognition, motivating employees to excel in their roles and uphold the organization's values. In the Philippines, special laws are provided to sustain order in the community and within the society, and one of the special laws that gives significance is the Republic Act 10912, also known as the "Continuing Professional Development Act of 2016".

The study conducted by Irfan *et al.* (2022) found that servant leadership has a positive effect on employee competence. This means that when leaders adopt a servant

leadership style, they tend to enhance the skills and abilities of their employees, which is crucial for organizational success. By focusing on serving their employees, servant leaders contribute to long-term professional development. As highlighted in the research by Jiang (2024), servant leadership is shown to satisfy followers' three basic psychological needs: autonomy, competence, and relatedness. When these needs are met, employees are more likely to thrive at work, which directly contributes to their professional competence. Servant leadership fosters a supportive and empowering work environment. This environment encourages employees to take initiative, seek out challenges, and develop their skills, all of which are essential for enhancing professional competence.

In the study by Waskito (2023), organizational behavior plays a crucial role in enhancing the professional competence of employees. A strong organizational culture that supports learning and development can lead to improved employee competence. The study emphasizes that organizational culture acts as a facilitator for employee involvement, which in turn enhances competence. Wicaksana and Kasmir (2023) also argued in their study that a positive organizational culture fosters open communication among employees, which can lead to enhanced performance and job satisfaction. When an organization promotes a supportive atmosphere, employees are more likely to engage in continuous learning and development. In a dynamic work environment, employees who are open to change and willing to learn new skills can enhance their professional competence, making them more valuable to the organization.

As explored in the work of Abdelmoteleb (2020), work values play a crucial role in shaping professional competence by influencing motivation, autonomy, growth opportunities, and the overall work environment. This boost in self-confidence encourages them to take on new challenges and responsibilities, which can further enhance their professional competence. Employees who are intrinsically motivated are more likely to engage in learning and development activities, thereby enhancing their professional competence. The research by Sarancha *et al.* (2021) highlights that work values are pivotal in shaping professional competence by influencing career choices, social interactions, and the overall approach to professional responsibilities. Good work values are essential for developing professional competence.

In the previous study by Karim *et al.* (2023), servant leadership belief has a significant influence towards professional competence. Servant leadership belief is necessary to build professional competence. Moreover, another study by Widodo *et al.* (2022) found out that organizational behavior influences professional competence. Organizational behavior reflects the contribution of all the organization's members, which can strengthen social relations and lead to professional competence that is beneficial to the organization. Further, a related study by Radkevych *et al.* (2021) highlighted that work values significantly influence professional competence. The components of teachers' readiness for professional competence are motivation and work values.

There was an urgency to conduct this study because, the existing situation in the region shows that there are still a number of problems and issues involving the government employees despite the implementation of various national and local programs which aim to provide government employees with a variety of professional competencies, thereby improving their servant leadership belief, organizational behavior, and work values. Furthermore, there are no similar studies which deal with servant leadership belief, organizational behavior, work values, and professional competence among government employees in Davao Region.

The main purpose of the study was to determine the best-fit model on professional competence of government employees as a function of servant leadership belief, organizational behavior, and work values. Specifically, this study sought answers to the following objectives, first to describe the level of servant leadership belief in terms of emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically, second is to ascertain the level of organizational behavior in terms of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, third is to describe the level of work values in terms of self-growth, self-realization, self-esteem, social interaction, security, stability and recreation, fourth is to ascertain the level of professional competence in terms of accountability, communication, teamwork, innovation, results focus, planning and organizing, and knowledge sharing and continuous improvement, fourth is to determine the significant correlation between servant leadership belief and professional competence; organizational behavior and professional competence; and work values and professional competence, fifth is to determine the significant influence of servant leadership belief, organizational behavior, and work values on professional competence of government employees and last is to determine the model that best fits professional competence of government employees.

## 2. Literature Review

There is a review of related literature which are discussed in support of the study. On the servant leadership belief as the first exogenous variable, emotional healing becomes more plausible when the patient's inner strength attains the level of strength of the disturbance, represented by "level of potency", which allows the patient to cope with his/her disturbance more successfully (Friesel, 2019). Partnerships and relationships underlie the relevance of a connection to the local community as a means of better understanding the needs and cultural sensitivities of that community (Brozovic *et al.*, 2020).

In the study by Hwang-Gon *et al.* (2023), emotional healing is crucial for workers as it can significantly impact their mental health and job satisfaction. Emotional healing can alleviate psychological problems such as emotional exhaustion and decreased motivation. Emotional healing programs can equip workers with better coping strategies to handle the stress associated with their roles. This can lead to a more resilient workforce that can manage the demands of emotional labor more effectively. In addition, Aung and

Tewogbola (2019) revealed in their study that emotional healing helps in addressing mental health issues such as anxiety and depression. When employees feel emotionally supported and can heal from their experiences, they are more likely to maintain a positive mindset, which enhances their productivity.

With the development of servant leadership literature, scholars have suggested that the theory of servant leadership responds to resolving the challenges of leadership approaches in the twenty-first century, specifically highlighting leaders providing service to others and reinforcing recognition of building a better tomorrow for all employees. It is argued that servant leadership, as serving followers by caring and putting subordinates first, is consistent with the changing requirements of current and future employee management, such as concerning employee development (Yuan *et al.*, 2020). Behaving ethically can contribute to the success of society as well as an organization. Ethical behavior involves knowing what is right and wrong, and behaving accordingly (Tamunomiebi & Ehior, 2019).

The study by Lee *et al.* (2020) revealed that servant leadership has a significant positive effect on various aspects of workplace functioning. Servant leaders prioritize the needs of their followers, which can enhance organizational functioning. It has an incremental predictive validity over other leadership styles, such as transformational, authentic, and ethical leadership. This means that putting subordinates first can uniquely contribute to positive workplace outcomes beyond what these other styles offer. Canavesi and Minelli (2021) also discussed in their study that servant leadership enhances employee engagement by fostering an environment of trust, empowerment, and support. Leaders who practice servant leadership focus on the personal and professional growth of their employees, which increases employees' emotional attachment to the organization. This engagement leads to greater loyalty, productivity, and commitment, resulting in improved organizational outcomes.

On organizational behavior as the second exogenous variable, organizations, which play a dominant role in the distribution process for products and services from producers to wholesalers to retailers and finally to consumers, occasionally commit unethical behavior, such as abusing their power. Promotion-related ethics includes moral problems related to advertising, sales promotion, and public relations (Lee & Jin, 2019). In addition, as discussed by Tindowen (2019), positive organizational behavior among teachers should be promoted and embraced in all educational institutions since its purpose is to create an environment that is geared towards the sustainability and improvement of the organization. The different dimensions of teachers' organizational behaviors include organizational commitment, professional commitment, organizational citizenship behavior, supervisory support and job involvement. However, despite the extensive research with regard to leadership in terms of the disciplines of administration, management, business, and marketing, a strong scholarly discourse on leadership is lacking in public relations.

Courtesy also involves the discretionary enactment of thoughtful and considerate behaviors that prevent work-related problems for others. It means that employees have

respect for their co-workers and engage in behavior meant to reduce interpersonal conflict (Habeeb, 2019). Courtesy is an antecedent of organizational behavior that can be used in the industry to improve productivity. Intergroup conflict is avoided by courteous employees who avoid creating problems for co-workers, thereby reducing managers' time for handling crisis management, thus improving productivity. Some examples of courtesy that can be used in the industry that will improve productivity are referring to people who will be possibly influenced by one's acts, being sensitive to the claims of others on commonly used organizational resources, and using advance notice proactively (Barsulai *et al.*, 2019).

Similarly, the assurance dimension of service quality indicates employees' competence, knowledge and courtesy, and the ability to build bridges of trust with customers. Assurance is defined as the knowledge and good manners or courtesy of employees. Further, it is defined as the ability of employees, with the help of the knowledge they possess, to inspire the trust and confidence that will strongly influence the level of customer satisfaction (Pakurar *et al.*, 2019). Public service is where the approach to citizenship is first meaningfully cultivated and where people learn or, as current trends suggest, fail to learn the essential civic virtues needed to weave together the social fabric of the nation, to contribute to the flourishing of the collective community, and to preserve life, liberty, and the pursuit of happiness for all. Since the time of a nation's founding, people have charged institutions with the vital task of inculcating civic virtue and preparing people for responsible citizenship in a free society, all of which, ideally, contributes to the common good (Coupet, 2020).

Additionally, results from a study reveal that supervisory communication is significantly and positively associated with altruistic organizational behavior. Both personal feedback and supervisory communication are significantly and positively associated with civic virtue. Organizational justice is a mediator between personal feedback and civic virtue. Organizational justice also mediates the relationship between satisfaction with supervisory communication and civic virtue (Chan & Kuok, 2020). Findings from a study suggest a high importance of benefits for self-employment. Analyses showed the high, positive impact that independence and creativity have on self-employment. Also, extrinsic values, such as job security, are more important for employees than they are for the self-employed. Additionally, the value of work in life does not differ between the employed and the self-employed (Lukes *et al.*, 2019).

On work values as the third exogenous variable, Meaningful interactions are social interactions that are of higher quality and deeply subjective, serving as the foundation for our strongest relationships. Researchers over several decades have consistently linked these types of interactions to important life outcomes and health benefits (Litt *et al.*, 2020). Similarly, among economists, it is well understood that human beings react to risk and that social preferences affect their decisions as well as their cooperative attitudes. Most importantly, any policy action is likely to be misguided, and may even be detrimental if it neglects agents' reaction to risk, and the policy action itself, alongside the externalities arising from social interactions (Alfaro *et al.*, 2020).

Moreover, social interactions are the smallest building blocks of interpersonal social networks and are a prerequisite of the formation of functional social relationships. The lack of social interactions and social relationships can have detrimental effects on an individual's physical and psychological health. Social isolation increases the risk for coronary heart disease, stroke, and mortality and can negatively influence psychological health, leading to depressive symptoms (Elmer & Stadtfeld, 2020). Similarly, the mere presence of having one's smartphone is distracting and can reduce the effectiveness of an offline connection. Phone use during social interaction can reduce feelings of social connection, the perceived quality of the interaction, enjoyment gained from the interaction, and even the frequency of smiling at others (Lieberman & Schroeder, 2020).

From the psychological point of view, psychological contract refers to the set of explicitly or implicitly given promises, including duties and entitlements between employer and employee, as perceived by the employee. In line with the notion that the psychological contract is likely to include job security, employees may perceive job insecurity as a breach of the psychological contract with their employer (Stankeviciute *et al.*, 2021). Labor markets are characterized by large heterogeneity in job stability. Some workers hold lifetime jobs, whereas others cycle repeatedly in and out of employment. Per currency of income, workers with more stable careers hold more wealth. The income and consumption level for a worker who starts working life from an unstable job is, even 25 years later, 5 percent lower than that of a worker who starts with a stable job (Kuhn & Ploj, 2020).

Additionally, job seekers are looking for work in organizations that offer satisfactory work conditions and stable jobs. Job stability means job satisfaction and job security, which drives employees to loyally work for the organization. Therefore, specialists of human resources are concerned with the human element, starting from the right selection of competent employees, then endeavoring to secure the proper working conditions that lead to job stability and improve performance, and training those employees with more skills to carry out their work competently (Ali, 2020). On the other hand, job instability is characterized by a decline in welfare initiatives such as leave and health insurance. It has both positive and negative aspects, all of which result in either increased attachment or reduced separation due to involuntary job loss. Increased attachment or reduced separation is referred to as job stability, while employees' detachment and increased separation with involuntary turnover are referred to as job instability (Waweru, 2020).

As discussed in the study of Yuanto *et al.* (2022), the perception of job security or insecurity has a psychological impact on employees. Those who perceive their jobs as secure tend to experience less stress and anxiety, which can enhance their overall job satisfaction and engagement. In contrast, employees who feel insecure may face psychological distress, which can negatively affect their performance. Furthermore, as explored in the work of Xiao and Amir (2022), job security is linked to lower levels of anxiety among employees. The research indicates that there is a significant correlation between job security and anxiety levels, suggesting that when employees feel secure,

their anxiety sensitivity decreases. This reduction in anxiety can lead to a more positive work environment and improved employee morale.

At the short end of the tenure distribution, declines are prevalent across demographic groups as well as industry, occupation and skill groups. It was presented that these declines appear to be related to a decline in job-to-job transitions among short-tenure workers, especially for workers with less than one year of tenure. These declines have been accompanied by an increase in perceived job stability among low tenure workers over the past four decades (Molloy *et al.*, 2020). There is growing recognition of the positive benefits of outdoor recreation and nature-based tourism. Visiting natural settings and being outdoors are widely recognized as important for improving human health and well-being, enhancing social connections, connecting people with their natural and cultural heritage, generating revenues for use in conservation, contributing to local economies, fostering local or indigenous identity, and developing a conservation consciousness (Winter *et al.*, 2020).

On professional competence as the endogenous variable, succeeding in one's career and in business is a main justification for 21st-century communication. Human communication is a social interaction process as it is an essential part of our daily life. It is a process of creating, exchanging, sharing ideas, information, opinions, facts, feelings, and experiences between a sender and a receiver. Communication is fundamental to the existence and survival of individuals, groups, societies, and nations (Buarquob, 2019). Also, emphasized are verbal, written and interpersonal skills; however, employers often emphasize one skill set over others. Heron (2019) stated that oral communication skills, particularly the ability to present and communicate to a diverse range of audiences, are most important.

Furthermore, public communication plays an important role in assisting the government's steps in handling COVID-19 (Wilder, Smith & Freedman, 2020; Wu & McGoogan, 2020). Further, this step was considered successful, given the existence of government governance regarding communication. The government has taken strategic measures in managing COVID-19, including isolation, social and physical distancing, and work from home, but they have not shown success in stopping the transmission of the virus thus far. In general, the community has a low level of discipline and awareness. This requires the government to prepare a strategy to increase discipline and awareness. Therefore, it is necessary to implement educative communication, especially risk communication. Risk communication during a pandemic has a positive correlation with public trust (Sheen *et al.*, 2020).

Research showed that competition between members of the same organization may impact the way in which an individual interprets his or her circumstances, and would thus be expected to impact the individual's ethical decision-making as a result. When the organization gives the perception that results matter more than the proper process and methods used to achieve results, employees will take it as a cue to do whatever they can to achieve the results (Jun, 2019). Furthermore, an important point of the reform was the incorporation of results-focused management, sometimes also called



performance management, as a management strategy. This strategy focuses on the achievement of results. In particular, results-focused management emphasizes the importance of defining expected results, with the involvement of key stakeholders, assessing the risks that may impede expected results, monitoring programmes designed to achieve these results through the use of appropriate indicators, reporting on performance (Bhattarai, 2020).

Steven (2023) mentioned in his study that innovation in the workplace aims to enhance both organizational performance and employee outcomes. A key aspect of workplace innovation is the requirement for participative processes. This means that employees are actively involved in the innovation process, which can lead to better performance for the organization and improved results for the employees. As observed in the investigation by Perculeza (2024), A workplace that prioritizes knowledge sharing encourages a culture of continuous learning. Employees are more likely to seek out new information and skills, which can lead to personal and professional growth. This culture can also enhance employee satisfaction and retention. Continuous improvement practices, supported by knowledge sharing, help organizations refine their processes and outputs. By regularly assessing and enhancing their work methods, employees can produce higher-quality results, which is essential for maintaining a competitive advantage.

As servant leadership seeks to empower and cultivate the follower through the leader's support, it seemed reasonable that effective leaders would choose to remain in the profession and, more importantly, in the office when they perceive their leader as one who honestly attempts to support them, not for the leader's benefit but rather for the staffs' growth and professional competence. A leader who puts people first puts the needs of others before their own by truly understanding those whom they seek to serve. This is achieved by forming relationships with others in order to understand how best to develop and support them in their professionally competent roles. A servant-leader cares for and shows concern for others while striving to help them grow as individuals (Murphy, 2020). Leadership is an activity that influences, motivates, and empowers other people to contribute towards a successful and effective organization where there are members (Handoyo *et al.*, 2019).

Similarly, growth is also the leader's ability to grow people to be spiritually, personally, and professionally competent. Servant leaders must be committed to the growth of their employees. Building community is a characteristic of servant leadership as servant leaders foster a sense of community in the workplace, as they believe the organization must work together as a community (Johnson, 2021). The behaviorist perspective considers professional competence as an underlying combination of skills, knowledge and attitudes. The functionalist perspective is results- and target-oriented, and uses professional competencies to measure results, task performance and personality characteristics. The constructivist perspective defines professional competence as the capacity and the knowledge to do. The holistic perspective defines professional competence as a combination of knowing and understanding, knowing how to act and

knowing how to be, as this perspective also considers the influence of work values on personal attitudes. Work values can be expressed as valuable, meaningful and preferable characteristics for the individual, and also can be expressed as attitudes and beliefs towards professional competence (Aktan *et al.*, 2020).

Similarly, digital and intercultural professional competencies are conceptually new managerial skills that are required to overcome the challenges due to global economic developments. Acquiring the professional competence of cultural self-awareness is a fundamental skill that helps prevent cultural conflicts and helps managers to understand the impact of their own cultural beliefs and work values on stakeholders, taking into account management practices in different cultures (Bondarenko *et al.*, 2021). On the other hand, there is no significant relationship between organizational behavior and the professional competence of teachers. Comparisons between teachers are usually controlled for demographic characteristics such as age and social class differences (Barro & Villocino, 2023). In a related study, there is no significant difference in the level of organizational behavior and professional competence of teachers. It was suggested that teachers have the same level of organizational behavior and professional competence across all areas (Tabaculde, 2024).

The study was based on the Job Competency Framework developed by Bartram *et al.* (2000). This adopts a three-tier structure. This structure represents a “deep structure” that underlies the development of competency models, which are defined as specific “surface structures”. The framework focuses on describing and measuring the domain of performance at work and sees measures of personality, ability and motivation as important as predictors. This shift in focus is also reflected in new reports focusing on describing people in terms of competency and competency potential constructs, and mention how they fit or misfit competency requirements in the workplace.

This research was supported by Patterson’s (2003) Theory of Servant Leadership that creates a platform for more specific research by defining the values on which servant leadership is based – values that are labelled as the component “constructs” of servant leadership. servant leadership theory, which is follower-focused, explains such behavior. These virtues or morals are qualitative characteristics that are part of one’s character, something that is internal, almost spiritual. Furthermore, virtues have the ethical characteristics of being good, excellent, or worthy. These qualities characterize the servant leader, who is guided by virtues within, henceforth called “constructs.” These virtuous constructs define servant leaders, shaping their attitudes, characteristics, and behavior.

This research was additionally corroborated by the Drive Theory by Hull (1933), which explained behavior and learning through drive reduction. Drive presents a stimulus in the form of a biological need like hunger, thirst, cold or sexual interest. It is a state of need when a living organism feels the need to behave in a certain way to reduce the need and restore the optimal biological state. The drive, therefore, results in behavior in order to achieve a certain goal or satisfy a need. If the goal of the drive is achieved, the drive is reduced, and an optimal state is restored. The drive reduction exists to reinforce

and strengthen the connection between the drive and behavior. Hull believed that the notion of drive-reduction is a main contributor to learning and behavior. In order to reduce the level of discomfort experienced, an action or behavior that will allow us to gain a reward, which in this case, is the reduction of its discomfort.

### 3. Material and Methods

The study was conducted in the six cities in Davao Region, Region XI, specifically Davao City, Digos City, Panabo City, Tagum City, Mati City and Island Garden City of Samal. The rule of thumb for the total number of respondents appropriate for structural equation modelling should be between 300 to 400 respondents, Yuan & Chang (2016). In this study, 400 was the sample size used. In Sharma (2021), it is stated that for as long as the sample size does not exceed 1000, 10% of the population is a reasonable maximum sample size. This allowed the researcher to complete the number of respondents necessary for the study, and the researcher believed that these respondents were fitted to answer the research objectives of the study, considering that they were in the government service.

Stratified random sampling was employed such that all permanent employees in the six cities in Davao Region had the chance for inclusion in the final sample. This was a sampling technique in which the population was divided into groups called strata. The idea is that the groupings were made so that the population units within the groups are similar (Salkind, 2007).

Further, for the inclusion criteria, only regular/permanent employees who are currently employed for the period of one (1) year, under the managerial, supervisory or rank and file status were included as respondents for they were the only ones who fit to the criteria that could answer the questions in the survey questionnaire of the study. Likewise, excluded from the study were those employees whose appointments are temporary, casual, contractual, or job order or all those who are working outside the identified six cities and those working in the private agencies because they were in a different work environment and supervision. Moreover, the respondents can withdraw anytime from their participation in the research process if they feel uncomfortable about the study, since they were given the free will to participate without any form of consequence or penalty. If so, the respondent must inform the researcher if he/she want to back out and may present valid reason(s) for leaving. Also, the respondents can be withdrawn from the research study if he/she committed falsification, plagiarism and other moral offenses or the respondents have health conditions and special needs.

The first questionnaire employed dealt with servant leadership belief taken from Liden *et al.* (2008). The second survey instrument is organizational behavior was taken from Sharma & Jain (2014). The instrument used for variable work values was taken from Ho (2006). Lastly, the instrument used for variable professional competence was taken from UNESCO (2015). These four instruments were adapted from various authors with some revisions to fit with the current study. They were content-validated by four internal and one external expert, with the result of a total mean score of 4.25, with description as

Very good. Pilot testing was done and reliability of the scales was established using Cronbach's alpha coefficient with scores for the independent variables 0.941 for servant leadership belief, 0.917 for organization behavior, 0.916 for work values and 0.941 for the dependent variable professional competence.

In evaluating servant leadership belief, organizational behavior, work values, and professional competence, the 5 point Likert scale will be used with the following range of means with its descriptions 4.20 – 5.00 or Very High which means measures are always manifested; 3.40 – 4.19 or High which means measures are often manifested; 2.60 – 3.39 or Moderate which means measures are sometimes manifested; 1.80 – 2.59 or Low which means measures are seldom manifested; and 1.00 – 1.79 or Very Low which means measures are not manifested at all.

The quantitative, non-experimental design of research using a correlational technique was used in this study. This developed and employed mathematical models, theories and or hypotheses pertaining to phenomena. First, it utilized a descriptive correlational method, which measures the associations of variables with varying levels of measurement, Christensen, Johnson and Turner (2011), Ullman and Bentler (2003). Moreover, the correlational technique is a non-experimental design, where the researcher studies the correlation between variables in a normal setting without manipulation or control. In correlational studies, the researchers examine the strength of relationships among variables by looking at how a change in one variable is linked with a change in the other variable. Generally, the correlational method has independent and dependent variables, but the effect of the independent variable is seen on the dependent variable without manipulating the former (Creswell, 2009).

Second, the study employed Structural Equation Modelling that aims to come up with the best fit model on professional competence that may help as a basis for the formulation of policies, planning and intervention programs among department heads in the government, may it be at the national or local levels. In the generation of the best fit model, the Structural Equation Model was used. This is an advanced multivariate technique to examine multiple dependence relationships between variables simultaneously.

This research examined the interrelationship of servant leadership belief, organizational behavior, work values and professional competence of government employees. The used of the SEM in this study was very useful because, in general, every SEM analysis goes through the steps of model specification, data collection, model estimation, model evaluation, and possibly model modification. As compared to other statistical methods, structural equation modelling has more complex methods of data analysis, where it implies a structure for the covariance between the observed variables, which provides the alternative name covariance structure modelling. This offers more meaningful and more valid results. Assumptions on the data may be higher, and the process of interpreting the results is more composite compared to other methods of data analysis, Byrne (2013). In Iacobucci (2010) and Chen, Curran, Bollen, Kirby and Paxton (2008) they said that when the hypothesized model is rejected based on goodness of-fit

statistics, the researcher would be interested in finding an alternative model that fits the data. Therefore, Structural Equation Modelling is the best research design for this study.

The data were gathered through the procedures as follows. First, before the conduct of the study, the researcher sent letters asking for permission to the Office of the City Mayors of the six identified cities. When the letter was approved, the researcher conducted a courtesy call to the Offices of the Human Resource Department of the six cities, with the request for the list of all regular/permanent employees who are employed for at least one (1) year for calendar year 2022-2023. There was a face-to-face data gathering, and strict compliance and observance of the safety protocols were observed by the researcher as mandated by the law. Considering the limited resources of the researcher, all distributed questionnaires were immediately retrieved on the same day when they were distributed. After retrieval, the results from the accomplished questionnaires were verified, checked, and tallied and then the data were analyzed and interpreted in line with the purpose of the study. Based on the findings of the study, conclusions and recommendations were formulated.

As to the statistical tools and for more comprehensive interpretation and analysis of the data, the following were employed: Mean was used to measure the levels of servant leadership belief, organizational behavior, work values and professional competence of government employees. Pearson *r* was applied to determine the interrelationships between servant leadership belief, organizational behavior, work values and professional competence of government employees. Regression was used to determine the influence of servant leadership belief, organizational behavior, and work values on the professional competence of government employees. Structural Equation Modelling was used in order to explore the best fit model in which all the ranges are completely within the parameters of the parsimonious model.

In evaluating the goodness of fit of the models, the following indices were computed as follows:

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

The researcher has observed full ethical standards in the conduct of the study, following the study protocol assessments and standardized criteria, particularly managing the population and data. Moral concerns were observed during the conduct of this study. At the onset, the researcher has sought the permission of the concerned officials regarding the conduct and involvement of the target respondents. The respondents were oriented

on their roles and were informed that their participation is free and voluntary. Respondents were asked through an informed consent and were assured that the data collected from them would be kept private and confidential, and open until a certain respondent wanted to withdraw his or her participation. The researcher made sure that no possible risks were involved, and mitigating measures, psychological, financial and physical preparations were also considered. No plagiarism, falsification and fabrication that happened in the whole duration of the study. There was no conflict of interest (COI) or traces of it, and deceit was avoided. For purposes of the publication, the adviser becomes a co-author of the study. The study was reviewed, certified and passed the ethical considerations by the University's Ethical Review Center under UMERC # 2022-414.

#### 4. Results and Discussion

**Table 1:** Level of Servant Leadership Belief

Indicator	SD	Mean	Descriptive Level
Emotional Healing	0.22	4.70	Very High
Creating Value for the Community	0.27	4.53	Very High
Conceptual Skills	0.31	4.62	Very High
Empowering	0.32	4.61	Very High
Helping Subordinates Grow	0.33	4.61	Very High
Putting Subordinates First	0.32	4.52	Very High
Behaving Ethically	0.30	4.62	Very High
<b>Overall</b>	<b>0.14</b>	<b>4.60</b>	<b>Very High</b>

Presented in Table 1 is the level of servant leadership belief, which revealed an overall standard deviation of 0.14 and an overall mean rating of 4.60 labeled as very high. This means that all of the measures of servant leadership belief are always manifested. It can also be viewed from the table that the indicator emotional healing gained the highest mean score of 4.70, described as very high. Meanwhile, putting subordinates first, with a mean score of 4.52, described as very high, gained the lowest mean score. The very high level of emotional healing implies that the government employees feel that others would seek their help if they have a personal problem. Also, the government employees care about others' personal well-being. Additionally, the very high level of putting subordinates first implies that the government employees sacrifice their own interests to meet others' needs. The government employees also put others' best interests above their own.

The result is consistent with the claim of the authors (Aung & Tewogbola, 2019; Hwang-Gon *et al.*, 2023) wherein emotional healing is crucial for workers as it can significantly impact their mental health and job satisfaction. Emotional healing can alleviate psychological problems such as emotional exhaustion and decreased motivation. Emotional healing also helps in addressing mental health issues such as anxiety and depression. When employees feel emotionally supported and can heal from

their experiences, they are more likely to maintain a positive mindset, which enhances their productivity. Similarly, the result is aligned with the statements of the authors (Canavesi & Minelli, 2021; Lee *et al.*, 2020) who mentioned that putting subordinates first can uniquely contribute to positive workplace outcomes beyond what these other styles offer. Servant leadership enhances employee engagement by fostering an environment of trust, empowerment, and support. Leaders who practice servant leadership focus on the personal and professional growth of their employees, which increases employees' emotional attachment to the organization. This engagement leads to greater loyalty, productivity, and commitment, resulting in improved organizational outcomes. Employees under servant leaders feel more valued and motivated, which strengthens their engagement.

**Table 2:** Level of Organizational Behavior

Indicators	SD	Mean	Descriptive Level
Altruism	0.13	4.84	Very High
Conscientiousness	0.18	4.83	Very High
Civic Virtue	0.19	4.66	Very High
Sportsmanship	0.14	4.83	Very High
Courtesy	0.34	4.88	Very High
<b>Overall</b>	<b>0.09</b>	<b>4.81</b>	<b>Very High</b>

Revealed in Table 2 is the level of organizational behavior with an overall standard deviation of 0.09 and a very high level with an overall mean score of 4.81. This means that all of the measures of organizational behavior are always manifested. Moreover, the indicator courtesy gained the highest mean score of 4.88, described as very high. On the other hand, civic virtue, with a mean score of 4.66, described as very high, gained the lowest mean score. The very high level of courtesy implies that the government employees inform their respective supervisors before taking any important actions. The government employees also respect the rights of others and pay attention to memos or announcements in my organization. In addition, the very high level of civic virtue implies that the government employees attend functions that are not required, but help the organization's image. The government employees also attend and participate in formal and informal office meetings.

The result is aligned with the authors' statements (Barsulai *et al.*, 2019; Habeeb, 2019) that the government employees have respect for their co-workers and engage in behavior meant to reduce interpersonal conflict. Courtesy is an antecedent of organizational behavior that can be used in the industry to improve productivity. Intergroup conflict is avoided by courteous employees who avoid creating problems for co-workers, thereby reducing managers' time for handling crisis management, thus improving productivity. Moreover, the result is consistent with the claim of authors (Chan & Kuok, 2020; Coupet, 2020) stating that people have charged institutions with the vital task of inculcating civic virtue and preparing people for responsible citizenship in a free society, all of which, ideally, contributes to the common good. Both personal

feedback and supervisory communication are significantly and positively associated with civic virtue.

**Table 3:** Level of Work Values

Indicators	SD	Mean	Descriptive Level
Self-growth	0.10	4.52	Very High
Self-realization	0.11	4.51	Very High
Self-esteem	0.10	4.52	Very High
Social interaction	0.15	4.57	Very High
Security	0.16	4.50	Very High
Stability	0.17	4.50	Very High
Recreation	0.15	4.52	Very High
<b>Overall</b>	<b>0.05</b>	<b>4.52</b>	<b>Very High</b>

Presented in Table 3 is the level of work values, which revealed an overall standard deviation of 0.05 and an overall mean rating of 4.52, labeled as very high. This means that all of the measures of work values are always manifested. It can also be viewed from the table that the indicator of social interaction gained the highest mean score of 4.57, labeled as very high. Meanwhile, security and stability, both with a mean score of 4.50, described as very high, have the lowest mean score. The very high level of social interaction implies that the government employees can get along harmoniously. The government employees can also happily work together with colleagues to finish a job. Furthermore, the very high level of security implies that the government employees are engaged in outdoor activities or physical activities at work. The government employees also work in a non-harmful environment.

The result is consistent with the claim of the authors (Elmer & Stadtfeld, 2020; Litt *et al.*, 2020) stating that social interactions that are of high quality serve as the foundation for strong relationships. Social interactions are linked to important life outcomes and health benefits. Also, the result is aligned with the authors' statements (Xiao & Amir, 2022; Yuanto *et al.*, 2022) that those who perceive their jobs as secure tend to experience less stress and anxiety, which can enhance their overall job satisfaction and engagement. Job security is also linked to lower levels of anxiety among employees. There is a significant correlation between job security and anxiety levels, wherein when employees feel secure, their anxiety sensitivity decreases. Further, the very high level of stability implies that the government employees feel jobs security. The government employees' working hours also fully correlate with their living schedule. The result of the study confirms with authors (Ali, 2020; Kuhn & Ploj, 2020) who mentioned that per currency of income, workers with more stable careers hold more wealth. The government employees start from the right selection of competent employees, then endeavor to secure the proper working conditions that lead to job stability and improve performance, and training with more skills to carry out their work competently.



**Table 4:** Level of Professional Competence

Indicators	SD	Mean	Descriptive Level
Accountability	0.49	4.41	Very High
Communication	0.49	4.69	Very High
Teamwork	0.61	4.40	Very High
Innovation	0.59	4.49	Very High
Results Focus	0.84	4.34	Very High
Planning and Organizing	0.72	4.38	Very High
Knowledge Sharing and Continuous Improvement	0.35	4.57	Very High
<b>Overall</b>	<b>0.52</b>	<b>4.47</b>	<b>Very High</b>

Presented in Table 4 is the level of professional competence, which revealed an overall standard deviation of 0.52 and an overall mean of 4.47, labeled as very high. This means that all measures of professional competence are always manifested. It can also be viewed from the table that the indicator communication gained the highest mean score of 4.69, described as very high. On the other hand, results focused on a mean score of 4.34, described as very high, gained the lowest mean score. The very high level of communication implies that the government employees are able to process and filter diverse information appropriately. The government employees also disseminate information appropriately and in a timely manner. In addition, the very high level of results focus implies that the government employees consistently maintain focus and persevere in the face of obstacles, inspiring others to do the same. The government employees also set quality standards and realistic target dates for activities.

The result is consistent with the claim of the authors (Sheen *et al.*, 2020; Wilder Smith & Freedman, 2020; Wu & McGoogan, 2020) wherein communication plays an important role in assisting the government. It is necessary to implement educational communication, as communication has a positive correlation with public trust. Moreover, the result is aligned with the statements of the authors (Bhattarai, 2020; Jun, 2019) who mentioned that results focus emphasizes the importance of defining expected results, with the involvement of key stakeholders, assessing the risks that may impede expected results, monitoring programmes designed to achieve these results through the use of appropriate indicators, reporting on performance. When the organization gives the perception of a results focus, employees will take it as a cue to do whatever they can to achieve the results.

**Table 5:** Significance on the Relationship between the Servant Leadership Belief and Professional Competence of Government Employees

Servant Leadership Belief	Professional Competence							
	ACC	COM	TEA	INN	REF	PLO	KSI	Overall
Emotional Healing	.102*	.053	.015	.023	.029	.041	.051	.045
	.041	.293	.763	.646	.561	.419	.308	.371
Creating Value for the Community	.012	-.029	-.054	-.036	-.062	-.058	-.064	-.046
	.808	.565	.278	.475	.218	.245	.203	.355
Conceptual Skills	.014	.037	.058	.038	.016	.044	.034	.038
	.773	.460	.249	.446	.752	.383	.498	.451
Empowering	.097	.036	.047	.077	.038	.040	.014	.056
	.052	.471	.354	.125	.454	.421	.776	.267
Helping Subordinates First	.084	.148**	.111*	.111*	.146**	.124*	.118*	.132**
	.094	.003	.026	.027	.004	.014	.018	.009
Putting Subordinates First	.104*	.077	.065	.083	.063	.072	.022	.077
	.039	.124	.194	.098	.209	.150	.668	.123
Behaving Ethically	.020	.045	.065	.063	.050	.058	.092	.060
	.698	.369	.197	.209	.324	.250	.066	.230
Overall	.128*	.113*	.097	.113*	.089	.100*	.082	.112*
	.011	.024	.053	.024	.076	.046	.103	.025

A substantial correlation exists between servant leadership belief and professional competence. The results of the research are corroborated by authors' assertions (Johnson, 2021; Murphy, 2020) which indicate that servant leadership seeks to empower and cultivate the follower through the leader's support, and, more importantly, in the office when they perceive their leader as one who honestly attempts to support them, not for the leader's benefit but rather for the staffs' growth and professional competence. Growth is also the leader's ability to grow people to be spiritually, personally, and professionally competent.

**Table 6:** Significance on the Relationship between Organizational Behavior and Professional Competence of Government Employees

Organizational Behavior	Professional Competence							
	ACC	COM	TEA	INN	REF	PLO	KSI	Overall
Altruism	.043	-.018	-.046	-.034	.001	-.027	-.018	-.017
	.388	.718	.359	.491	.984	.591	.720	.729
Conscientiousness	.045	.018	-.010	.013	.024	-.003	.021	.015
	.367	.726	.835	.796	.631	.947	.675	.766
Civic Virtue	-.003	.011	.043	.032	.003	.023	-.012	.018
	.950	.822	.387	.518	.955	.649	.808	.719
Sportsmanship	.017	-.008	-.016	-.009	.002	-.028	-.031	-.011
	.738	.870	.748	.856	.971	.582	.533	.829
Courtesy	.014	-.006	.051	.045	.035	.034	.008	.032
	.779	.909	.311	.374	.482	.492	.875	.522
Overall	.052	.001	.002	.016	.024	-.007	-.015	.012
	.296	.982	.965	.752	.634	.887	.762	.805

There is no significant relationship between organizational behavior and professional competence. The results of the research align with the assertions made by scholars (Barro & Villocino, 2023; Tabaculde, 2024) that there is no significant relationship between organizational behavior and professional competence of teachers, as comparisons between teachers are usually on demographic characteristics such as age and social class differences.

**Table 7:** Significance on the Relationship between Work Values and Professional Competence of Government Employees

Work Values	Professional Competence							
	ACC	COM	TEA	INN	REF	PLO	KSI	Overall
Self-growth	.078	.053	.090	.088	.072	.062	.021	.076
	.119	.289	.073	.078	.150	.219	.676	.128
Self-realization	.015	.047	.048	.044	.054	.053	.072	.051
	.760	.348	.339	.385	.283	.294	.150	.306
Self-esteem	.027	.004	.035	.038	.042	.021	.033	.032
	.585	.931	.487	.448	.406	.674	.510	.518
Social Interaction	.050	.042	.045	.036	.035	.048	.018	.044
	.321	.402	.364	.476	.482	.334	.725	.381
Security	.063	.022	.029	.030	.041	.039	.016	.038
	.207	.654	.568	.549	.411	.435	.753	.443
Stability	.016	.091	.049	.067	.068	.060	.077	.066
	.749	.068	.332	.179	.175	.234	.124	.190
Recreation	.096	.102*	.131**	.133**	.128*	.128*	.080	.128*
	.055	.042	.009	.008	.011	.010	.110	.010
Overall	.105*	.112*	.109*	.115*	.110*	.114*	.058	.116*
	.036	.025	.029	.022	.028	.022	.248	.021

The study's results are corroborated by authors (Aktan *et al.*, 2020; Bondarenko *et al.*, 2021) who assert that acquiring the professional competence of self-awareness is a fundamental skill that helps prevent conflicts and helps managers to understand the impact of their own beliefs and work values on stakeholders, taking into account management practices in different cultures. Work values can be expressed as valuable, meaningful and preferable characteristics for the individual, as well as attitudes and beliefs towards professional competence.

**Table 8:** Significance on the Influence of Servant Leadership Belief, Organizational Behavior and Work Values on Professional Competence of Government Employees

Professional Competence					
(Variables)		B	$\beta$	t	Sig.
Constant		7.821		2.750	.006
Servant Leadership Belief		.478	.116	2.325	.021
Organizational Behavior		.006	.001	.017	.987
Work Values		-1.174	-.120	-2.414	.016
R	.164				
R <sup>2</sup>	.027				
$\Delta R$	.020				
F	3.643				
Q	.013				

The overall result on the significance of the influence of servant leadership belief, organizational behavior, and work values on professional competence revealed that servant leadership belief and work values significantly influence professional competence. The result of the study confirms with authors (Karim *et al.*, 2023; Radkevych *et al.*, 2021) stating that servant leadership belief has a significant influence towards professional competence. Servant leadership belief is necessary to build professional competence. Further, work values significantly influence professional competence. The components of teachers' readiness for professional competence are motivation and work values.

**Table 9:** Summary of Goodness of Fit Measures of the Three Generated Models

Model	P-value (>0.05)	CMIN / DF (0<value<2)	GFI (>0.95)	CFI (>0.95)	NFI (>0.95)	TLI (>0.95)	RMSEA (<0.05)	P-close (>0.05)
1	.000	9.980	.627	.754	.735	.730	.150	.000
2	.000	9.282	.690	.775	.755	.751	.144	.000
3	.232	1.163	.981	.994	.957	.990	.020	.989

In the generated Model 3, the causal relationship between the exogenous variables, servant leadership belief, organizational behavior, and work values, and the endogenous variable, professional competence of government employees, is demonstrated. The findings indicate that three exogenous variables—servant leadership belief, represented by behaving ethically, helping subordinates grow, conceptual skills and emotional healing; organizational behavior, represented by conscientiousness and altruism; and self-realization and self-growth, representing work values—make an important impact to the endogenous variable, which is professional competence of government employees. The outcome is consistent with the model modification strategy proposed by Kline (2005), which unequivocally demonstrated the significance of servant leadership belief, organizational behavior, and work values in promoting professional competence. Servant leadership has a positive effect on employee competence. By focusing on serving their employees, servant leaders contribute to long-term professional development. Servant leadership fosters a supportive and empowering work environment. This

environment encourages employees to take initiative, seek out challenges, and develop their skills, all of which are essential for enhancing professional competence (Irfan *et al.*, 2022; Jiang, 2024).

Also, organizational behavior plays a crucial role in enhancing the professional competence of employees. A strong organizational culture that supports learning and development can lead to improved employee competence. When an organization promotes a supportive atmosphere, employees are more likely to engage in continuous learning and development. This can include training programs, mentorship, and feedback mechanisms that improve their skills and competencies. In a dynamic work environment, employees who are open to change and willing to learn new skills can enhance their professional competence, making them more valuable to the organization (Waskito, 2023; Wicaksana & Kasmir, 2023).

Moreover, work values play a crucial role in shaping professional competence by influencing motivation, autonomy, growth opportunities, and the overall work environment. Employees who are intrinsically motivated are more likely to engage in learning and development activities, thereby enhancing their professional competence. Work values are pivotal in shaping professional competence by influencing career choices, social interactions, and the overall approach to professional responsibilities. Good work values are essential for developing professional competence (Abdelmoteleb, 2020; Sarancha *et al.*, 2021).

Further, the results of the endogenous variable (professional competence) had shown three remaining significant indicators (accountability, innovation, and knowledge sharing and continuous improvement) which are summed up and supported by various authors (Hiscox, 2019; Perculeza, 2024; Steven, 2023) wherein government employees have an obligation to explain and to justify their conduct, the forum can pose questions and pass judgement, and they can be sanctioned. Innovation in the workplace aims to enhance both organizational performance and employee outcomes. This means that employees are actively involved in the innovation process, which can lead to better performance for the organization and improved results for the employees. A workplace that prioritizes knowledge sharing encourages a culture of continuous learning. Employees are more likely to seek out new information and skills, which can lead to personal and professional growth.

Lastly, the findings of the research align with the propositions put forth by Bartram *et al.* (2000) regarding the Job Competency Framework. The framework focuses on describing and measuring the domain of performance at work and sees measures of personality, ability and motivation as important as predictors. This shift in focus is also reflected in new reports focusing on describing people in terms of competency and competency potential constructs, and mentioning how they fit or misfit competency requirements in the workplace.

## 5. Recommendations

The researcher came up with recommendations based on the results of the study. Since the results of all four variables are very high, the researcher recommends that the best practices of the LGUs should be sustained, and if there are some deficiencies and inadequacies, those areas may be improved to give way to room for continuing quality improvement (CQI). The LGUs may come up with an inventory of all its positive or advantages and negative or disadvantages on its programs implemented, and make some improvements on those items which are below performance/standards.

On the very high level of servant leadership belief, the LGUs may continue their practices for the conduct of an annual orientation or re-orientation to all employees to check and ensure the employees' full commitment as they perform their duties and responsibilities for the service of the people. The conduct of regular seminars and symposia to address issues on employees' relationships at the workplace, such as stress management, anger management, leadership, team building and other seminars and workshops which will help the employees maintain their well-being. Mental awareness seminars and other office activities to improve camaraderie among employees may be regularly conducted.

Further, the researcher recommends that the Human Resource Management Department plan for activities that allow the employees to feel a sense of community with their colleagues, such as the conduct of spiritual activities like retreats and recollections or bible sharing, and annual R and R activities. The grant of rewards or commendations to deserving employees and the institution of a bulletin board or suggestion box may be maintained to address some official concerns of the employees.

On the very high level of organizational citizenship behavior, the researcher recommends that the LGUs, through the office of the Human Resource Management Department, may conduct a survey for the satisfaction level of employees in a given semester, one-on-one counselling for identified employees in distress and the institution of a permanent grievance committee. Likewise, it is a good practice for the local government units to review some programs to encourage the creativity, innovativeness, and efficiency in their work assignment of employees and become effective in the delivery of services to the people in line with the CSC on Awards and Incentives for the employees (CSC MC # 01-2001).

On the very high level of work values, the annual conduct of seminars, symposia or fora about work values, work ethics, team building, and interpersonal communication may be conducted to ensure that the employees maintain the necessary attitude and behavior when they provide services to the people. There are several topics for consideration in the symposia or seminars which are aligned with the CSC mandate to include RA 6713 (Code of Conduct of Public Officials and Employees), the RA 3019 (Anti-graft and Corrupt Practice Act) and RA 11302 (Anti-red Tape Act of 2007) or the ARTA law from the Office of the Ombudsman.

On a very high level of professional competence, the LGUs may reconsider looking at the salaries and remuneration received by their employees. The LGUs may revisit its annual plans and budget using the Salary Standardization Law and in consonance with the guidelines of the Commission on Audit. The deserving employees because of exemplary achievement which benefit the LGUs may be provided with incentives and monetary rewards. Further, employee's professional development may be considered and given priority, such as the formulation of a policy which will give scholarship grants for master/doctoral studies for future promotion and learning improvement. Soft loans may be extended to interested employees for them to continue and complete their studies.

The correlations between the variables show that the LGUs are sensitive to the well-being of their employees. To sustain this atmosphere, the LGUs are encouraged to maintain an open dialogue or an open-door policy between the supervisors and the subordinates for the continuous observance of a good working relationship while at work. This can be made possible through the conduct of an evaluation of the employees' performance on a yearly basis.

As to future researchers, it is recommended that further quantitative studies be conducted on other LGUs outside of the Davao region on a larger population. Also, qualitative studies may be conducted for the best practices of the LGUs using focus group discussion as a phenomenology study.

## **6. Conclusion**

With considerations of the results of the study, conclusions are drawn in this section. There is a very high level of servant leadership belief, organizational behavior, work values, and professional competence. The results of the study imply that the government employees care about others' personal well-being and respect the rights of others. Also, the government employees can get along harmoniously and disseminate information appropriately and in a timely manner.

Additionally, there is a significant relationship between servant leadership belief and professional competence, and a significant relationship between work values and professional competence. However, there is no significant relationship between organizational behavior and professional competence. Also, servant leadership belief and work values significantly influence professional competence. Further, the findings indicated that, out of the three structural models considered, Model 3 is the most suitable in predicting the professional competence of government employees. Moreover, the result implies that the servant leadership belief of government employees has an impact on professional competence. Additionally, the work values of government employees facilitate professional competence. On the other hand, organizational behavior does not have a significant influence on professional competence.

All of the exogenous variables, servant leadership belief represented by the measured indicators behaving ethically, helping subordinates grow, conceptual skills

and emotional healing; organizational behavior represented by the measured indicators conscientiousness and altruism; and work values represented by the measured indicators self-realization and self-growth have a significant influence towards professional competence of government employees. This research confirms the anchor theory, the Job Competency Framework by Bartram *et al.* (2000), which focuses on describing and measuring the domain of performance at work and sees measures of personality, ability and motivation as important predictors.

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### **Conflict of Interest Statement**

The authors declare no conflicts of interest.

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