

Self-Esteem, Work Ethics, and Employment Relationship Quality: A Structural Equation Model on Performance of Local Government Employees

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¹A Dissertation Presented to the Faculty of the Professional Schools University of Mindanao Davao City

In Partial Fulfillment of the Requirements for the Degree Doctor of Public Administration

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Publication Date: 2025/12/30

How to Cite: Khrisna U. Abella; Alger P. Dura (2025) Self-Esteem, Work Ethics, and Employment Relationship Quality: A Structural Equation Model on Performance of Local Government Employees. *International Journal of Innovative Science and Research Technology*, 10(12), 1982-2030. <https://doi.org/10.38124/ijisrt/25dec1143>

APPROVAL SHEET

This dissertation, entitled "SELF-ESTEEM, WORK ETHICS, AND EMPLOYMENT RELATIONSHIP QUALITY: A STRUCTURAL EQUATION MODEL ON PERFORMANCE OF LOCAL GOVERNMENT EMPLOYEES," prepared and submitted by KHRISNA U. ABELLA in partial fulfillment of the requirements for the degree of Doctor in Public Administration, has been examined and is hereby recommended for approval and acceptance.

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ABSTRACT

This study aimed to determine the most suitable model for employee performance by analyzing the impact of self-esteem, work ethics, and perceived employment relationship quality among local government employees using Structural Equation Modeling (SEM). A total of 400 employees from Local Government Units (LGUs) in Malaybalay and Valencia, Bukidnon, were selected through stratified random sampling. Findings reveal that LGU employees possess high levels of self-esteem, work ethics, and perceived employment relationship quality, along with very high work performance. Also, the study found that work ethics is the strongest predictor of employee performance. Perceived employment relationship quality positively contributes to performance, but has a weaker influence than work ethics. A notable finding was the negative relationship between self-esteem and employee performance, suggesting that overconfidence or misalignment between self-perception and actual job performance may lead to reduced productivity. Model 3 is the best-fit model. It positions work ethics as the primary driver of employee performance, while self-esteem requires a balanced approach to prevent adverse effects on productivity. These results highlight the importance of reinforcing workplace discipline, ethical leadership, and adaptability training to enhance the effectiveness of government employees.

Keywords: *Public Administration, Self-Esteem, Work Ethics, Employment Relationship Quality, Employee Performance, Local Government Units, Structural Equation Modeling, Philippines.*

SDG Indicator: #8 (Decent Work and Economic Growth)

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ACKNOWLEDGMENT

First and foremost, I would like to express my sincere gratitude to Dr. Alger P. Dura, my adviser, whose invaluable guidance, patience, and encouragement were instrumental in the development and completion of this research. Her expertise and unwavering support have greatly enriched this study.

I would also like to express my most profound appreciation to the members of my panel—Dr. Glenne B. Lagura, Dr. Jed P. Acero, Dr. Lorraine Grace Ugsang, and Dr. Joel B. Tan—for their insightful feedback, constructive criticisms, and scholarly advice that helped refine and strengthen this work.

Special thanks are extended to Dr. Eugenio S. Guhao, Jr., Dean of the Graduate School, for his leadership and for providing the institutional support necessary to pursue this academic endeavor.

I am equally grateful to the LGU employees of Valencia and Malaybalay, Bukidnon, who willingly shared their time and perspectives as respondents to this study. Without their honest responses and participation, this research would not have been possible.

To all those who, in one way or another, contributed to the success of this research—but whose names may not have been mentioned—I extend my heartfelt thanks. Your support, whether through encouragement, assistance, or inspiration, is deeply appreciated.

Above all, to God be the glory.

DEDICATION

To God, my source of wisdom and strength,

May this work bring honor to You.

To my family, whose love, prayers, and sacrifices have been my anchor,

Thank you for walking with me through every chapter of this journey.

And to all public servants, especially those who serve with integrity and purpose,

May this work reflect your dedication and inspire excellence in governance.

CHAPTER ONE INTRODUCTION

Citizens criticize local government employees for poor performance, citing corruption, a lack of ethics (Benedicto & Caelian, 2020), insufficient administrative capacity, and inadequate strategic planning (Hall, 2017). However, these are only a few causes of poor job performance. Generally, internal and external factors contribute to poor employee performance. For example, employees who shift their focus from work, resulting in poor performance, are an internal issue. If the poor performance is due to a breakdown of equipment, it is considered external (Jannit & Wongleedee, 2020; Mohamed & Ho, 2021). Organizations must address the underlying issues of poor performance, or they will lose their competitive advantage (Obisi, 2011).

Tackling employee performance is vital in understanding both ends of the performance spectrum. The debate about the internal and external causes of poor performance can help organizations identify the problem. Of course, some would argue that poor performance is challenging to confront due to its dynamic nature, and many organizations opt to overlook it (Hillebrandt & Barclay, 2017; Strebler, 2004). Nevertheless, as challenging as it may seem, organizations must address the issue of poor performance if they want to thrive in the industry, and employees should accept the results and the process (Maley, Dabic, & Moeller, 2020).

Employee performance is one of the key imperatives for individual and company productivity (Mohamed, Khalifa, Nusari, Ameen, Al-Shibami, & Abu-Elhassan, 2018). Organizations can enhance employee performance through effective business communication (Kalogiannidis, 2020). Besides effective communication, self-esteem also significantly impacts employee performance (Rizky & Ardian, 2019; Widyawati, Sujana & Sukadana, 2018). Work ethics also influence job satisfaction and performance (Sapada, Modding, Gani & Nujum, 2018). A strong work ethic leads to outstanding employee performance (Osibanjo, 2018). Moreover, employment relationships also affect work performance, although this is moderated by rewards (Arubayi, 2020).

Several studies already exist on self-esteem, work ethics, employment relationships, and work performance. Self-esteem plays a critical role in shaping employee performance across various dimensions. Mahadevan, Gregg, and Sedikides (2019) found that employees with higher self-esteem feel accepted and valued within their workplace. They are more confident, motivated, and engaged, leading to higher task effectiveness and stronger workplace participation. Similarly, Reyes, Dillague, Fuentes, Malicsi, Manalo, Melgarejo, and Cayubit (2020) demonstrated that self-esteem significantly predicts resilience among military personnel, suggesting that individuals with higher self-esteem are better equipped to cope with stress and perform under pressure. These findings highlight that self-esteem not only enhances routine performance but also strengthens adaptability and cooperation, making it a key psychological resource for sustaining productivity and well-being in organizational settings.

On the other hand, work ethics dictate the standards of behavior in the workplace. It tells workers what to do and what not to do at work. Work ethics generally improve employee performance. However, research shows otherwise. For example, Sapada et al. (2018) found that work ethics alone would not improve employee performance. Instead, there should be an excellent organizational culture and work ethic to improve performance. There are instances where employees exhibit excellent job performance despite engaging in unethical practices; however, this performance is unsustainable and may damage the corporate image (Osibanjo, Akinbode, Falola, & Oludayo, 2018). In other words, every employee has a work ethic. They should align their work ethic with the organization's culture to improve job performance.

Incidentally, there are several types of employment relationships—for example, permanent versus temporary (Duan, Peluso, Yu, & Pilati, 2021). The study of Abdullahi, Raman, Solarin, and Adeiza (2023) revealed a positive relationship between employment relationship practices and employee performance. This finding underscores the pivotal role of the quality of the workplace relationship, encompassing trust, justice, fairness, and good faith, as these factors can have a substantial impact on performance.

In this study, performance refers to task, adaptive, and contextual performance. Research indicates that high task performance is associated with higher levels of effort, greater attributions of success to ability, and increased positive emotions following the task (Kiuru, 2020). Moreover, research indicates that task performance improves as burnout decreases (Kaltiainen, 2022). Thus, leadership impacts performance, including stress management, reactivity, creativity, and interpersonal adaptability (Kaltiainen, 2022).

Consequently, the literature review revealed a significant research gap in the topics addressed by this study. Indeed, several studies took up these topics individually. However, a structural equation model for employee performance that incorporates these variables is lacking, indicating a research gap, particularly for local government employees in Bukidnon. Given this, the study using structural equation modeling (SEM) becomes urgent and necessary to fill the gap. The findings of this study have relevance to the body of knowledge in public administration.

In answer to this research gap, this study aimed to establish a structural model for local government employees' performance and meet the following specific objectives: (1) To assess the level of self-esteem of local government employees in terms of

performance self-esteem, social self-esteem, and appearance self-esteem. (2) To ascertain the level of work ethics of local government employees in terms of self-reliance, morality, leisure, hard work, the centrality of work, wasted time, and delay of gratification. (3) To measure the level of the employment relationship of local government employees in terms of trust, justice, fairness, and good faith. (4) To assess the level of performance of local government employees in terms of task performance, adaptive performance, and contextual performance. (5) To determine the significant relationship between self-esteem, work ethics, employment relationship, and employee performance. (6) To determine the influence of exogenous variables to employee performance, the employee performance. (7) To establish the best-fit model for employee performance in the local government.

The theory of attribution (Shaver, 2016) offers the most comprehensive analysis of poor performance. Social psychologists have been using this theory to explain the underlying motives of people's actions. They infer the behavior and actions of others as well as their own. Given this, the attribution theory serves as the foundation for this study in analyzing employee performance, whether excellent or poor (Heider & Weiner, 2002; Kelley, 1973; Kelley & Michela, 1980). As an anchor for this study, the theory of attribution can identify the predictors of performance, whether it stems from self-esteem, work ethics, or the employment relationship.

The conceptual framework, shown in Figure 1, illustrates this relationship among the variables. The self-esteem survey originated from Heatherton and Polivy's (1991) work, which included indicators such as performance self-esteem, social self-esteem, and appearance self-esteem. The work ethics survey came from Miller, Woehr, and Hudspeth (2002).

Its indicators include self-reliance, morality, leisure, hard work, the centrality of work, wasted time, and delayed gratification. On the other hand, employment relationships were explored in the work of Potgieter, Olckers, and Ehlers (2015). The following were its indicators: trust, justice, fairness, and good faith. Finally, the performance indicators are task performance, adaptive performance, and contextual performance, adapted from Pradhan and Jena (2017).

Furthermore, this study tested the following null hypotheses at a significance level of 0.05. (1) There is no significant relationship between self-

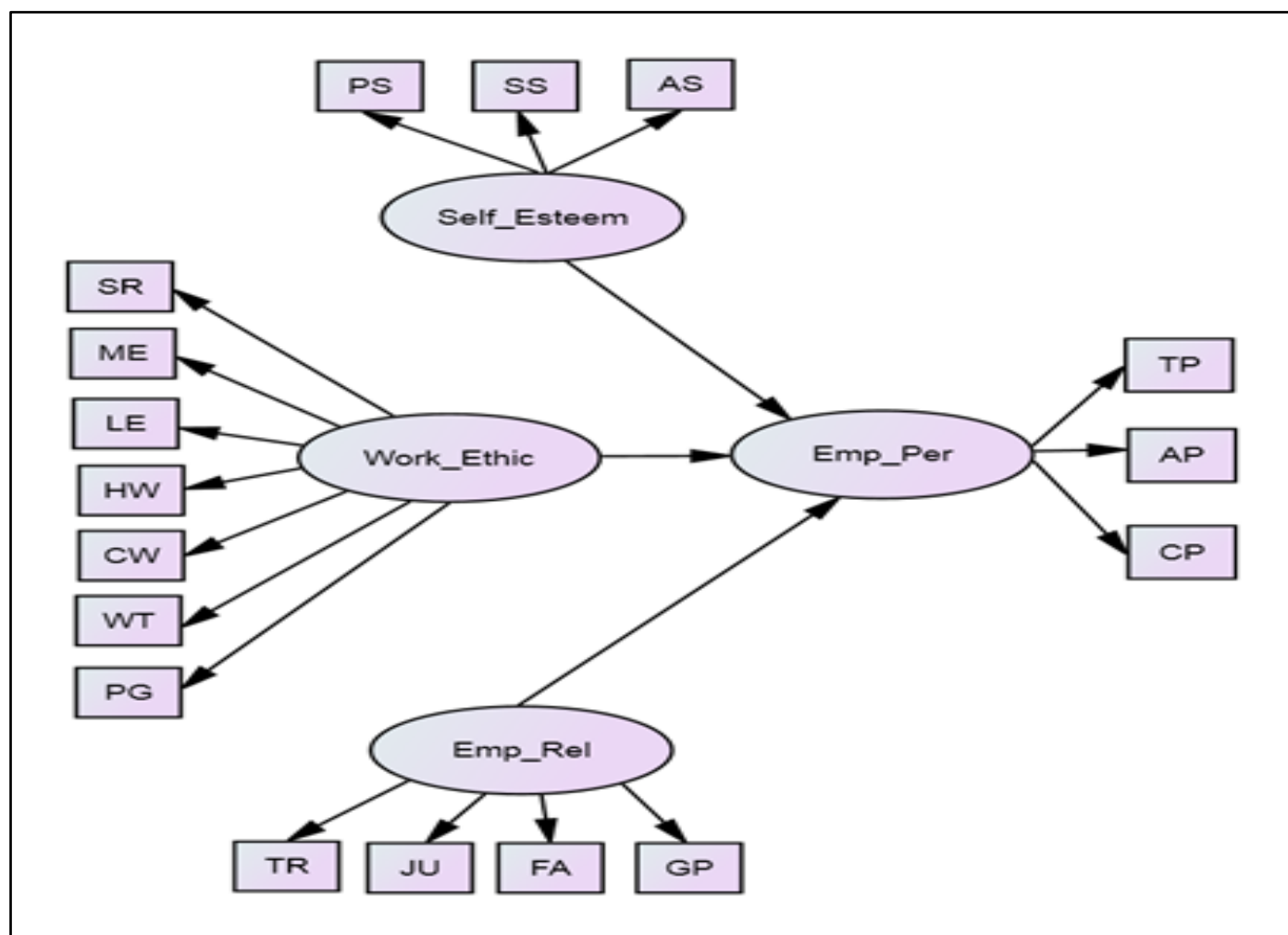


Fig 1 The Conceptual Framework of the Study

Legend:

PS – *Performance Self-esteem*TP – *Task Performance*SS – *Social Self-Esteem*AP – *Adaptive Performance*AS – *Appearance Self-Esteem*CP – *Contextual Performance*SR – *Self-Reliance*TR - *Trust*ME – *Morality/Ethics*JU - *Justice*LE – *Leisure*FA - *Fairness*HW – *Hard Work*GP – *Good Faith*CW – *Centrality of Work*WT – *Wasted Time*DG – *Delay of Gratification*

Esteem, work ethics, employment relationships, and employee performance. (2) There is no significant influence of self-esteem, work ethics, and employment relationships on employee performance. (3) There is no best-fit model for employee performance in the local government.

This study holds global relevance as it contributes to a deeper understanding of the factors that influence employee performance, a crucial component in advancing decent work and sustainable economic growth, as outlined in UN Sustainable Development Goal 8.

By identifying self-esteem, work ethics, and perceived employment relationship quality as key predictors of performance, the study provides evidence-based insights that can guide public and private sector employers in developing more effective, inclusive, and responsive workplace policies. These findings empower employers to make data-informed adjustments to their human resource practices, ultimately fostering healthier work environments and more productive organizations. Specifically, local government units, such as those in Bukidnon, can use the results to enhance employee performance through targeted interventions, thereby promoting efficiency in public service delivery. Furthermore, the study offers a foundation for future research and replication, encouraging scholars to address performance-related challenges in other regions and sectors, thereby contributing to a broader global effort to strengthen labor systems and support sustainable, inclusive employment.

CHAPTER TWO METHOD

This section outlines the methods employed in conducting this study, including the research respondents, materials, and instruments, as well as the design and procedures.

➤ *Research Respondents*

The respondents of this study were the employees of the Local Government Units (LGUs) in Malaybalay and Valencia, the component cities of the province of Bukidnon. The determination of an appropriate sample size for SEM varies depending on the model's complexity. Deng, Yang, and Marcoulides (2018) suggested that the required sample size depends on the number of variables. In contrast, Wolf, Harrington, Clark, and Miller (2013) proposed that simple models may require as few as 30 samples, whereas complex models may require up to 460 samples. Other researchers, including Kyriazos (2018) and Siahaan and Thiodore (2022), considered 200 samples to be a sufficient number. In contrast, Intellectus Consulting (2025) recommended a minimum of 305 samples, using the "ten times rule" based on the model's pathways. Furthermore, Park, Kim, and Song (2015) and De Jonckere and Rosseel (2022) argued that 200 samples were sufficient; however, they acknowledged that smaller samples might affect indices such as RMSEA. Rožman, Tominc, and Milfelner (2020) emphasized that in some cases, 400 samples were necessary to avoid model rejection.

This study specifically focused on regular employees of the Local Government Units (LGUs) of Malaybalay and Valencia, the two component cities in the province of Bukidnon. These employees were included based on clearly defined inclusion criteria, which required participants to have permanent employment status, ensuring that the responses reflected individuals with sustained roles, responsibilities, and experience within the public service system. By selecting regular employees, the study aimed to assess performance in the context of stable and long-term employment relationships, which are more likely to reflect the influence of self-esteem, work ethics, and perceived employment dynamics.

Conversely, the study excluded all non-regular employees, including job order workers, contract-based staff, and casual employees, as their employment terms do not offer comparable stability or organizational integration. Moreover, employees from other municipalities or provinces outside Malaybalay and Valencia were deliberately excluded from the sampling frame to maintain geographic and administrative consistency. This delimitation ensures that the findings are context-specific and accurately reflect the performance dynamics within these two city governments, allowing for more straightforward interpretation and localized application of the results and recommendations.

The researcher used stratified random sampling with equal allocation to determine the sample population. Stratified random sampling is a method in which the population is divided into smaller groups, known as strata, based on specific characteristics. Then, samples were randomly selected from each group. Equal allocation in stratified sampling was important as it ensured justice and minimized sample bias, which could have otherwise occurred. This approach ensured that each subgroup contributed equally to the final dataset, making it more robust for Structural Equation Modeling (SEM) analysis (Labah, 2017). Additionally, stratified random sampling with equal allocation ensured that each group was adequately represented, resulting in more accurate and effective outcomes. Lee (2020) noted that this method is more efficient and precise than simple random sampling.

➤ *Materials and Instruments*

The survey utilized a standardized instrument comprising four parts: Self-esteem (Polivy, 1991), work ethic (Miller, Woehr & Hudspeth, 2002), employment relationship (Potgieter et al., 2015), and employee performance (Pradhan & Jena, 2017). Experts have validated the questionnaire. Additionally, the questionnaire underwent pilot testing and expert validation to establish the consistency and reliability of its items. The reliability scores were 0.852 for self-esteem, 0.914 for work ethics, 0.974 for perceived employment relationship quality, and 0.947 for employee performance, while the validity score was 4.51. Respondents answered the questionnaire by ticking from 1 to 5, with each option corresponding to a specific meaning. For example, 5 means strongly agree, 4 means agree, 3 means neutral, 2 means disagree, or 1 means strongly disagree. Additionally, the mean scores are interpreted using the scale below.

Table 1 Materials and Instruments

Range of Means	Descriptive Level	Interpretation
4.20 - 5.00	Very High	The measures of self-esteem, work ethic, perceived relationship quality, and performance are consistently manifested/observed among employees.
3.40 - 4.19	High	The measures of self-esteem, work ethics, perceived relationship quality, and performance are often manifested/observed among employees.
2.60 - 3.30	Moderate	The measures of self-esteem, work ethics, perceived relationship quality, and performance are sometimes manifested/observed among employees.
1.80 - 2.59	Low	The measures of self-esteem, work ethics, perceived relationship quality, and performance are seldom manifested/observed among employees.

1.00 - 1.79	Very Low	The measures of self-esteem, work ethic, perceived relationship quality, and performance are rarely observed among employees.
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➤ *Design and Procedure*

This study employed a quantitative, non-experimental research design to address its objectives. Data were not obtained from laboratory experiments, but rather from the use of standardized survey tools. The study employed a quantitative approach, focusing on numerical data, logical analysis, and an objective stance (Bhandari, 2020). A descriptive-correlational approach was employed to analyze the relationships between exogenous and endogenous variables without manipulation (Lau, 2017). Additionally, regression analysis was employed to identify the variables that influence the performance of local government employees. At the same time, Structural Equation Modeling (SEM) was applied to identify the best-fit model for LGU employee performance. SEM was used to establish the structural relationships between latent variables, following a three-step process: model delineation, model identification and estimation, and model testing. The model had to meet all criterion indices (Collier, 2020; Hair Jr., Hult, Ringle, & Sarstedt, 2021a; Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021b; Korstanje, 2021).

The researcher followed the standard procedures of professional schools when conducting the study. First, she requested endorsement letters from the Dean's office. After the release of the endorsement letters, the researcher sent emails to the City Mayors of Malaybalay and Valencia, requesting permission to conduct the study, with the endorsement letters attached. Once the City Mayors granted permission, the researcher submitted the following documents to the University of Mindanao Ethics Research Committee (UMERC) for approval: approved letters, protocol, validation sheets, validated questionnaire, informed consent form, and UMERF Forms. After receiving ethical approval, the survey was conducted.

The data underwent statistical analysis using the following tools: Mean – measured the levels of self-esteem, work ethics, employment relationship quality, and employee performance. Pearson Product-Moment Correlation – determined the relationships between exogenous and endogenous latent variables. Multiple regression analysis identified the significant predictors of employee performance. Structural Equation Modeling (SEM) – established the best-fit structural performance model based on goodness-of-fit measures.

The study followed the standard goodness-of-fit criteria for structural models, using the following benchmarks: Chi-square (large value), 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), RMSEA (< 0.05), and p-close (> 0.05). Data collection was scheduled between June 1 and July 30, 2024, or immediately after approval by the University of Mindanao Ethics Research Committee (UMERC).

The researcher strictly adhered to the ethical guidelines of the University of Mindanao Ethics Research Committee (UMERC) and obtained ethics clearance (UMERC Certificate No. _____) prior to conducting the study. The study complied with the Data Privacy Act to ensure respondent anonymity, confidentiality, and voluntary participation. Respondents have the right to withdraw at any time without penalty. The study did not collect any personal or sensitive information, and informed consent was obtained from all participants prior to their participation. Assistance from Human Resource personnel in the LGUs of Malaybalay and Valencia was sought for participant recruitment, with appropriate permission granted by their respective City Mayors and an endorsement from the Dean of Professional Schools. The study aimed to contribute to improved work performance in LGUs. Although it did not offer direct benefits, it involved no risk to participants. All data were collected, analyzed, and presented with academic integrity, free from fabrication or plagiarism. Data were also safely discarded after the study was completed and approved. Authorship and contributions were appropriately credited, with the researcher serving as the primary author and the adviser as the secondary author. The researcher has no conflict of interest in the study.

CHAPTER THREE

RESULTS AND DISCUSSION

This section presents and discusses the data collected and analyzed in achieving the study objectives.

➤ *Self-Esteem of Local Government Employees*

Table 2 presents the level of self-esteem of local government employees. The findings indicate that government employees possess high overall self-esteem, with a mean score of 3.85 (SD = 0.49), encompassing performance, social, and appearance domains. This result reflects a confident and well-adjusted workforce capable of handling tasks, engaging in social relationships, and maintaining a positive self-image.

Employees scored highest in performance self-esteem, suggesting a strong belief in their skills and professional competence. This supports the work of Wang, Zhang, and Wan (2022), who found that high-performance work systems promote organization-based self-esteem and employee motivation. Social self-esteem was also high, indicating a positive sense of self-worth in interpersonal interactions, which aligns with Harris and Orth's (2020) findings, who link social self-esteem to relationship satisfaction and mental well-being.

Although appearance self-esteem was slightly lower, it remained within the high category, suggesting that grooming standards and self-care routines contributed to a generally positive body image in professional environments. This finding is consistent with Steinsbekk, Wichstrøm, Stenseng, Nesi, Hygen, and Skalická (2021) and Danielewicz-Betz (2021), who highlight the role of self-care and media learning in shaping appearance-related self-esteem.

Table 2 Level of Self-Esteem of Local Government Employees

Indicators	SD	Mean	Descriptive Level
Performance Self-Esteem	0.53	4.07	High
Social Self-Esteem	0.56	3.64	High
Appearance Self-Esteem	0.65	3.84	High
Overall	0.49	3.85	High

Overall, these results underscore the importance of supportive work environments, clear roles, and recognition systems in building and sustaining self-esteem. Future research could examine the role of leadership styles and digital engagement in further enhancing employee self-perception and professional confidence.

➤ *Work Ethics of Government Employees*

Table 3 presents the level of work ethics of government employees. The mean score is 3.69, with a standard deviation of 0.33. Key values include hard work, morality, delayed gratification, self-reliance, and time management, reflecting a highly committed and ethically grounded workforce.

The highest-rated dimensions were morality and hard work, suggesting deep respect for integrity, diligence, and responsibility—traits that reinforce trust in public service. Employees also scored very high in delayed gratification, emphasizing long-term goals and patience over immediate rewards.

Table 3 Level of Work Ethics of Government Employees

Indicators	SD	Mean	Descriptive Level
Self-Reliance	0.62	3.82	High
Morality/Ethics	0.49	4.32	Very High
Leisure	0.88	3.03	Moderate
Hard Work	0.59	4.30	Very High
Centrality of Work	0.55	4.09	High
Wasted Time	0.59	2.03	Low
Delay of Gratification	0.62	4.25	Very High
Overall	0.33	3.69	High

These values align with findings by Moyers, Hild, Metz, and Ray (2024), who highlight the impact of structured organizational cultures on ethical work behavior. Moderate ratings in leisure preferences and a low tolerance for time-wasting indicate a work-centric orientation, although they may also signal a need to support a better work-life balance. This generational tension is addressed by Liao (2024), who observed that younger workers tend to prioritize flexibility more than their older counterparts.

The study also supports Abun, Theogenia, Micah, and Abigail (2024), who note that both intrinsic values and external expectations, such as leadership and organizational policies, shape work ethics. Overall, the findings emphasize the importance of ethical leadership, employee development, and wellness programs in sustaining strong public sector work ethics.

➤ *Perceived Employment Relationship Quality*

Table 4 presents the results of the level of perceived employment relationship quality of LGU employees. This study found that government employees generally perceive their employment relationships with supervisors positively, as reflected in an overall high mean score of 4.18 (SD = 0.59). Among the four dimensions assessed—trust, justice, fairness, and good faith—justice and good faith received the highest ratings, indicating strong legal compliance, ethical leadership, and respectful treatment in the workplace.

Employees reported confidence in their supervisors' ability to follow rules, apply policies fairly, and act in their best interests. These findings align with prior research by Chi, Wen, and Ouyang (2020) and Li, Chang, and Ou (2020), which emphasize that procedural and distributive justice foster job satisfaction, strengthen professional relationships, and contribute to enhanced organizational performance.

Table 4 Level of Perceived Employment Relationship Quality

Indicators	SD	Mean	Descriptive Level
Trust	0.69	4.06	High
Justice	0.60	4.31	Very High
Fairness	0.74	4.16	High
Good Faith	0.63	4.20	Very High
Overall	0.59	4.18	High

The slightly more varied responses in the dimensions of trust and fairness suggest opportunities to improve transparency and consistency in supervisory decision-making.

Overall, the data reflect a stable and respectful employment environment within local government institutions. To further improve relationship quality, the study recommends strengthening ethical leadership, enhancing communication, and reinforcing fairness in both formal and informal workplace interactions.

➤ *Employee Performance*

Table 5 presents the level of employee performance among government employees. The study found that government employees exhibit a very high level of performance, with an overall mean score of 4.23 (SD = 0.55). This reflects excellence across task, contextual, and adaptive performance domains. Employees demonstrate strong commitment to their duties, high productivity, and a cooperative spirit, contributing significantly to organizational efficiency and workplace morale.

Task performance was rated very high, highlighting employees' ability to meet high work standards, manage responsibilities independently, and maintain strong motivation, consistent with the findings of Tuffaha (2020) and Akpa, Asikhia, and Nneji (2021), who link task performance to organizational productivity.

Adaptive performance, while slightly lower, remained within the high category. Employees reported competence in handling change and working as a team.

Table 5 Level of Employee Performance

Indicators	SD	Mean	Descriptive Level
Task Performance	0.63	4.26	Very High
Adaptive Performance	0.61	4.19	High
Contextual Performance	0.56	4.25	Very High
Overall	0.55	4.23	Very High

Dynamics, aligning with Park and Park (2021) and Sanchez-Manzanares, Rico, Antino, and Uitdewilligen (2020), who affirm the importance of adaptability in dynamic environments.

Contextual performance also scored very high, with employees demonstrating strong interpersonal support, knowledge sharing, and empathy. This aligns with the findings of Al (2022) and Chala and Bouranta (2021) on the importance of cooperative behavior for team effectiveness and organizational success.

To sustain and further enhance performance, the study recommends implementing targeted interventions such as leadership development, stress management programs, and employee engagement initiatives (Akpa et al., 2021; Fasbender, U., Fasbender, U.,

Wang, & Zhan, 2018; Yang, Chen, Zhao, & Hua, 2020). Additionally, mentorship, continuous learning, and incentive systems can reinforce motivation and ensure long-term excellence (Podsakoff, P., Podsakoff, N., Williams, Huang, & Yang, 2018).

Overall, government employees demonstrate a strong work ethic, adaptability, and collaboration, positioning them as valuable contributors to high-performing and resilient public institutions.

➤ *Significance of the Relationship Between Self-Esteem and Performance of Local Government Employees*

The analysis of Table 6 reveals a significant positive relationship between self-esteem and employee performance among local government employees. The composite measure of self-esteem exhibits the strongest correlation with overall performance ($r = .515$; $p < .000$), indicating that employees with higher self-esteem tend to be more effective in their roles.

Among the self-esteem dimensions, performance self-esteem exhibited the highest correlation ($r = 0.511$; $p < 0.001$), indicating that employees who believe in their capabilities tend to perform better across tasks. Appearance self-esteem also showed a substantial correlation ($r = 0.448$; $p < 0.000$), suggesting that confidence in one's physical appearance contributes to workplace effectiveness. Social self-esteem, although slightly lower ($r = 0.353$; $p < 0.000$), still correlates positively with performance, reinforcing the importance of interpersonal confidence in professional settings.

These findings support existing literature that connects self-esteem with workplace engagement, motivation, and productivity. Abdullahi (2023) found that higher self-esteem is associated with increased motivation and improved job performance. Similarly, Mihaela, Luminita, Gabriela, and Elena (2022) emphasize that in public sector settings, self-esteem enhances work motivation, which directly contributes to employee effectiveness.

Table 6 Significance of the Relationship Between Self-Esteem and Performance of Local Government Employees

Self-Esteem Scale	Employee Performance			
	Task Performance	Adaptive Performance	Contextual Performance	Overall
Performance Self-Esteem	.466** .000	.480** .000	.441** .000	.511** .000
Social Self-Esteem	.272** .000	.337** .000	.353** .000	.353** .000
Appearance Self-Esteem	.364** .000	.434** .000	.421** .000	.448** .000
Overall	.432** .000	.493** .000	.478** .000	.515** .000

Given these insights, it is recommended that government organizations prioritize self-esteem-building strategies, such as professional development, wellness programs, and social-emotional training. Doing so can foster more confident, resilient, and high-performing employees (Mihaela et al., 2022; Harris & Orth, 2020; Salice, 2020).

➤ *Significance of the Relationship Between Work Ethics and Employee Performance of Local Government Employees*

The data presented in Table 7 reveal a significant positive relationship between various dimensions of work ethics and employee performance—including task, adaptive, contextual, and overall performance—among local government employees. Notably, employees with stronger ethical foundations excel across multiple aspects of their work.

Table 7 Significance of the Relationship Between Work Ethics and Performance of Local Government Employees

Work Ethics	Employee Performance			
	Task Performance	Adaptive Performance	Contextual Performance	Overall
Self-Reliance	.303** .000	.350** .000	.329** .000	.361** .000
Morality/Ethics	.561** .000	.567** .000	.567** .000	.623** .000
Leisure	.010 .836	.029 .562	.049 .324	.032 .526
Hard Work	.366** .000	.455** .000	.517** .000	.489** .000
Centrality of Work	.462** .000	.554** .000	.610** .000	.595** .000
Wasted Time	-.043 .386	-.056 .260	-.105* .036	-.074 .139
Delay of Gratification	.334** .000	.454** .000	.523** .000	.479** .000

Overall	.491** .000	.586** .000	.625** .000	.623** .000
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Among the work ethic indicators, morality and ethics show the strongest correlation with overall performance ($r = 0.623$; $p < 0.000$). These findings suggest that employees who uphold ethical values, such as fairness, honesty, and accountability, are more effective, adaptable, and engaged in their roles. Correspondingly, this supports the findings of Junaidi (2023) and Naeem, Weng, Hameed, and Rasheed (2020), who affirm that moral values have a positive impact on job satisfaction and performance outcomes.

In addition, the dimensions of hard work and centrality of work also demonstrate strong associations with performance ($r = 0.595$; $p < 0.000$). This indicates that employees who are diligent and consider work as a central part of their identity are more likely to contribute meaningfully to organizational success. Similarly, the ability to delay gratification—the capacity to postpone immediate rewards for long-term benefits—was significantly correlated with performance, highlighting the value of self-discipline and patience in maintaining high workplace standards. These observations align with research by Ren, Tang, and Li (2022) and Shields & Chen (2024).

Furthermore, self-reliance was moderately correlated with all dimensions of performance, with the strongest relationship observed with overall performance ($r = 0.361$; $p < 0.001$). This suggests that employees who rely on their own initiative and abilities are generally more productive and dependable.

On the contrary, leisure showed no significant relationship with any performance metric ($p > .05$), suggesting that personal preferences for downtime do not directly impact work outcomes. Meanwhile, wasted time had a weak but significant negative correlation only with contextual performance ($r = -.105$; $p = .036$), implying that inefficiency may hinder discretionary behaviors such as teamwork and cooperation, although its effect on task-specific duties remains inconclusive.

Overall, the composite measure of work ethics was strongly associated with all aspects of employee performance, with the highest correlations observed in contextual ($r = .625$) and overall performance ($r = .623$). These findings reinforce the idea that cultivating a robust work ethic is essential for both individual and organizational effectiveness in the public sector.

In light of these findings, organizations are encouraged to strengthen ethical behavior through training programs, motivational strategies, and time management initiatives. Moreover, integrating structured career development plans that promote work centrality and long-term goal-setting can further enhance employee commitment and performance. As supported by recent studies (Sangsuk & Thipchart, 2023), reinforcing discipline and ethical standards offers a sustainable path to improving workforce quality and efficiency in local government settings.

➤ *Significance of the Relationship Between Perceived Employment Relationship Quality and Performance of Local Government Employees*

The results in Table 8 indicate a positive and significant relationship between Perceived Employment Relationship Quality, which comprises trust, justice, fairness, and good faith, and all dimensions of employee performance. Among these, Good Faith shows the strongest correlation with overall performance ($r = 0.479$; $p < 0.000$), as well as with contextual, adaptive, and task performance. This suggests that employees who perceive sincerity and integrity from their leaders are more likely to excel, adapt, and make meaningful contributions. Justice and fairness also show strong positive correlations, reinforcing their role in fostering workplace productivity and engagement. While trust has the weakest correlations, it remains statistically significant, indicating its indirect but essential role in supporting performance through psychological safety and adaptability.

Table 8 Significance of the Relationship between Perceived Employment Relationship Quality and Performance of Local Government Employees

Perceived Employment Relationship Quality	Employee Performance			
	Task Performance	Adaptive Performance	Contextual Performance	Overall
Trust	.201** .000	.347** .000	.343** .000	.326** .000
Justice	.291** .000	.417** .000	.448** .000	.423** .000
Fairness	.231** .000	.347** .000	.355** .000	.342** .000
Good Faith	.366** .000	.464** .000	.474** .000	.479** .000
Overall	.303** .000	.440** .000	.452** .000	.438** .000

The composite measure of relationship quality correlates most strongly with contextual performance ($r = .452$), underscoring that positive workplace relationships promote cooperative and proactive behavior. These findings align with those of Aggarwal, Jaisinghani, and Nobi (2022) and Sen, Mert, and Abubakar (2022), who also affirm the role of fairness and justice in predicting job performance. Similarly, Asmaradhani & Fauzi (2025) and Gustari & Widodo (2023) highlight how relational trust and interpersonal dynamics enhance contextual performance.

Furthermore, studies by Lee & Rhee (2023) and Legood, van der Werff, Lee, & Den Hartog (2021) support the conclusion that organizational justice and trust in leadership enhance motivation, engagement, and adaptability. Loan (2020) and Ridwan, Mulyani, and Ali (2020) also emphasize that good faith practices boost job satisfaction and commitment.

In summary, organizations should invest in ethical leadership, transparent communication, and fair workplace practices to improve performance across all domains. Prioritizing the quality of employment relationships can foster a more engaged, adaptable, and high-performing workforce.

➤ *Significance of the Influence of Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality on the Performance of Local Government Employees*

The results in Table 9 reveal that Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality significantly influence employee performance in local government. The model exhibits a strong relationship ($R = 0.680$) and accounts for 46.2% of the variance in performance ($R^2 = 0.462$; $F = 113.376$, $p < .000$).

Table 9 Significance of the Influence of Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality on the Performance of Local Government Employees

		<i>Employee Performance</i>			
(Variables)		<i>B</i>	β	<i>t</i>	<i>Sig.</i>
Constant		-.038		-.163	.871
Self-Esteem Scale		.261	.235	5.120	.000
Work Ethics		.652	.391	7.931	.000
Perceived Employment Relationship Quality		.206	.223	5.479	.000
R	.680				
R ²	.462				
ΔR	.458				
F	113.376				
p	.000				

Among the predictors, Work Ethics has the most substantial impact ($\beta = .391$, $t = 7.931$, $p = .000$), suggesting that employees who demonstrate diligence, responsibility, and discipline perform better. This study supports Azhari, Madiistriyatno, and Naibaho (2023), who found that ethical work behavior enhances productivity. Self-Esteem also significantly predicts performance ($\beta = .235$, $t = 5.120$, $p = .000$), indicating that confident and motivated employees tend to be more productive, aligned with Almurumudhe (2024) and Orth & Robins (2022), who highlight self-esteem as a driver of engagement.

Finally, Perceived Employment Relationship Quality remains a significant contributor ($\beta = .223$, $t = 5.479$, $p < .000$), indicating that trust, fairness, and ethical leadership have a positive impact on performance. This echoes findings by Kurdi & Alshurideh (2020) and Papa (2020), emphasizing that healthy workplace relationships enhance employee effectiveness.

In summary, strengthening work ethics, building employee self-esteem, and fostering fair employment relationships are strategic approaches for enhancing performance and public service delivery.

➤ *Summary of Goodness of Fit Measures of the Three Generated Models*

The results in Table 10 provide an assessment of the Goodness of Fit (GOF) measures for three generated models, evaluating how well each model represents the observed data. Several key indicators are used to determine model adequacy, including the p-value, CMIN/DF (Chi-Square/Degrees of Freedom), GFI (Goodness of Fit Index), CFI (Comparative Fit Index), NFI (Normed Fit Index), TLI (Tucker-Lewis Index), RMSEA (Root Mean Square Error of Approximation), and P-close. A p-value greater than 0.05 suggests a good model fit, while a CMIN/DF ratio between 0 and 2 indicates an acceptable fit. Additionally, GFI, CFI, NFI, and TLI values above 0.95 indicate a strong model fit, whereas an RMSEA below 0.05 represents minimal error. The P-close value, if greater than 0.05, confirms that the RMSEA is sufficiently low, further validating the model's adequacy.

Among the three models, Model 1 (see appended figure) demonstrates the weakest fit, with a significant p-value (.000), a high CMIN/DF ratio (6.968), and poor fit indices (GFI = .809, CFI = .810, NFI = .787, TLI = .778), all falling below the acceptable threshold of 0.95. The RMSEA (.122) is also considerably higher than the recommended value of 0.05, indicating a high degree of error in Model estimation. Additionally, the P-close value (.000) confirms that the model does not provide an adequate fit to the

data. Model 2 (see appended figure) shows moderate improvement, though it still does not meet ideal standards. The p-value (.000) remains significant, and the CMIN/DF ratio (5.020) is still too high. However, fit indices (GFI = .844, CFI = .876, NFI = .850, TLI = .850) show some improvement over Model 1. Despite this, the RMSEA (.100) remains above the acceptable limit, and the P-close value (.000) indicates that the model still does not provide a good fit. In contrast, Model 3 emerges as the best-fitting model, meeting all the criteria for a strong fit. The p-value (.107) is non-significant, which is ideal, indicating that the model does not significantly deviate from the observed data.

Table 10 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	6.968	.809	.810	.787	.778	.122	.000
2	.000	5.020	.844	.876	.850	.850	.100	.000
3	.107	1.515	.982	.987	.976	.969	.033	.791

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

The CMIN/DF ratio (1.515) falls within the acceptable range, confirming a good model fit. Moreover, all fit indices (GFI = 0.982, CFI = 0.987, NFI = 0.976, TLI = 0.969) exceed 0.95, further validating the model's adequacy. The RMSEA (.033) is well below 0.05, indicating minimal model estimation error, while the P-close value (.791) suggests that the model's error approximation is acceptable.

Based on these results, Model 3 (displayed as Figure 2 on the next page) is the most suitable choice for further analysis, as it provides the most accurate representation of the data while minimizing errors. In contrast, Models 1 and 2 exhibit poor to moderate fit, characterized by high RMSEA values, significant p-values, and lower fit indices. Given the superior performance of Model 3, it is selected as the preferred model in the study.

➤ Best Fit Model for Employee Performance

The best-fit model, presented through Structural Equation Modeling (SEM), reveals the key predictors of employee performance among local government employees: Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality. The model also breaks down employee performance into Task Performance and Adaptive Performance, offering a comprehensive view of what drives effectiveness in the workplace.

Among the predictors, Work Ethics exerts the strongest positive influence on employee performance (coefficient = 3.10). This highlights the importance of diligence, discipline, and responsibility in fostering employee success. Employees who embody strong work values are more likely to meet performance standards, respond to demands, and support organizational goals (Azhari et al., 2023).

Moreover, Employment Relationship Quality, which includes perceptions of fairness and trust, also shows a positive effect on performance (coefficient = 0.26). Although its influence is not as dominant as work ethics, it plays a crucial supporting role. A workplace that fosters justice and mutual respect encourages employees to remain engaged, adaptable, and cooperative (Kurdi & Alshurideh, 2020; Papa, 2020).

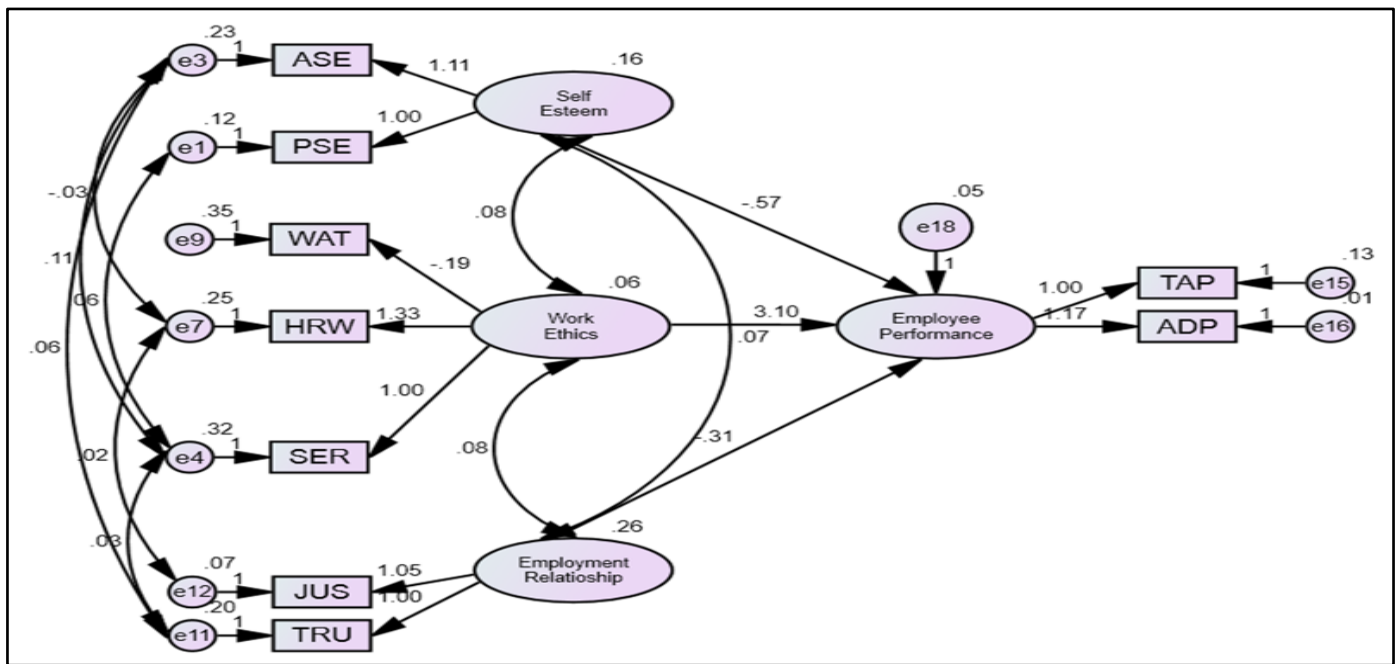


Fig 2 The Best Fit Model for Employee Performance

Legend:

ASE – Appearance Self-Esteem	JUS – Justice
PSE – Performance Self-Esteem	TRU – Trust
WAT – Wasted Time	TAP – Task Performance
HRW – Hard Work	ADP – Adaptive Performance
SER – Self-Reliance	

In contrast, Self-Esteem displays a negative relationship with employee performance (coefficient = -0.57), a surprising finding that challenges commonly held assumptions. While self-esteem is often linked with confidence and motivation (Almurumudhe, 2024; Orth & Robins, 2022), excessive or unbalanced self-esteem may lead to overconfidence, complacency, or role misalignment, ultimately reducing effectiveness.

The model further indicates that employee performance has a significant impact on both Task Performance (1.00) and Adaptive Performance (1.17), with a slightly stronger influence on the latter. This suggests that highly effective employees are not only task-oriented but also flexible and resilient in changing environments.

Additionally, the correlations among the predictors—Self-Esteem and Work Ethics ($r = 0.08$), Work Ethics and Employment Relationship ($r = 0.08$), and Self-Esteem and Employment Relationship ($r = 0.06$)—are all weak. These values suggest that, although the constructs are somewhat related, they independently influence employee performance through distinct channels.

The presence of measurement errors (e1–e18) in the SEM acknowledges that other unmeasured factors—such as organizational culture, leadership style, or personal life circumstances—may also contribute to performance, emphasizing the complexity of workplace behavior.

These findings align with the Attribution Theory (Shaver, 2016; Heider & Weiner, 2002; Kelley, 1973; Kelley & Michela, 1980), which suggests that individuals interpret the causes of behavior—whether their own or others'—through internal and external attributions. In this study, work ethics represent a dominant internal attribution, where performance is driven by self-discipline and personal effort. Employment Relationship, on the other hand, reflects an external attribution, where fairness and trust in the environment support performance. The negative link between Self-Esteem and performance challenges the assumption that self-belief always leads to productivity, demonstrating that misattributed self-worth may not translate into effective action if not anchored in actual capability and accountability.

Thus, Attribution Theory serves as a meaningful anchor in interpreting these results. It highlights how employees' perceptions of themselves and their environment shape their actions, decisions, and ultimately their performance. Understanding these attributional dynamics enables organizations to design targeted interventions that foster ethical work behavior, balanced self-esteem, and just, trust-based relationships—ultimately driving both individual and institutional success.

CHAPTER FOUR

CONCLUSIONS AND RECOMMENDATIONS

Considering the findings of this study, several conclusions can be drawn. The results indicate that work ethics, employment relationships, and self-esteem significantly influence employee performance, with work ethics emerging as the strongest predictor. This suggests that government employees who demonstrate high discipline, perseverance, and responsibility will likely perform well in their roles. While employment relationships positively contribute to performance, their impact is less significant compared to work ethics, implying that fairness, justice, and trust in the workplace serve as supporting rather than primary factors in enhancing productivity.

A notable finding in this study is the negative relationship between self-esteem and employee performance. While previous research often associates higher self-esteem with increased motivation and engagement, the results suggest that overconfidence or misalignment between self-perception and actual job performance may lead to reduced accountability or complacency. This highlights the complex nature of self-esteem in the workplace, where confidence alone does not guarantee high performance and must be paired with strong work ethics and accountability.

Additionally, the results indicate that adaptive performance is more influenced by overall employee performance than task performance, suggesting that employees who perform well can handle workplace changes, challenges, and new responsibilities. This highlights the importance of developing adaptability skills through training programs that focus on problem-solving, resilience, and flexibility in dynamic work environments.

Based on the study's findings, the following recommendations are proposed: First, organizations, particularly government institutions, should prioritize work ethics development programs to ensure that employees maintain strong discipline, time management skills, and perseverance in their work. This can be achieved through mentorship programs, performance-based incentives, and structured training on workplace responsibility. Additionally, self-esteem-building initiatives should be carefully structured to strike a balance between confidence and accountability. Organizations should provide realistic performance feedback, skills assessment programs, and continuous learning opportunities to ensure employees develop competence and confidence.

Furthermore, although employment relationships do not have the strongest influence on performance, organizations should still strive to enhance workplace fairness, trust, and justice to support employee engagement and satisfaction. This can be achieved by implementing transparent decision-making processes, fostering ethical leadership, and ensuring open communication between employees and supervisors.

Since adaptive performance is strongly linked to overall employee performance, organizations should also invest in adaptability training programs, such as cross-functional job rotations, crisis management training, and collaborative problem-solving workshops. These initiatives will equip employees with the skills to handle evolving job demands and workplace challenges effectively.

Finally, to reinforce high work ethics and motivation, organizations should implement performance-based recognition programs that reward hard work, innovation, and adaptability. Establishing clear performance metrics and offering peer recognition programs will further encourage employees to strive for excellence in their roles. While maintaining high performance is essential, organizations should also ensure work-life balance to prevent burnout by promoting wellness programs, mental health support, and reasonable work-hour policies.

Future studies may further investigate the factors influencing the unexpected negative relationship between self-esteem and employee performance, and explore how work ethics and employment relationships interact with other workplace dynamics. By implementing these recommendations, Local Government Units (LGUs) can cultivate a productive, ethical, adaptable, and resilient workforce that is well-equipped to face the challenges of change.

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APPENDIX A

APPROVED LETTERS TO CONDUCT THE STUDY

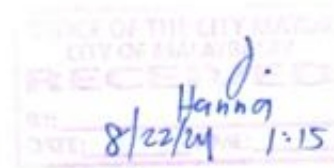


Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telephone: (082)305-0645 Local 189

May 27, 2024

HON. JAY WARREN R. PABILLARAN

Mayor
Malaybalay City, Bukidnon



Dear **Mayor Pabillaran**:

The undersigned is currently working on her dissertation titled, **"Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality: Modeling Performance of Local Government Employees using Structural Equation"** as a requirement for the Doctor in Public Administration (DPA).

In this regard, the researcher requests your approval to conduct the study in your area of responsibility. Rest assured that she will maintain the confidentiality of the data. This letter includes the research objectives and the survey questionnaire for your information.

Thank you for your favorable response to this request.

Respectfully yours,


KHRISNA U. ABELLA
Researcher


ALGER P. DURA, DPA
Research Adviser

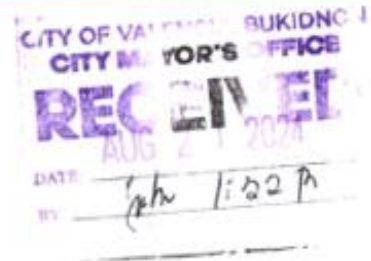
Noted by:


EUGENIO S. GUHAO, JR., DM
Dean



Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telephone: (082)305-0645 Local 189

May 27, 2024



HON. AZUCENA P. HUERVAS
Mayor
Valencia City, Bukidnon

Dear **Mayor Huervas**:

The undersigned is currently working on his dissertation titled, "**Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality: Modeling Performance of Local Government Employees using Structural Equation**" as a requirement for the Doctor in Public Administration (DPA).

In this regard, the researcher requests your approval to conduct the study in your area of responsibility. Rest assured that she will maintain the confidentiality of the data. This letter includes the research objectives and the survey questionnaire for your information.

Thank you for your favorable response to this request.

Respectfully yours,


KHRISNA U. ABELLA
Researcher

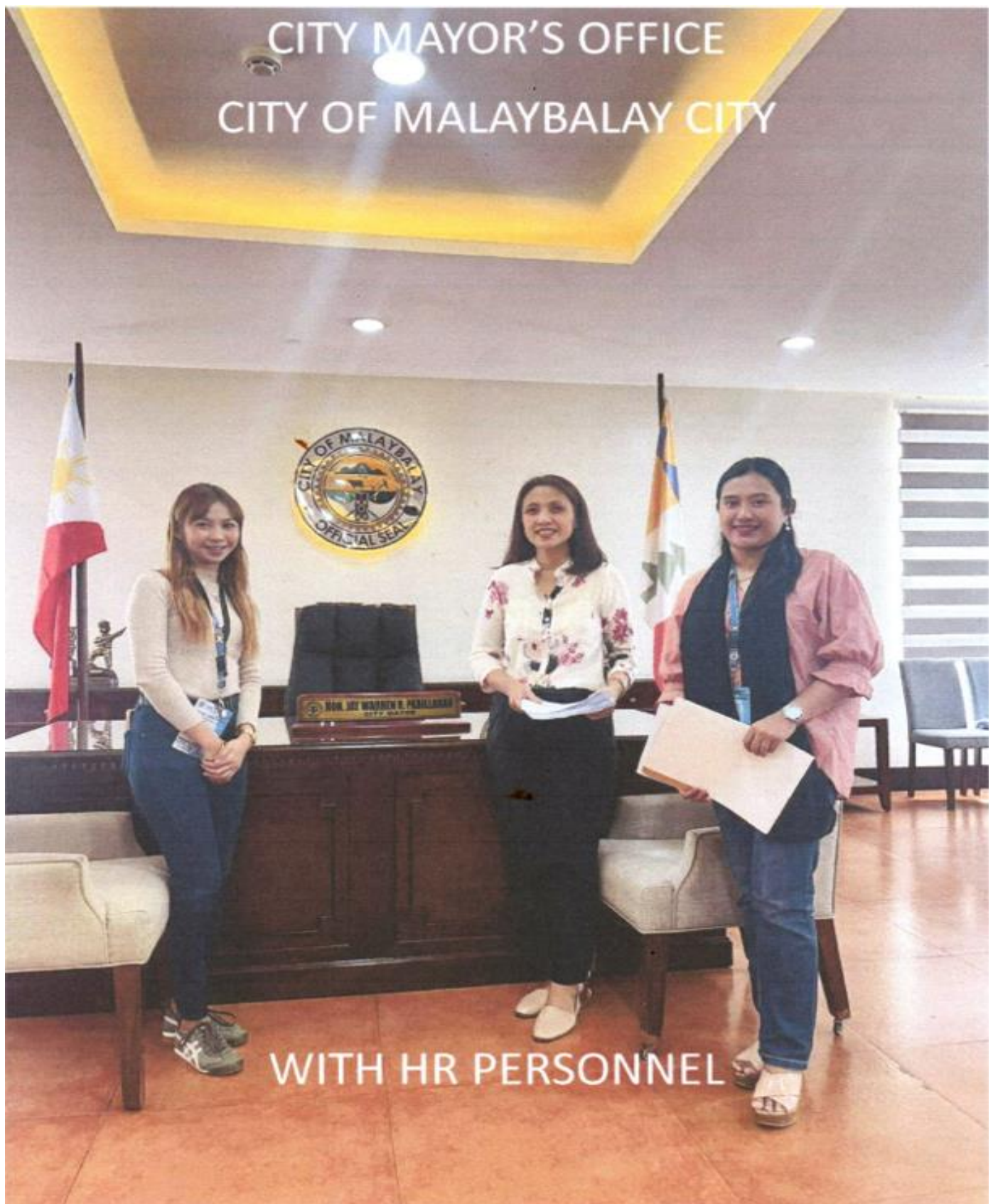

ALGER P. DURA, DPA
Research Adviser

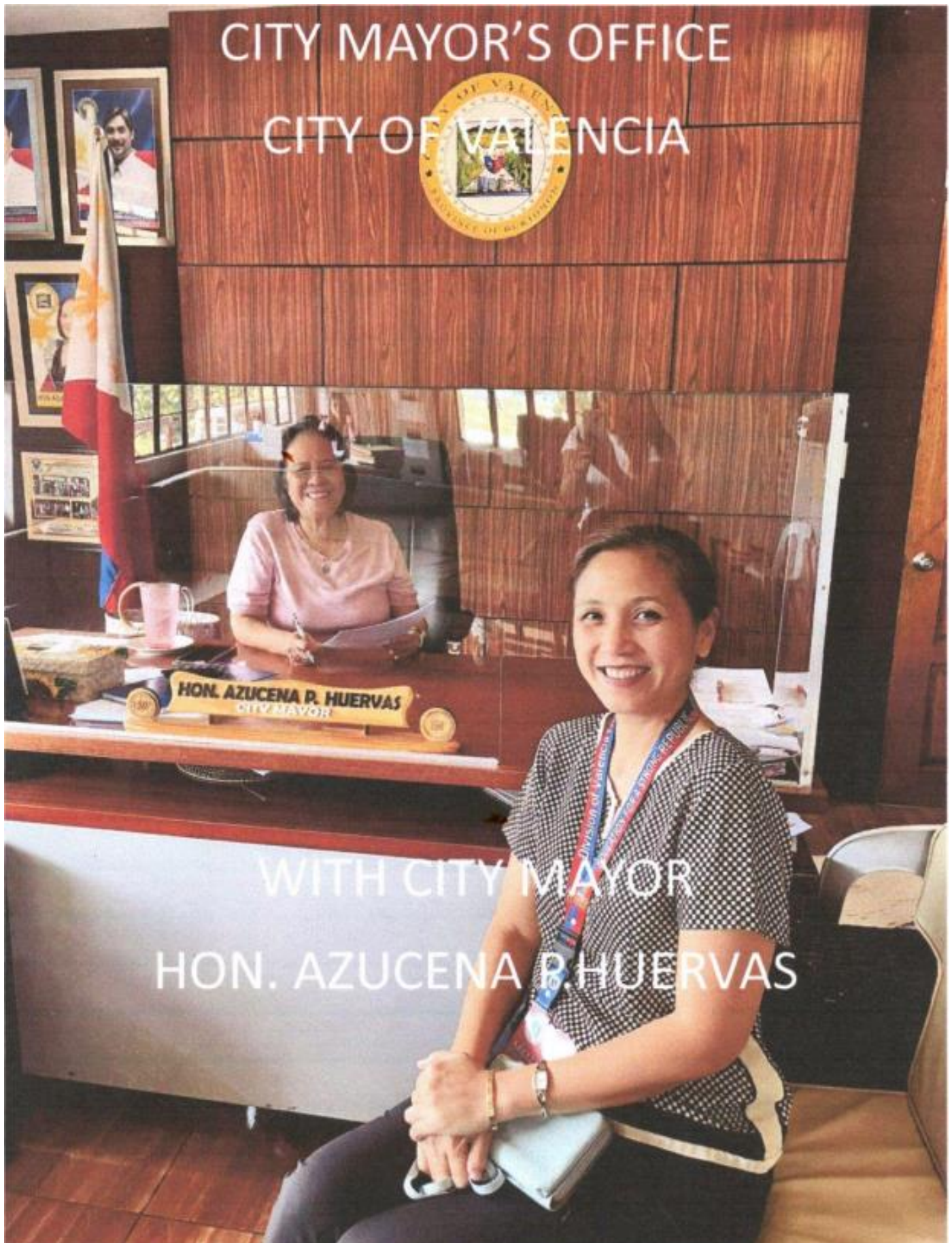
Noted by:


EUGENIO S. GUHAO, JR., DM
Dean

APPENDIX B

PHOTOS OF APPEARANCES IN GOVERNMENT OFFICES





APPENDIX C**VALIDATED SURVEY QUESTIONNAIRE****A Questionnaire on****SELF-ESTEEM, WORK ETHICS, AND PERCEIVED EMPLOYMENT RELATIONSHIP
QUALITY: MODELING PERFORMANCE OF LOCAL GOVERNMENT EMPLOYEES
USING STRUCTURAL EQUATION**

Greetings!

This survey aims to collect information from selected local government employees to determine a model for work performance using a structural equation. Information shared will be treated with the utmost confidentiality.

Your participation is voluntary. An explanation is not required if you decline to participate in the survey.

Thank you!

KHRIS ABELLA
DPA Student/Researcher

Please be guided by the following response choices. Encircle your choice.

Scale	Interpretation
5 – <i>Strongly Agree (SA)</i>	The item statement is always true.
4 – <i>Agree (A)</i>	The item statement is often true.
3 – <i>Neutral (N)</i>	The item statement is sometimes true.
2 – <i>Disagree (D)</i>	The item statement is seldom true.
1 – <i>Strongly Disagree (SD)</i>	The item statement is almost never true.

Part 1- SELF-ESTEEM SCALE

Performance Self-esteem:	SA	A	N	D	SD
1. I feel confident about my abilities.	5	4	3	2	1
2. I feel good about my work performance.	5	4	3	2	1
3. I feel I am good at understanding things.I read.	5	4	3	2	1
4. I feel as bright as others.	5	4	3	2	1
5. I feel confident that I understand my work.	5	4	3	2	1
6. I feel I have better scholastic ability now than others.	5	4	3	2	1
7. I feel like I'm doing well at my work.	5	4	3	2	1

Social Self-esteem:	SA	A	N	D	SD
1. I am not worried about whether they regard me as a success or a failure.	5	4	3	2	1
2. I feel self-confident.	5	4	3	2	1
3. I feel pleased with myself.	5	4	3	2	1
4. I am not worried about what other people think of me.	5	4	3	2	1
5. I feel superior to others.	5	4	3	2	1
6. I feel confident about the impression I am making.	5	4	3	2	1
7. I am not worried about looking foolish.	5	4	3	2	1
Appearance Self-esteem:	SA	A	N	D	SD
1. I feel satisfied with the way my body looks right now.	5	4	3	2	1
2. I feel that others respect and admire me.	5	4	3	2	1
3. I am satisfied with my height.	5	4	3	2	1
4. I feel good about myself.	5	4	3	2	1
5. I am pleased with my appearance right now.	5	4	3	2	1
6. I feel attractive.	5	4	3	2	1

Source:

Heatherton, T.F. and Polivy, J., 1991. Development and validation of a scale for measuring state self-esteem. *Journal of Personality and Social Psychology*, 60(6), p.895.

Part 2- WORK ETHICS

Self-Reliance	SA	A	N	D	SD
1. I am self-reliant and successful.	5	4	3	2	1
2. I believe that self-reliance is the key to being successful.	5	4	3	2	1
3. I depended on myself.	5	4	3	2	1
4. I live my life independently of others.	5	4	3	2	1
5. I avoid dependence on other people.	5	4	3	2	1
6. I am independent.	5	4	3	2	1
7. I strive to be self-reliant.	5	4	3	2	1
8. I value having a great deal of independence.	5	4	3	2	1
9. I believe that only those who depend on themselves get ahead in life.	5	4	3	2	1
10. I believe that I can control my destiny by being independent.	5	4	3	2	1
Morality/Ethics	SA	A	N	D	SD
1. I take responsibility for my actions.	5	4	3	2	1
2. I do what is right and just.	5	4	3	2	1
3. I do not take items from work even if they did not pay me enough.	5	4	3	2	1
4. I do not pass judgment until I heard all of the facts.	5	4	3	2	1
5. I never tell lies about other people.	5	4	3	2	1
6. I believe stealing is bad even if nobody sees or catches me.	5	4	3	2	1
7. I treat others the way I want them to treat me.	5	4	3	2	1
8. Taking something that does not belong to me is always	5	4	3	2	1

inappropriate.					
9. I believe stealing is always unjustifiable.	5	4	3	2	1
10. I am fair in my dealings with others.	5	4	3	2	1
Leisure	SA	A	N	D	SD
1. Life is more meaningful if there is more leisure time.	5	4	3	2	1
2. I prefer a job that allows me to have more leisure time.	5	4	3	2	1
3. The more time I can spend on a leisure activity, the better I feel.	5	4	3	2	1
4. The less time I spend working, and the more leisure time I have, the better.	5	4	3	2	1
5. Work takes less of my time, leaving more time to relax.	5	4	3	2	1
6. More leisure time is good for me.	5	4	3	2	1
7. The world would be a better place if I spent more time relaxing.	5	4	3	2	1
8. My job provides more time for me to relax.	5	4	3	2	1
9. I believe people should have more leisure time to spend in relaxation.	5	4	3	2	1
10. I believe leisure time activities are more interesting than work.	5	4	3	2	1
Hard Work	SA	A	N	D	SD
1. Nothing is impossible if I work hard enough.	5	4	3	2	1
2. I believe working hard is the key to being successful.	5	4	3	2	1
3. If I work hard enough, I will likely have a good life.	5	4	3	2	1
4. Hard work makes me a better person.	5	4	3	2	1
5. By working hard, I can overcome every obstacle that life presents.	5	4	3	2	1
6. I can overcome any problem with hard work.	5	4	3	2	1
7. If I work hard, I will succeed.	5	4	3	2	1
8. I believe a person should always do the best job possible.	5	4	3	2	1
9. I can achieve my goals if I work hard enough.	5	4	3	2	1
1					
Centrality of Work	SA	A	N	D	SD
1. I feel uneasy when there is little work for me to do.	5	4	3	2	1
2. I feel content when I have spent the day working.	5	4	3	2	1
3. I will continue to work even if I am financially stable.	5	4	3	2	1
4. I believe a hard day's work is very fulfilling.	5	4	3	2	1
5. It is vital for me always to be able to work.	5	4	3	2	1
6. I will continue working even if I inherit a large sum of money.	5	4	3	2	1
7. I will continue to work even if I am qualified to retire early.	5	4	3	2	1
8. I believe life without work would be very dull.	5	4	3	2	1
9. I experience a sense of fulfillment from working.	5	4	3	2	1
10. A hard day's work provides me with a sense of accomplishment.	5	4	3	2	1
Wasted Time	SA	A	N	D	SD
1. I need to stay relax at work and waste time.	5	4	3	2	1
2. I waste time; I use it inefficiently.	5	4	3	2	1
3. I do not schedule my day in advance to avoid wasting time.	5	4	3	2	1
4. I never look for ways to productively use my time.	5	4	3	2	1
5. I try not to plan out my workday so as to waste time.	5	4	3	2	1
6. How I spend my time is not as important as how I spend my money.	5	4	3	2	1

7. I justify my wasting of time.	5	4	3	2	1
8. I never believe a distaste for hard work usually reflects a weakness of character.	5	4	3	2	1
Delay of Gratification					
	SA	A	N	D	SD
1. I always wait to buy something until I can afford it.	5	4	3	2	1
2. I get more fulfillment from items I had to wait for.	5	4	3	2	1
3. Things that I have to wait for are the most worthwhile.	5	4	3	2	1
4. I believe a distant reward is usually more satisfying than an immediate one.	5	4	3	2	1
5. I prefer to save until I can afford something and buy it in cash.	5	4	3	2	1
6. I believe the best things in life are those I must wait for.	5	4	3	2	1
7. I believe saving for anything is the only way to make it worthwhile.	5	4	3	2	1

Source:

Miller, M.J., Woehr, D.J. and Hudspeth, N., 2002. The meaning and measurement of work ethic: Construction and initial validation of a multidimensional inventory. *Journal of Vocational Behavior*, 60(3), pp.451-489.

Part 3. PERCEIVED EMPLOYMENT RELATIONSHIP QUALITY (PERQ)

TRUST	SA	A	N	D	SD
1. I trust my supervisor to decide in my best interest.	5	4	3	2	1
2. I trust my supervisor to make decisions on my behalf.	5	4	3	2	1
3. My supervisor will stand by me when I am in trouble.	5	4	3	2	1
4. My supervisor gives good reasons to justify his work decisions and sections.	5	4	3	2	1
5. My supervisor makes informed decisions concerning my work.	5	4	3	2	1
JUSTICE					
	SA	A	N	D	SD
1. My supervisor adheres to the labor laws that apply to our workplace.	5	4	3	2	1
2. My supervisor applies workplace rules and codes correctly.	5	4	3	2	1
3. My supervisor follows workplace policies, codes, rules, and procedures	5	4	3	2	1
4. My supervisor adheres to the conditions in my employment contract	5	4	3	2	1
5. My supervisor complies with employment laws.	5	4	3	2	1
FAIRNESS					
	SA	A	N	D	SD
1. My supervisor gives equal treatment to my co-workers and me.	5	4	3	2	1
2. My supervisor shows fairness when we interact.	5	4	3	2	1
3. My supervisor's actions and decisions in the workplace are consistent.	5	4	3	2	1
GOOD FAITH					
	SA	A	N	D	SD
1. My supervisor shows good faith by acting in my best interests.	5	4	3	2	1
2. My supervisor deals with differences in a constructive manner.	5	4	3	2	1

3. My supervisor treats me with respect.	5	4	3	2	1
4. My supervisor is honest with me.	5	4	3	2	1
5. My supervisor really tries to reach reasonable	5	4	3	2	1
	5	4	3	2	1

Source:

Potgieter, W., Olckers, C. and Ehlers, L., 2015. Development of a measure for perceived employment relationship quality (PERQ). *South African Journal of Labour Relations*, 39(2), pp.165-189.

Part 4. EMPLOYEE PERFORMANCE

Task Performance	SA	A	N	D	SD
1. I maintain a high standard of work.	5	4	3	2	1
2. I am capable of handling my assignments without much supervision.	5	4	3	2	1
3. I am very passionate about my work.	5	4	3	2	1
4. I know I can handle multiple assignments for achieving organizational goals.	5	4	3	2	1
Adaptive Performance	SA	A	N	D	SD
1. I perform well to mobilize collective intelligence for effective team work.	5	4	3	2	1
2. I can manage change in my job very well whenever the situation demands it.	5	4	3	2	1
3. I can handle effectively my work team in the face of change.	5	4	3	2	1
4. I stay calm when faced with criticism from my team members.	5	4	3	2	1
3					
Contextual Performance	SA	A	N	D	SD
1. I extend help to my co-workers when asked or needed.	5	4	3	2	1
2. I love to handle extra responsibilities.	5	4	3	2	1
3. I empathize with my co-workers when they are in trouble.	5	4	3	2	1
4. I actively participate in group discussions and work meetings.	5	4	3	2	1
5. I praise my co-workers for their good work.	5	4	3	2	1
6. I derive a lot of satisfaction nurturing others in organization.	5	4	3	2	1
7. I share knowledge and ideas among my team members.	5	4	3	2	1

Source:

Pradhan, R.K. and Jena, L.K., 2017. Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), pp.69-85.

-End of Questionnaire-

APPENDIX D

LETTERS TO THE VALIDATORS



PROFESSIONAL SCHOOLS
[X] Main [] Branch
LETTER TO THE VALIDATOR

March 20, 2023

JOEL B. TAN, DBA
Faculty
UM Professional Schools
This University

Dear Dr. Tan:

The undersigned requests you to validate the survey tool for her dissertation, **"Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality: Modeling Performance of Local Government Employees using Structural Equation,"** as a requirement for the degree of Doctor in Public Administration (DPA). Your comments and suggestions will significantly help refine the survey tool, making it valid and substantive.

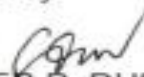
I have attached the following materials to my email: manuscript, original questionnaires, adapted questionnaire, and validation rating sheet.

Thank you for your favorable response to this request.

Sincerely,


KHRISNA U. ABELLA
Researcher

Noted by:


ALGER P. DURA, DPA
Research Adviser

Rev. # 0/ Effectivity: July 14, 2020



PROFESSIONAL SCHOOLS
[X] Main [] Branch _____
LETTER TO THE VALIDATOR

March 20, 2023

DR. LORRAINE GRACE UGSANG
Faculty
UM Professional Schools
This University

Dear Dr. Ugsang:

The undersigned requests you to validate the survey tool for her dissertation, "Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality: Modeling Performance of Local Government Employees using Structural Equation," as a requirement for the degree of Doctor in Public Administration (DPA). Your comments and suggestions will significantly help refine the survey tool, making it valid and substantive.

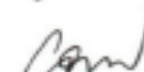
I have attached the following materials to my email: manuscript, original questionnaires, adapted questionnaire, and validation rating sheet.

Thank you for your favorable response to this request.

Sincerely,


KHRISNA U. ABELLA
Researcher

Noted by:


ALGER P. DURA, DPA
Research Adviser

Rev. # 0/ Effectivity: July 14, 2020



PROFESSIONAL SCHOOLS
[X] Main | | Branch _____
LETTER TO THE VALIDATOR

March 20, 2023

JED P. ACERO, DPA
Faculty
UM Professional Schools
This University

Dear Dr. Acero:

The undersigned requests you to validate the survey tool for her dissertation, "Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality: Modeling Performance of Local Government Employees using Structural Equation," as a requirement for the degree of Doctor in Public Administration (DPA). Your comments and suggestions will significantly help refine the survey tool, making it valid and substantive.

I have attached the following materials to my email: manuscript, original questionnaires, adapted questionnaire, and validation rating sheet.

Thank you for your favorable response to this request.

Sincerely,


KHRISHNA U. ABELLA
Researcher

Noted by:


ALGER P. DURA, DPA
Research Adviser

Rev. # 0/ Effectivity: July 14, 2020



PROFESSIONAL SCHOOLS

[X] Main [] Branch

LETTER TO THE VALIDATOR

March 20, 2023

GLENNE B. LAGURA, DPA
Faculty
UM Professional Schools
This University

Dear Dr. Lagura:

The undersigned requests you to validate the survey tool for her dissertation, "Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality: Modeling Performance of Local Government Employees using Structural Equation," as a requirement for the degree of Doctor in Public Administration (DPA). Your comments and suggestions will significantly help refine the survey tool, making it valid and substantive.

I have attached the following materials to my email: manuscript, original questionnaires, adapted questionnaire, and validation rating sheet.

Thank you for your favorable response to this request.

Sincerely,


KHRISNA U. ABELLA
Researcher

Noted by:


ALGER P. DURA, DPA
Research Adviser



PROFESSIONAL SCHOOLS

[X] Main [] Branch

LETTER TO THE VALIDATOR

March 20, 2023

DR. MERVIN G. GASCON
Chair, PhD Program
College of Development Management
University of Southeastern Philippines
Mintal Campus, Davao City

Dear Dr. Gascon:

The undersigned requests you to validate the survey tool for her dissertation, "Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality: Modeling Performance of Local Government Employees using Structural Equation," as a requirement for the degree of Doctor in Public Administration (DPA). Your comments and suggestions will significantly help refine the survey tool, making it valid and substantive.

I have attached the following materials to my email: manuscript, original questionnaires, adapted questionnaire, and validation rating sheet.

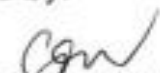
Thank you for your favorable response to this request.

Sincerely,



KHRISNA U. ABELLA
Researcher


Noted by:



ALGER P. DURA, DPA
Research Adviser

APPENDIX E

VALIDATION SHEETS

 UM The University of Mindanao	PROFESSIONAL SCHOOLS [] Main [] Branch _____ VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE
--	--

Name of Evaluator : _____

Degree : _____

Position : _____

Number of Years of Teaching : _____

To the Evaluator : _____

Points of Equivalent : _____

Please check the appropriate box for your ratings

5 - Excellent	2 - Fair
4 - Very Good	1 - Poor
3 - Good	

ITEMS	5	4	3	2	1
1. Clarity of Directions and Items The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.	/				
2. Presentation and Organization of Items The items are presented and organized in logical manner.	/				
3. Suitability of Items The item is appropriate and represents the substance of the research. The questions are designed to determine the conditions, knowledge, perception and attitudes that are supposed to be measured.	/				
4. Adequateness of Items per Category or Indicator The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.	/				
5. Attainment of Purpose The instrument fulfills the objectives for which it was constructed.	/				
6. Objectivity Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.	/				
7. Scale and Evaluation Rating Scale The scale adapted is appropriate for the items.	/				

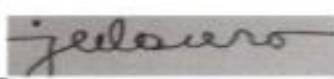
Title of Approved Research: _____

Name of Researcher: _____

Research Adviser: _____

Date of Evaluation of the Questionnaire: March 29, 2023

Remarks of the Evaluator: All items are consistent to its measure.



 Signature Above Printed Name



PROFESSIONAL SCHOOLS

[] Main [] Branch _____

VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE

Name of Evaluator : LORRAINE GRACE UGSANG

Degree : PhD

Position : College Professor I

Number of Years of Teaching : 3

To the Evaluator : _____

Points of Equivalent : _____

Please check the appropriate box for your ratings

5 - Excellent 2 - Fair

4 - Very Good 1 - Poor

3 - Good

ITEMS	5	4	3	2	1
1. Clarity of Directions and Items The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.	✓				
2. Presentation and Organization of Items The items are presented and organized in logical manner.		✓			
3. Suitability of Items The item is appropriate and represents the substance of the research. The questions are designed to determine the conditions, knowledge, perception and attitudes that are supposed to be measured.	✓				
4. Adequateness of Items per Category or Indicator The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.	✓				
5. Attainment of Purpose The instrument fulfills the objectives for which it was constructed.	✓				
6. Objectivity Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.	✓				
7. Scale and Evaluation Rating Scale The scale adapted is appropriate for the items.	✓				

Title of Approved Research: _____

Name of Researcher: _____

Research Adviser: _____

Date of Evaluation of the Questionnaire: _____

Remarks of the Evaluator: Please see attached instrument for comments and suggestions. Thank you.

Lorraine Grace Ugsang
LORRAINE GRACE UGSANG
Signature Above Printed Name



PROFESSIONAL SCHOOLS

[✓] Main [] Branch _____

VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE

Name of Evaluator : JOEL B. TAN
 Degree : DBA
 Position : RC
 Number of Years of Teaching : 12 YEARS
 To the Evaluator :
 Points of Equivalent :

Please check the appropriate box for your ratings

5 - Excellent	2 - Fair
4 - Very Good	1 - Poor
3 - Good	

ITEMS	5	4	3	2	1
1. Clarity of Directions and Items The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.	✓				
2. Presentation and Organization of Items The items are presented and organized in logical manner.		✓			
3. Suitability of Items The item is appropriate and represents the substance of the research. The questions are designed to determine the conditions, knowledge, perception and attitudes that are supposed to be measured.		✓			
4. Adequateness of Items per Category or Indicator The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.		✓			
5. Attainment of Purpose The instrument fulfills the objectives for which it was constructed.	✓				
6. Objectivity Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.	✓				
7. Scale and Evaluation Rating Scale The scale adapted is appropriate for the items.	✓				


Title of Approved Research: Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality: Modeling Performance of Local Government Employees Using Structural Equation

Name of Researcher: Khrisna U. Abella

Research Adviser: Alger Dura

Date of Evaluation of the Questionnaire: 4/13/2023

Remarks of the Evaluator: Kindly see comments and revise the instrument accordingly.


 JOEL B. TAN

Signature Above Printed Name



PROFESSIONAL SCHOOLS

[] Main [] Branch _____

VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE

Name of Evaluator : GLENNE BERJA LAGURA
 Degree : DOCTOR IN PUBLIC ADMINISTRATION
 Position : ASSOCIATE PROFESSOR III
 Number of Years of Teaching : 12 YEARS
 To the Evaluator : _____
 Points of Equivalent : _____

Please check the appropriate box for your ratings

5- Excellent 2- Fair
 4- Very Good 1- Poor
 3- Good

ITEMS	5	4	3	2	1
1. Clarity of Directions and Items The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.			/		
2. Presentation and Organization of Items The items are presented and organized in logical manner.		/			
3. Suitability of Items The item is appropriate and represents the substance of the research. The questions are designed to determine the conditions, knowledge, perception and attitudes that are supposed to be measured.	/				
4. Adequateness of Items per Category or Indicator The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.	/				
5. Attainment of Purpose The instrument fulfills the objectives for which it was constructed.	/				
6. Objectivity Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.		/			
7. Scale and Evaluation Rating Scale The scale adapted is appropriate for the items.		/			

Title of Approved Research: SELF-ESTEEM, WORK ETHICS, AND PERCEIVED EMPLOYMENT RELATIONSHIP QUALITY: A STRUCTURAL EQUATION MODEL ON THE PERFORMANCE OF LOCAL GOVERNMENT EMPLOYEES


Name of Researcher: KHRIS ABELLA

Research Adviser: _____

Date of Evaluation of the Questionnaire: March 23, 2023

Remarks of the Evaluator: Overall, the instrument was able to cover all the necessary inquiries based on the objectives of the study but there are contradicting statements in the items in some indicators— make sure to make appropriate changes. Provide a preliminary statement regarding what the study is all about and the objective of the research prior to the survey proper. Do not forget to put at the end of your questionnaire the sources where you adapt the instruments. Put a page number in your instrument. Provide consent.

GLENNE B. LAGURA, DPA
 Signature Above Printed Name

 UM The University of Mindanao	<h2 style="margin: 0;">PROFESSIONAL SCHOOLS</h2> <p style="margin: 0;">[] Main [] Branch _____</p> <h3 style="margin: 0;">VALIDATION SHEET FOR RESEARCH QUESTIONNAIRE</h3>
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Name of Evaluator	:	Mervin Gascon
Degree	:	PhD Public and Social Policy
Position	:	Chair, PhD Program, USeP
Number of Years of Teaching	:	16
To the Evaluator	:	Please check the appropriate box for your ratings
Points of Equivalent	:	<div style="display: flex; justify-content: space-between;"> <div> 5 - Excellent 4 - Very Good 3 - Good </div> <div> 2 - Fair 1 - Poor </div> </div>

ITEMS	5	4	3	2	1
1. Clarity of Directions and Items The vocabulary level, language, structure and conceptual level of questions suit the level of participants. The directions and the items are written in a clear and simple language.		x			
2. Presentation and Organization of Items The items are presented and organized in logical manner.		x			
3. Suitability of Items The Item is appropriate and represents the substance of the research. The questions are designed to determine the conditions, knowledge, perception and attitudes that are supposed to be measured.			x		
4. Adequateness of Items per Category or Indicator The items represent the coverage of research adequately. The questions per area category are adequate representations of all the questions needed for research.		x			
5. Attainment of Purpose The instrument fulfills the objectives for which it was constructed.		x			
6. Objectivity Each item questions only one specific answer or measures only one behavior and no aspect of the questionnaire is a suggestion of the researcher.		x			
7. Scale and Evaluation Rating Scale The scale adapted is appropriate for the items.		x			

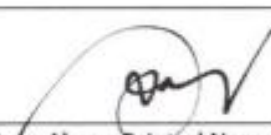
Title of Approved Research: SELF-ESTEEM, WORK ETHICS, AND PERCEIVED EMPLOYMENT RELATIONSHIP QUALITY: A STRUCTURAL EQUATION MODEL ON THE PERFORMANCE OF LOCAL GOVERNMENT EMPLOYEES

Name of Researcher: Khris Abella

Research Adviser: _____

Date of Evaluation of the Questionnaire: _____

Remarks of the Evaluator: _____


 Signature Above Printed Name

APPENDIX F**SAMPLE INFORMED CONSENT FORM**

University of Mindanao
Informed Consent Form (ICF)

UMERC - 006
 Rev. 01 / December 1, 2016
 Approved by:

Control No.: _____

University of Mindanao Ethics Review Committee
 Matina, Davao City

Informed Consent Form for **SELF-ESTEEM, WORK ETHICS, AND PERCEIVED EMPLOYMENT
 RELATIONSHIP QUALITY: MODELLING PERFORMANCE OF
 LOCAL GOVERNMENT EMPLOYEES USING STRUCTURAL EQUATION**

Name of the Researcher(s) **KHRISNA U. ABELLA**

Institution: **University of Mindanao**

INTRODUCTION

You are invited to participate in a research study conducted by **Khrisna U. Abella**, at the University of Mindanao, because you fit the inclusion criteria for informants of our study.

Your participation is completely voluntary. Please read the information below, and ask questions about anything you do not understand, before deciding whether to participate. Please take as much time as you need to read the consent form. You may also decide to discuss participation with your family or friends.

If you decide to participate, you will be asked to sign this form. You will be given a copy of this form.

PURPOSE OF THE STUDY

This study aims to establish a structural model for local government employees' performance.

STUDY PROCEDURES

If you volunteer to participate in this study, you will be asked to participate by answering the survey questionnaire which you can finish in less than one hour.

POTENTIAL RISKS AND DISCOMFORTS

You may feel discomfort during the survey. You may opt not to answer questions which make you feel any psychological or emotional distress, or you can withdraw as a participant of the study if you feel that you cannot discuss the information that is asked of you. The researcher values your participation and will place your welfare as their highest priority during the study.

POTENTIAL BENEFITS TO PARTICIPANTS AND/OR TO SOCIETY

This study can generate relevant information which can be useful to public and private administrators, human resource managers, and policymakers. The results, discussions, and findings from this study can spark evidence-based information which can be used by government agencies such as Local Government Units, the Human Resource Management Offices, and future researchers.

CONFIDENTIALITY

We will keep your records for this study confidential as far as permitted by law. Any identifiable information obtained in connection with this study will remain confidential, except if necessary to protect your rights or welfare. This certificate means that the researcher can resist the release of information about your participation to people who are not connected with the study. When the results of the research are published or discussed in conferences, no identifiable information will be used.



University of Mindanao

Informed Consent Form (ICF)
 UMERC - 006
 Rev. 01 / December 1, 2016
 Approved by:

Control No.: _____

PARTICIPATION AND WITHDRAWAL

Your participation is voluntary. Your refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled. You may withdraw your consent at any time and discontinue participation without penalty. You are not waiving any legal claims, rights, or remedies because of your participation in this research study.

INVESTIGATOR'S CONTACT INFORMATION

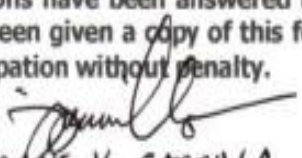
If you have any questions or concerns about the research, please feel free to contact the researcher at mobile phone number 09177096708 or through email at khrisnaabella@umindanao.edu.ph or through UMERC Contact Number: (082) 297-6115

RIGHTS OF RESEARCH PARTICIPANT

If you have questions, concerns, or complaints about your right as a research participant or the research in general and are unable to contact the research team, or if you want to talk to someone independent of the research team, please contact the University of Mindanao Professional Schools at 305-06-45 or UMERC Contact Number: (082) 297-6115

RESEARCH PARTICIPANT'S CONSENT

I have read the information provided above. I have been given a chance to ask questions. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been given a copy of this form. I can withdraw my consent at any time and discontinue participation without penalty.


 JOSEPHINE V. CARRILLO
 Signature above Printed Name of Participant

5/28/2024
 Date Signed

To be accomplished by the Researcher Obtaining Consent:

I have explained the research to the participant and answered all his/her questions. I believe that he/she understands the information described in this document and freely consents to participate.


 KHRISNA U. ABELLA
 Name of Person Obtaining Consent

May 27, 2024
 Date Signed

APPENDIX G

UMERC CERTIFICATE OF APPROVAL



ETHICS REVIEW COMMITTEE (UMERC)

Ground Floor, Professional Schools Building
Ma-a Matina Campus, Davao City
Telephone: (082) 297-6115
umethicsreviewer@umindanao.edu.ph

FORM 2.6

Certificate of Approval

Date AUGUST 12, 2024

This is to certify that the following protocol and related documents have been granted approval by the **University of Mindanao Ethics Review Committee** for implementation.

UMERC Protocol No.	UMERC-2024-305	Sponsor Protocol No.	N/A
Principal Investigator/s	KHRISNA U. ABELLA	Sponsor	N/A
Title	SELF-ESTEEM, WORK ETHICS, AND PERCEIVED EMPLOYMENT RELATIONSHIP QUALITY: MODELLING PERFORMANCE OF LOCAL GOVERNMENT EMPLOYEES USING STRUCTURAL EQUATION		
Protocol Version No.	1	Version Date	JULY 1, 2024
ICF Version No.	1	Version Date	JULY 1, 2024
Other documents			
Members of research team			
Study sites	PROVINCE OF BUKIDNON		
Type of review	<input checked="" type="checkbox"/> Expedited <input type="checkbox"/> Full board	Duration of Approval: August 10, 2024 – February 10, 2025	Approved Meeting Date: August 10, 2024
UMERC Chairperson	Signature	Date	
NORMELIZA E. MORALES, Ph.D.		AUGUST 12, 2024	

APPENDIX H

UMERC CERTIFICATE OF COMPLIANCE



UMERC

University of Mindanao Ethics Review Committee

Compliance Certificate for Study Ethics Protocol Review UMERC No.: UMERC-2024-305

This is to certify that the study entitled **"SELF-ESTEEM, WORK ETHICS, AND EMPLOYMENT RELATIONSHIP QUALITY: A STRUCTURAL EQUATION MODEL ON PERFORMANCE OF LOCAL GOVERNMENT EMPLOYEES"** by **KHRISNA U. ABELLA**, a candidate of *Doctor of Public Administration* of the University of Mindanao Professional Schools, has been examined by the University of Mindanao Ethics Review Committee (UMERC) and has been evaluated to have adequately complied the requirements for the study ethics protocol and is therefore, cleared for implementation using universally accepted scientific procedures and internationally accepted ethical guidelines.

Given this 11TH day of AUGUST 2025 at the UMERC Office, PS Building, Davao City, Philippines.

NORMELIZA E. MORALES, Ph.D.
UMERC, Chairperson

APPENDIX I

PUBLIC FORUM CERTIFICATE



GLOBAL RESEARCHERS
Association and Convergence
for Excellence (GRACE), Inc.
SEC Registration Number CN201616169

CERTIFICATE OF RECOGNITION

is hereby awarded to

Khrisna U. Abella

for presenting the research paper titled

Self-Esteem, Work Ethics, and Perceived Employment Relationship Quality: Modelling Performance of Local Government Employees Using Structural Equation

during the

7th International Conference on the Latest Trends in Education and Research via Zoom

7th ICILTER via Zoom

held on March 8-9, 2025 via Zoom
Presented via Zoom this 9th day of March 2025



Korrie Lynn Williamson
Dr. Korrie Lynn Williamson
Associate Dean of Student Services
Troy University, Alabama, USA
Resource Speaker

Dr. Rodney P. Davis
Dr. Rodney P. Davis
Troy University, Alabama, USA
Resource Speaker

Julie J. Calma
Julie J. Calma, EdDC
GRACE, Inc.
Conference Chair and Organizer

Engr. Murphy P. Mohammed
Engr. Murphy P. Mohammed, DPA
Dela Salle University
Conference Convener

APPENDIX J

GRAMMARIAN / EDITOR'S CERTIFICATION



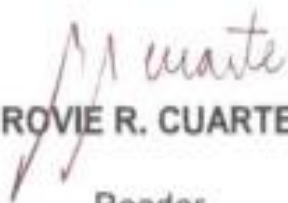
Professional Schools
Ground Floor, PS Building
Matina, Davao City
Telephone: (082) 297-6115

CERTIFICATION

To Whom It May Concern:

This is to certify that the manuscript of **MS. KHRISNA U. ABELLA**, entitled "SELF-ESTEEM, WORK ETHICS, AND EMPLOYMENT RELATIONSHIP QUALITY: A STRUCTURAL EQUATION MODEL ON PERFORMANE OF LOCAL GOVERNMENT EMPLOYEES", has been checked and edited by the undersigned following the standard mechanics, format, spacing, and references set by the university.

This certification is issued on November 26, 2025.


ROVIE R. CUARTE, Ph.D
Reader