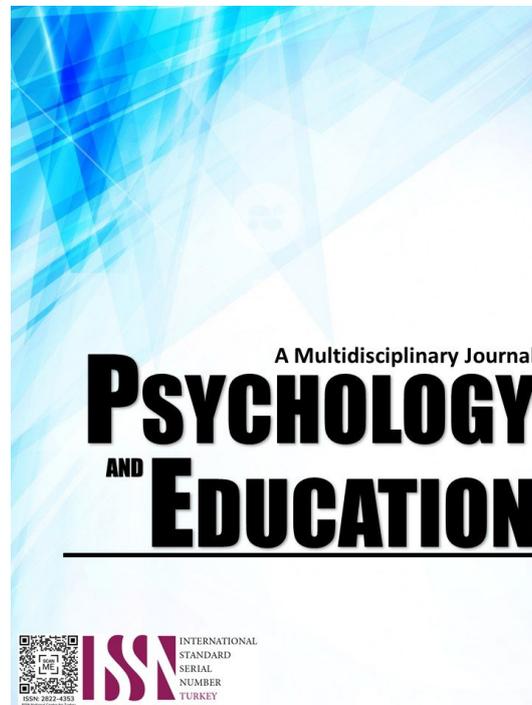


EMOTIONAL INTELLIGENCE AS CORRELATES TO WORK VALUES AMONG EMPLOYEES: BASIS FOR A PROPOSED MENTAL HEALTH PROGRAM



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Emotional Intelligence as Correlates to Work Values Among Employees: Basis for a Proposed Mental Health Program

Donnalyn Alpas*

[For affiliations and correspondence, see the last page.](#)

Abstract

This study is done during the second year of the global pandemic, COVID-19. Health workers in a private hospital located in Region IVA-Calabarzon, Philippines, specifically, the existing relationship between their emotional intelligence and work values are the focus of the study. Through purposive sampling techniques, 105 respondents were identified. Both descriptive and inferential statistics were utilized to determine the level and relationship between the variables presented. The needed data to measure the variables were gathered through the Know Your EQ: Emotional Quotient Test developed by Dr. Dalip Singh and Dr. NK Chadha and; the Work Values Inventory (WVI) developed by Donald Super. The hypothesis was tested by analyzing the relationship among the variables by utilizing the Pearson Product Moment Correlation (r). Results reveal that respondents' overall emotional intelligence was measured to be extremely high; in terms of its domains, they were likewise assessed as extremely high in emotional competency, and high in their emotional maturity and sensitivity. Healthcare workers scored high among the 15 domains of work values; whereas altruism, achievement, and surroundings scored the highest while management, independence, and variety scored the lowest yet still interpreted as high. The emotional sensitivity as a domain of emotional intelligence has a positive moderate and significant relationship with work values domains of supervisory relations, altruism, and achievement, and way of life. Emotional maturity as a domain of emotional intelligence, has a significant positive moderate to weak relationship with variety and management domains of work values. Emotional competency, as a domain of emotional intelligence, has a positive moderate, and significant relationship with variety, achievement, management, surrounding, creativity, security, prestige, and altruism domains of work values.

Keywords: Altruism, Emotional Intelligence, Work Values, Emotional Competency, Mental Health Program

Introduction

Once an individual gets a college diploma and lands a job, the immediate concern is how to succeed in their chosen career. Today, the world has become so competitive, doing well in one's job and moving forward with their career is more important. They need to take initiative, be ready to learn, and communicate well. This also includes attitude, good education, social network, and financial support, but even with all of these, there can be a failure into success. Like most other careers, a career in the healthcare industry demands a lot partly because it is firmly rooted in in-patient care service. They have implicitly agreed to accept its risks by willingly entering this profession. Although a career in this field can be challenging, it can also be extremely fulfilling. There is no denying the significant impact on patient's lives and their families, whether the healthcare workers work at the bedside or behind the scenes. Healthcare careers are some of the most rewarding careers by working to save lives and get people back on their feet. Similar to most work environments, there are drawbacks to working in a hospital setting. It may include the demands of the patients' families, office politics, and challenging colleagues. The greatest challenge that tested the healthcare force is the rise of the Corona

Virus-19 (COVID-19), which has been identified as a global pandemic.

When the Coronavirus (COVID-19) pandemic hit the Philippines in early March 2020, healthcare workers were not prepared to deal with an invisible enemy. A study showed that the COVID-19 pandemic had a psychological impact on the majority of Filipino healthcare workers. According to this study, 70.74% of healthcare workers in the Philippines had anxiety symptoms, while 50.97 % had depressive symptoms all because of COVID-19 (Abarca, 2022). The COVID-19 pandemic has introduced additional elements of fatigue, strain, stress, loss, and grief for healthcare workers. Many healthcare workers experienced increased workloads in the face of short staffing and shortages in critical personal protective equipment. Aside from this their families also worry about their welfare because during that time, being in the hospital is a more unsafe environment for the employees and the patients (Blackburn, 2020). This led to increased anxiety and the risk of personal harm. Some healthcare workers report symptoms consistent with post-traumatic stress disorder and others reported residual symptoms due to personal infection with COVID-19. Healthcare workers often report out-of-control emotional reactions, dealing with intense emotions and vast levels of anxiety (Graffigna, 2020).



The COVID-19 pandemic raises various challenges faced by health workers in hospitals. Razu et al., (2021) identified seven themes that healthcare workers experienced during the heightened pandemic. According to them, healthcare workers experienced higher workloads, psychological distress, quality personal protective equipment (PPE), social exclusion/stigmatization, lack of incentives, absence of coordination, and proper management during their service. These healthcare professionals, including hospital administration, faced inconvenience coping with these challenges due to situational and organizational factors. These barriers require support work from the government, and public and hospital managers. That is why emotional intelligence (EI) has been an important topic in healthcare business and organizational leadership. In every organization, high-performance leadership plays a vital role in order to ensure that employees are able to help and contribute to the organization. This is also an opportunity for companies and leaders to embrace emotional intelligence in order to reengage people at work and in life.

According to Overby (2020), the recent COVID-19 pandemic has highlighted the importance of a leader's emotional intelligence. Because in times of uncertainty, the ability to understand and better manage your own emotions will help you to be grounded and centered. You will be more open to how others feel. As a result, you will be in a good position to effectively manage other people confidently, firmly, and with compassion. In addition, emotional intelligence adds meaning to the lives of workers and helps reduce healthcare worker burnout (Cao et al; 2022).

Work values are also found to be an important protecting factor for healthcare workers. Work values are the subset of one's beliefs and ideas related to one's occupation or job (Clarifying Your Work Values Leads to Job Satisfaction, n.d). According to McKay (2018), these core principles are an essential part of a person, which include talents, motives, values, and attitudes that provide stability and direction for an individual's chosen career. Schein (2010) also stated that work values serve as drivers or motivators for one's work. It's important that your one's personal workplace values align with the organization's. These set the tone for the company's culture, and pinpoint what the organization, as a whole, cares about.

In all aspects of people's lives, mental health is important. Its affects how we think, feel, and act. Even before the pandemic, the working conditions of

healthcare workers have always been challenging because it often involved intensely stressful and emotional situations in caring for those who are sick, they are also exposed to human suffering caring for those who are sick, they are also exposed to human suffering and death, they experience pressures from the patient family members and employers. Healthcare workers experience demanding physical work and long scheduled hours of work.

Mental health matters in many ways. In the Philippines, mental health remains a misunderstood topic. People with mental illness are often discriminated and this stigma only shows that a lot of Filipino lack proper information about mental health. There are numerous variables that discourage people from seeking treatment. One of the reasons is due to cultural beliefs emphasizing family and community, many Filipinos are more comfortable seeking help from family or friends before they seek out a professional. People who need help often try to hide their symptoms instead of discussing them, which actually causes their mental health to get worse. A major contributing factor preventing people from seeking treatment in the Philippines is the cost of treatment. It can be difficult to find an affordable counselor, psychiatrist, or therapist because of the lack of mental health professionals in the Philippines. Base on the article published in 2019 reports that 14% of Filipinos with disabilities have identified mental disorders. The Philippines is recognized that mental illness is the third most common cause of death. The year 2018, the Mental Health Act was passed, through this act mental health was established as a basic right of all Filipinos and aims to provide a more balanced approach to mental healthcare by addressing needs in both hospitals and communities. The act also seeks to conquer the stigma surrounding mental illness and reduce discrimination against people with psychological and psychiatric concerns. In addition to efforts made by the Filipino government, improvements in mental health have been at the forefront of the Philippine Mental Health Association. It also works to raise awareness about mental illness, provide treatment, and conduct research related to mental illness to continue expanding knowledge about these issues (Reyes, 2020).

March 16, 2020, when President Duterte announced the imposition of Enhanced Community Quarantine (ECQ) over Luzon, including Cavite the first thing that St. Dominic Medical Center (SDMC) done is to disseminate the safety protocol implemented by DOH and Dole in the workplace such as temperature scanner, alcohol all over the hospital corner, proper

wearing of facemask, face shield and PPE. They also did partition every cubicle and table, marking lines for social distancing. SDMC also prioritized the isolation area for the patient who has COVID. Another step that SDMC took to address the pandemic was to construct its own RT-PCR testing, they designated their parking area located in front of the Emergency Room as the swabbing station to provide enough ventilation. Some challenge that SDMC encounter is lacking of PPE and medicine due to growing demand. Based on the operational expenses, the management had to reallocate some of its budgets to more important activities like the COVID support program, which includes shuttle services, especially for those healthcare workers who experienced discrimination in public transportation, and medical assistance like vitamins and swab kits. The management also booked a hotel where the employees can stay so that they would not bring the virus home. SDMC also introduced e- consults where nurses and doctors are open for teleconsultation then the patients could consult with their doctors online. During the first year of the pandemic, there was a time that some healthcare workers resigned because their parents and family did not want them working in a hospital at that time. Due to a lack of staff, healthcare workers are very exhausted because of the long shift of hours and work.

In dealing with difficult and demanding situations, emotional intelligence (EI) is useful in helping healthcare workers cope with stressful situations given its capacity to promote motivation, empathy, cooperation, and good communication. According to Segal, et.al. (2020), emotional intelligence is the ability to understand, use and manage one's own emotions in a positive way to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. Emotional intelligence helps individuals build stronger relationships, succeed at school and work, and achieve their career and personal goals. Through this, emotional intelligence is vital in healthcare workers and hospital staff, as it enhances resilience and psychological well-being, and protects against burnout (Cascio, 2017). More specifically, emotional intelligence helps employees manage their emotional reactions and those of others and recognize the potential impact of their emotional states on their problem- solving and decision-making processes. Some significant misconceptions of EI are that it means being emotional, touchy-feely, charismatic' and easy-going all the time when in reality, the more emotionally intelligent someone is, the more they can channel their emotions positively (Mann, 2021).

Furthermore, the COVID-19 pandemic has inspired an outpouring of public appreciation for the country's frontline heroes. But while doctors and nurses deserve our praise, they are not the only ones risking their lives during the pandemic, in fact, we overlook the heroism and dignity of millions of low-paid, undervalued, and essential health workers like housekeeping aides, maintenance, lab tech, nursing aide, patient care techs, and medical waste handler. The SDMC gives hazard pay to their healthcare workers during the pandemic since the management saw their dedication and sacrifices to their work during trying times. With this, work values are also important to healthcare workers because values alignment helps the organization as a whole to achieve its core mission by providing a common purpose. When values are out of alignment, people work toward different goals, with different intentions, and with different outcomes. This can damage work relationships, productivity, job satisfaction, and creative potential (Understanding Workplace Values, n.d.).

High emotional intelligence and work values are important for employees to work efficiently in their job. An employee's affective reaction to his job refers to the extent to which one person likes their job or may be considered emotional attachment. Employees with low emotional intelligence and work values can negatively affect a company as they typically lack motivation, performs poorly, and possess negative attitudes (Loretto, 2019). Vicarious experience has been the greatest motivation of the researcher to conduct a study focusing on healthcare workers. Having a partner, employed in the hospital industry, the researcher has been aware of the different hardships that employees in the healthcare industry, especially during the COVID-19 pandemic. Also, the researcher opted to explore healthcare workers' emotional intelligence as this was found to equip employees with the necessary skills to adapt to situations and prepare them for unprecedented circumstances. As a human resource practitioner, the researcher aimed to develop a Mental Health Program that could enhance employees' emotional intelligence, align their work values, and eventually develop a healthy work environment.

Research Questions

This study intended to ascertain the emotional intelligence and work values among healthcare workers. The results of this study were used to devise a mental health program for healthcare workers. To prove possible relationships to the given variables, the researcher of this study specifically sought to answer



the questions.

1. What is the emotional intelligence level among the respondents in terms of the following:
 - 1.1 Emotional sensitivity;
 - 1.2 Emotional maturity;
 - 1.3 Emotional competency; and
 - 1.4 Overall emotional intelligence?
2. What are the work values of the respondents in terms of:
 - 2.1 Creativity;
 - 2.2 Management;
 - 2.3 Achievement;
 - 2.4 Surrounding;
 - 2.5 Supervisory relations;
 - 2.6 Way of life;
 - 2.7 Security;
 - 2.8 Associates;
 - 2.9 Esthetics;
 - 2.10 Prestige;
 - 2.11 Independence;
 - 2.12 Variety;
 - 2.13 Economic Return;
 - 2.14 Altruism; and
 - 2.15 Intellectual Stimulation?
3. Is there a significant relationship between emotional sensitivity and work values among the respondents?
4. Is there a significant relationship between emotional maturity and work values among the respondents?
5. Is there a significant relationship between emotional competency and work values among the respondents?

Literature Review

Methodology

Research Design

The researcher utilized the quantitative approach, specifically descriptive correlational design. The correlational study is a quantitative method of research where there are two or more variables from the same group of participants (Gravetter and Forzano, 2017). It aims to determine if there is a relationship between the two variables -- emotional intelligence and work values. As a research design, the correlational design aims to measure the relationship between variables, whereas stipulated variables in this study are emotional intelligence and work values among healthcare workers. The relationship was determined

through statistical treatment of numerical values obtained from the scores in the standardized questionnaires.

Research Locale

The study was conducted at St. Dominic Medical Center (SDMC), a private hospital located at Emilio Aguinaldo Highway, Bacoor, Cavite, Region IVA. SDMC is a tertiary care hospital sanctioned to operate a 100 –bed capacity by the DOH. Affiliated with the Philippine Hospital Association, Private Hospital Association and The Philippine Health Insurance

Corporation. SDMC is one of best-known tertiary hospital in the country. Founded in 1992, the institution is known for its quality, comprehensive yet affordable healthcare services on pediatrics, obstetrics and gynecology, internal medicine, surgery, ophthalmology, ENT (ears, nose, and throat) rehabilitation, industrial medicine and dental medicine. It is state-of-the-art healthcare that fuses the expertise of locally and internationally trained doctors and medical professionals with industry-leading technologies aiming to deliver excellent medical care. It is said that their clinical outcomes are comparable to, if not better than, the performance of the best hospitals overseas.

Sample and Sampling Techniques

The study utilized data collected on employees from different grade level (Staff, Officer, Professional and Supervisor-Managerial). This group represented the sample. Employees are assigned in different department such as Nursing Service Department, Radiology Department, General Service Unit, Laboratory Department, Cardio Pulmonary Department, and other departments related to the healthcare workers of St. Dominic Medical Center located at Emilio Aguinaldo Highway Bacoor, Cavite. Employees who left the organization on an involuntary basis or voluntary resigned employees are excluded from the study.

The respondents were selected through purposive sampling technique. It is also known as judgmental, selective or subjective sampling. It is a form of non-probability sample that is selected based on characteristics of a population and the objective of the study (Crossman, 2020). This study's criteria were as follows:

1. Age bracket of 21 – 55 years old.
2. Must be currently employed with a minimum of one



year of continuous employment in the same position with the company

3. Must be a regular employee of the company

4. Must be deployed during the pandemic

A total of one hundred five (105) qualified health care workers were identified and participated in the study.

Instrumentation

In conducting the research, two questionnaires were used. Know Your EQ: Emotional Quotient Test and Work Values Inventory. For Know Your EQ: Emotional Quotient Test it will help you to know more about yourself and about people around you. This test measures the way you use your emotional skills in your personal and professional life. While the Work Values Inventory test is designed to measure the values which are intrinsic and extrinsic in work and also to assess the goals which motivate man to work.

Data Gathering Procedure

Approval was gained from the Human Resource Department of SDMC, prior to data collection, which was designed to protect all the participants’ rights. Permission to conduct this research was granted in compliance with RA 10173 or the Data Privacy Act of 2012. The confidentiality provisions on not to mentioned or indicate any personal details of the respondents.

As this study required the participation of human respondents, certain ethical issues were addressed. The consideration of these ethical issues is necessary. The researcher relayed all important details of the study, including its aim and purpose to HR Officer. By Following the company's safety protocol guidelines, the HR Officer discuss per department the details of instrument, the process of data gathering, including the purpose of the study, and explain the importance of their voluntary participation.

HR Officer also disseminated the instruments to each department supervisor of the respective qualified respondents; only those employees who met the criteria of the study were given access to the link of the questionnaires. The online form of the instruments contained informed consent which the respondents will have to agree with first and several questions regarding their demographic profile before proceeding to the instrument proper. Since the instruments were disseminated online, responses were automatically generated to the electronic mail of the researcher.

Confidentiality and proper file handling were observed although out this process. The research instrument was accessible from July to September 2021.

After which, the researcher, with the statistician's help, analyzed the collected data, which eventually served as guide in writing the data analysis. Follow up question are also given to the respondent by HR Officer for more in-depth analysis. Eventually, the researcher was able to draw findings, conclusions, and recommendations grounded on the study results through the analyzed data.

Ethical Considerations

Approval was sought from the Director of the St. Dominic Medical Center (SDMC) and a researcher’s confidentiality undertaking was signed by the researcher. To protect confidentiality, identifiable details were excluded or disguised. Likewise, identified issues and needs were addressed properly in the proposed mental health program.

Statistical Analysis

The researcher used descriptive analysis to quantify the respondents' profiles.

For problems 1 and 2, the researcher used descriptive statistics to describe the study’s data essential features such as mean, frequency, and standard deviation.

For problems 3, 4, and 5 inferential statistics, specifically Pearson Product Moment Correlation (r), was utilized to determine the correlation between the variables of the study.

Result

What is the emotional intelligence level among the respondents in terms of the following:

Emotional sensitivity; Emotional maturity; Emotional competency; and Overall emotional intelligence?

Table 1. *Emotional Intelligence among Respondents*

<i>Emotional Intelligence</i>	<i>M</i>	<i>SD</i>	<i>Interpretation</i>
Emotional Sensitivity	87.86	11.89	High
Emotional Maturity	114.00	11.90	High
Emotional Competency	164.76	17.59	Extremely High
Overall EI	366.62	30.17	Extremely High

Figure 1. .



Table 1 shows the mean and standard deviation of all emotional intelligence domains which indicate high in emotional sensitivity ($x=87.86$; $SD=11.89$) and emotional maturity ($x=114.00$; $SD=11.90$); while extremely high in emotional competency ($x=164.76$; $SD=17.59$) and overall emotional intelligence ($x=366.62$; $SD=30.17$). All mean scores showed that these domains are far from the general mean as indicated in their standard deviation which was all higher than one.

The respondents' emotional sensitivity ($x=87.86$; $SD=11.89$) is the domain that respondents have to deal with more thoughtfully. As a permanent trait characterized by greater empathy, awareness, responsiveness, and depth of treatment for significant stimuli, emotional sensitivity suggests awareness both at the intrapersonal and interpersonal levels.

One of the authors of the Emotional Quotient Test, Singh (2003), defined emotional sensitivity in the psychological sense as a characteristic of being peculiarly sensitive and judging the threshold for various types of stimulations, evoking sensations, feelings, and emotions. Individuals, as emotional managers, may seek to evolve its four subdomains. First, understanding the threshold of emotional arousal. It identifies which triggered the particular emotion, the feeling behind such specification, and its extent. The second is empathy, which is defined as the ability to sense how other people feel, empathy also reflects the ability to share and accept another person's feelings. The author emphasized that in this context, the ability to listen to others without getting carried away by personal emotions is essential. It is necessary to distinguish between what others do or say and one's reactions and judgments. The third is improving interpersonal relations. Improving quality interpersonal relationships has a positive effect on all the parties. Positive interpersonal relations are a significant determinant of success. The key is to believe in the essential elements of trust, confidence, and reliance. He believes that people with poor interpersonal relations will experience considerable stress and anxiety and lack trust in others. Lastly is the communicability of emotions. The influence of emotions is contagious and navigates from one person to another instantaneously.

As observed from the respondents, their emotional sensitivity is displayed when they manage to maintain their composure during heated arguments. The pressing issues in the healthcare system are evidently aggravating the situations of medical frontliners. A lot of factors affecting respondents' emotions resulting

from conflicts are experienced. As much as possible, when the emotions are high, they try their very best not to engage in the same manner to avoid dispute and disagreement. They tend to communicate their emotions in an assertive manner, with respect and optimism. They also manifest emotional sensitivity by maintaining good camaraderie in the workplace. Shoobridge (2021) supported this by stating that team bonding creates a sense of belonging which improves the quality of the work environment. A trustful and reliable environment can improve the emotional sensitivity of the respondents, thus strengthening the level of camaraderie at the workplace. A high level of interpersonal relationship produces less stress and anxiety and exhibit high confidence among colleagues (Nappo, 2020).

In terms of the emotional maturity domain ($x=114.00$; $SD=11.90$), in general, it involves the respondents' high and appropriate level of emotional control and expression which is their behavioral pattern while dealing with the inner self and the immediate environment. In the face of fears and current stresses of healthcare workers, they seriously strive to build their emotional resilience and maturity to improve their EQ. According to Dr. Timothy J. Legg, an emotionally mature individual gives off a sense of "calm amid the storm" attitude. Healthcare workers are the ones who look to when going through a difficult time because they perform well under stress. They know how to respond to tough situations and still keep their cool (Lamothe, 2020).

The healthcare workers of St. Dominic Medical Center (SDMC) experience high levels of stress and fatigue due to long shift hours and work load. Aside from that, isolating and social distancing seemingly breaks the connection between their colleagues and peers, contributing to the lack of awareness of what has been transpiring to the people they are usually updated with. Their rest as an attempt to recuperate has been also limited, and thus, they experience time pressure. Davis (2016) defined time pressure as psychological stress that occurs when a person has less time available (real or perceived) than is necessary to complete a task or obtain a result—citing the respondents' experiences, as they perceived that they had limited time, their focus narrows. This explains why they are less sensitive to their intrapersonal and interpersonal relationships. According to Wang et al. (2021), social sharing presented a negative effect that was always kept concealed in terms of the impact on emotional exhaustion. Their findings suggest how time pressure influences the emotional exhaustion of healthcare workers during the COVID-19 period. Although social

sharing is commonly regarded as positive behavior, they identified a dark side in terms of its impact, as well as the need to improve cognitive reappraisal, which may present a positive strategy toward alleviating emotional exhaustion. Having said this, respondents shared that their management arranged hotel reservations as their sanctuary to avoid being discriminated against and as a way to protect their significant others from the haphazard of working in the healthcare system during the pandemic. The provision made them cope with the struggles of working during the pandemic, thus, eventually enjoying fellowships with their colleagues who chose to stay with them.

The result indicates that the respondents exhibited extremely high emotional competency ($x=164.76$; $SD=17.59$). This means that in general, the healthcare workers have an ability to understand their own feelings, they can express them appropriately, and know how to self-regulate their emotions. Even before the pandemic the healthcare workers are already exposed to the life and death situation but then, they still manage their feelings and emotions. This is supported by the study made by Stamouli (2021), which found out that healthcare professionals with high emotional competence are able to deal more effectively with dissatisfaction in the workplace so that organizational commitment remains unaffected. In addition, emotional competence of healthcare professionals is important for increasing job satisfaction and commitment to the job. Especially for healthcare professionals whose job satisfaction is low, a high level of emotional competence enables them to maintain a high level of organizational commitment.

As the Philippines undergo a new set of quarantine protocols and have the strictest and most extended lockdown globally, COVID-19 cases continue to rise. The healthcare system of the nation's capital has reached a critical level. Given the apparent tenure of patients in emergency care and admission, the healthcare system has been overwhelmed. The pandemic intensified the predisposed situation of the healthcare system worldwide, especially in developing countries like the Philippines. The healthcare workers in the study were not exempted in being at their maximum best in delivering their services to their clients, a clear display of their extremely high emotional competence.

Lastly, in terms of the overall emotional intelligence, the respondents fall on the extremely high range of interpretation ($x=366.62$; $SD=30.17$). According to Singh (2007), emotional intelligence is the ability to identify and manage one's own emotions, as well as

the emotions of others. Emotional intelligence is generally said to include a few skills: namely emotional awareness, or the ability to identify and name one's own emotions; the ability to harness those emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes both regulating one's own emotions when necessary and helping others to do the same. Respondents from the SDMC are also in the threshold of change responsible to the call to excellence even prior to the onset of the pandemic. The culture of excellence in the hospital industry integrates emotional intelligence among the supporting staff being the hospital's greatest asset in building health care service.

Furthermore, emotional intelligence is useful in helping health care teams come up with stressful situations given its capacity to promote motivation, empathy, cooperation, and good communication. During the pandemic, emotional intelligence represents a resource for health care leaders to deal with the emergency. It acts as a stress buffer helping to recover faster from stressful situations. Most health care organizations have increased their complexity. Health care leaders need to develop and apply emotional intelligence skills in order to cope with higher and sustained pressures.

Also, experts believe that emotional intelligence is a valuable asset in the workplace. People who possess high emotional intelligence are healthier, less depressed, more productive at work, and have better relationships. A good knowledge about others' emotions and an ability to manage them can help a person to gain success and satisfaction in his work (George, 2012).

Proof indicative of the extremely high emotional intelligence among the respondents can be gleaned as Romualdez (2020) revealed through Philippine Star that Filipino nurses, doctors, caregivers, and healthcare workers are very much appreciated in so many states all over the United States. Most are frontliners carrying the heavy burden brought by the new coronavirus pandemic, working almost 24/7 as they help in the extraordinary effort to save the lives of people in the US.

There is also this Filipina nurse working for over 24 hours at the Intensive Care Unit where she had a patient she was attending to. The nurse was the only connection to the patient's family and using her own phone, the family and the patient were able to see each other via FaceTime. The Filipina nurse continued doing that until the patient passed away.

No doubt the nurse is just one among the many who serve in the frontliners and go the extra mile beyond what is expected – going out of their way to ease the pain of the patient’s family, making them feel better that their loved one is being given special care. Filipino nurses are known to go above and beyond their call of duty.

What are the work values of the respondents in terms of:

Creativity; Management; Achievement; Surrounding; Supervisory relations; Way of life; Security; Associates; Esthetics; Prestige; Independence; Variety; Economic Return; Altruism; and Intellectual Stimulation?

Table 2. Work Values among the Respondents

<i>Work Values</i>	<i>M</i>	<i>SD</i>	<i>Interpretation</i>
Creativity	13.73	1.61	High
Management	12.11	1.79	High
Achievement	13.98	1.49	High
Surrounding	13.85	1.35	High
Supervisory Relations	13.80	1.86	High
Way of Life	13.64	1.51	High
Security	13.70	1.45	High
Associates	12.82	1.73	High
Esthetics	12.73	1.86	High
Prestige	13.10	1.82	High
Independence	12.46	1.80	High
Variety	12.58	1.82	High
Economic Return	13.70	1.65	High
Altruism	14.11	1.34	High
Intellectual Stimulation	13.56	1.48	High
Overall EI	366.62	30.17	Extremely High

Figure 2. .

Table 2 shows the work values of the healthcare workers. As perceived by the respondents, the three highest domains are Altruism ($x=14.11$, $SD=1.34$), Achievement ($x=13.98$, $SD=1.49$) and Surrounding ($x=13.85$, $SD=1.35$), meanwhile, domains which are Management ($x=12.11$, $SD=1.79$), Independence ($x=12.46$, $SD=1.80$), and Variety ($x=12.58$, $SD=1.82$) got the lowest remark but interpreted as high.

The highest work value among the respondents is altruism ($x=14.11$; $SD=1.34$) which enabled them to contribute to the welfare of others – both their patients and co-workers. The health workers in the study showed altruism through their cooperative unselfish acts beneficial to others. Cherry (2021) defined altruism as helping someone despite personal costs and risks without any reward which is evident to caring professionals like healthcare workers. For instance, respondents, especially during the peak of the pandemic where surges stayed at their momentum,

have shown willingness to work even beyond contracted hours, regardless whether they shall be given overtime pay or not. Most of them are also open to teleconsultation, even during break times and at the end of their shifts. On the study of Wang (2020), the healthcare workers showed care for patients infected by COVID-19 although they still have the fear of being infected. In the current study, the healthcare workers also admitted that they were tired and weary, but their altruism glowed more when they unanimously agreed that every recovering patient boosts their passion for helping. They felt like their efforts were not in vain. The work nature of the respondents also suggests their strongest trait, which is reflected in their work values.

Good work values are what make the foundation for a good employee. According to Penny Loretto (2019) employers value employees who understand and possess a willingness to [work hard](#). In addition to working hard, it is also important to work smart. This means learning the most efficient way to complete tasks and finding ways to save time while completing daily assignments. It is also important to care about one's job and complete all projects while maintaining a positive attitude. In a hospital setting, altruism is one of the strongest work ethics of the healthcare workers since it is in the purest form which exists on a one-way good deed where the giver of care does not expect anything in return.

Missel et al. (2020) explained that it is common among healthcare professionals, especially those who experienced the COVID-19 impact, to be associated with a stoic and altruistic orientation towards their work. Their solid professional identity overriding most concerns about their health and awareness about their family and friends' COVID-19 infection risk was part of their jobs; and this, did not falter in their belief that they were doing the right thing by focusing on their core area. The altruistic trait of the respondents motivates them to continue on their commitment to their profession despite the risk of contracting the virus.

In a study conducted by Wang et.al. (2020) the healthcare workers caring for patients with COVID-19 had low stress level, although they still had the fear of being infected or uncomfortable feeling caused by personal protective equipment. A low stress level among healthcare workers indicated their professional devotion and altruism during COVID-19 epidemic. Medical institutions and the government should continue to strengthen infection prevention measures and provide more comprehensive care involving

families of frontline healthcare workers, especially nurses and married staff. It will be a lesson to other countries that awaking healthcare workers inside motivation and providing necessary support from government and society were significant. In relation to this study, the health care workers in the current study also displayed dedication and altruism in their work despite minimum support from the medical institution and the government.

The second top work value among the respondents is achievement ($x=13.98$; $SD=1.49$). According to Donald Super (1970), achievement is defined as a value associated with a job that gives a feeling of accomplishment upon fulfillment. It appears to assess a task orientation and a liking for work with evident results. On the view point of the respondents, they share the victories and are fueled to continue to work, they feel the honor to serve even in very trying times, and having patients who come home alive and well far outweighs the negativity. As the pandemic struck, health workers were evidently put into the value hierarchy among the number of professionals. They are reminded that being employed in the medical field is more than a profession but rather a calling. They have a groupthink that their very purpose is to help people and their colleagues-- that in good times and especially in bad times; they can depend and rely on each other, serving the same purpose.

Based on this, it could be gleaned that respondents are motivated in their workplace. It reveals that their individual level of willingness to exert and maintain an effort toward organizational goals is impressive and are more likely satisfied with their jobs (Intra Health Librarian, n.d.). As they retain in their work, there are isolated cases of attrition though there is a shortage of qualified health workers. Though a definite challenge is perpetuating as the pandemic is not nearing its end, respondents' achievement work values are relevantly high, and as such are motivated to persevere and thrive amid the unwanted situation. Moreover, Cherry, (2022b) explained this as Horney's need theory for personal achievement. According to her, people push themselves to attain greater things as a result of basic insecurity. They fear failure and feel a constant need to accomplish more than other people and to top even their own earlier successes. In relation to Horney's moving toward people, respondents also manifest a strong need for relationships which is why they engage in altruistic behavior, which high scores in Table 2 revealed.

Achievement work value as displayed by the respondents, exemplified their utmost feeling of

accomplishment in dispensing their functions as frontliners and go the extra mile beyond what is expected – going out of their way to ease the pain of the patient's family, making them feel better that their loved one is being given special care. On the other hand, their achievements vary and are more likely based on their set priorities like family and relationships, aside from career growth.

Another high-scored domain is surrounding ($x=13.85$; $SD=1.35$). Super (1970) defined surrounding as work which is carried out under pleasant conditions – not too hot or too cold, noisy, nor dirty. The environment that surrounds the respondents at work is one of the best in their area. As a prestigious hospital in the region, respondents appreciate their surroundings, which are way better than other hospitals, especially compared to some government-funded hospitals. These conditions are upholding the hospital's vision to be one of the leading hospitals in Asia and the Pacific Region recognized for excellent healthcare.

Most of the respondents have competitive salaries, granted that they are provided with provincial rates in their region. The administration's support can also be attributed to the positive scores in this domain on surrounding. The importance of health and safety in the workplace is a duty and moral responsibility of the company to look after the employee's protection. Added in the concerns of the pandemic are additional conversations to have at work to make sure everyone's health and safety are considered. According to Bocaney, (2021), cultivating a healthy environment produces positive results that drive company success. Employees who love their work and have a good relationship with their co-workers are more likely to do all they can for the company's success. A positive workplace culture affirms each employee's value, dignity, and worth, which benefits the individual and the company.

Surrounding as a domain means that its result is parallel to another high domain variable, Supervisory Relations. As a value, supervisory relationships are associated with "work carried out under a fair supervisor and with whom one can get along." It denotes the importance of getting along with the boss, as in cases with extreme scores. Sikolohiyang Filipino emphasizes the importance of *kapwa* to recognize a shared identity, an inner self, shared with others. Lagdameo-Santillan (2018) supported Enriquez by acknowledging *kapwa* as a Filipino linguistic unity of the self. The other is unique and unlike in most modern languages as it implies such inclusiveness is the moral obligation to treat one another as equal



fellow human beings. As work values, surrounding and supervisory relations both highlight the *pagka-Filipino* of the respondents. Respondents openly reviewed their bosses as approachable while their colleagues as kind. Citing the innate psychology of the Filipinos, respondents are naturally relational.

Filipinos worldwide are known not just as hardworking but also as friendly and sociable. *Kasama*, which means someone I am with, or "to be with or be together with," suggests relationships that embrace close colleagues as extended family. As a sign of endearment, respondents refer their colleagues and supervisors to call signs that suggest close relationships that deep register on the Filipino psyche. They usually address them as *kapatid* (sibling), *mamshies* (mother), *bebe* (baby), *dear*, *nanay* (mother), *paps* (father), etc. According to Lagdameo-Santillan (2018) terms of endearment is a manifestation of Filipinos wanting their *kapwa* as someone to fulfill their physical and psychic space; and as such, respondents' life in their work setting is more collective. Their shared identity leads to shared work and, often, shared success and failures.

Respondents shared that even though their management set up a station to relax and stay if they do not wish to go home in fear of getting their family members infected, it is difficult for them not to discuss matters with the group. Their *kumustahan* signifies their concern for each other's family members, especially for their safety and security. Therefore, their harmonious relationship with their colleagues and peers attribute to their high scores in supervisory relations and surroundings.

Meanwhile, domains such as Management ($x=12.11$, $SD=1.79$), Independence ($x=12.46$, $SD=1.80$), and Variety ($x=12.58$, $SD=1.82$) are the identified lowest domains among their high verbal interpretation. In general, scores are relatively high and were still identified as impressive areas.

First among them is management ($x=12.11$; $SD: 1.79$) which is associated with permission to plan and layout work for others. One of the respondents shared her experience during the first quarter of the pandemic, saying that as nurses they struggled because they felt that the Human Resource Department and the management lacked the initiative to help them. Perhaps, the best thing that was done to them was to secure partitions to observe social distancing. As someone deployed in the field, they are aware of what is happening as they are exposed to firsthand experiences. However, the lack of strategic exposure

and opportunities to exercise their authority and power disables them from formally designing analyses that would help the management. As they feel tough consequence of the pandemic to everyone, they are mindful that their management is also struggling with them.

As a significant part of management, maintaining or improving a satisfied workforce contributes to organizational, individual, and societal goals. The SDMC management mandated to all workers to observe strict health protocols to reduce the transmission of COVID-19 as the Enhanced Community Quarantine (ECQ) and General Community Quarantine (GCQ) remain in effect, this is also in compliance with the guidelines set by the Department of Labor and Employment (DOLE). In the Interim Guidelines on Workplace Prevention and Control of COVID-19 signed by Trade Secretary Ramon Lopez and Labor Secretary Silvestre Bello III, workers and employers are required to follow total precautionary measures as the country grapples with the containment of the deadly COVID-19.

Strict adherence with the following guidelines were mandated: (1) That, before entering the workplace, all employers and workers must have face masks, and it must be worn at all times and remove the same only when eating/drinking. (2) Employers shall provide the appropriate face masks for workers. (3) All are also required to accomplish daily health symptoms form, undergo temperature check, and have them recorded in the health symptoms questionnaire. (4) The employer must provide the DOLE through its Regional Office, copy furnished DOH, the monthly reporting of illness, diseases, and injuries utilizing the DOLE Work Accident/illness Report Form (WAIR). (5) As a rule, if a worker has a temperature of $> 37.5^{\circ}\text{C}$, even after a 5-minute rest, or if his response in the questionnaire needs further evaluation by the clinic staff, the person shall be isolated in an area identified by the company and will not be allowed to enter the workplace premises. (6) Clinic staff assigned to assess the workers held in the isolation area shall be provided the appropriate medical grade PPEs by the establishment which shall include but not limited to, face masks, goggles/face shields, and or gloves. (7) Disinfection must also be done for equipment or vehicle entering the establishments, including facilities, and touched objects, such as doorknobs and handles, at least once every two hours. (8) On top of observing at all times physical distancing, proper respiratory etiquette and disinfection protocols, eating in communal areas are also discouraged, and if this is not possible, the employer shall ensure a one worker per table and one-

meter distance per worker scheme. (9) Workers are also discouraged to engage in conversation, as well as prolonged face to face interaction with workers and clients. (10) Establishment visitors must accomplish the Visitor's Health Checklist Form. (11) Meetings needing physical presence must also be reduced or avoided. (12) Private establishments are also mandated to implement alternative work arrangements, such as working-hour shifts, work from home (WFH), where feasible, and on a rotation basis. (13) If feasible, employers must also provide shuttle services and/or decent accommodation on near-site locations to lessen travel and people movement. (14) A worker suspected of having COVID-19 must be brought to the nearest hospital if needed. (15) The guidelines mandate companies to put up a COVID-19 Hotline and Call Center for employees to report if symptomatic. (16) Employers may test workers for COVID-19. Testing kits used and procured shall be the responsibility of the employer. (17) Most 'at risk' workers and vulnerable groups, or those 60 years old or of any age with comorbidities or pre-existing illness, such as hypertension, diabetes, cancer, or with immunocompromised health status; or with high-risk pregnancy are encouraged to do work from home arrangement. A work agreement is required to be developed by employers which would detail the deliverables from these employees and there shall be no diminution in wages or benefits.

Independence ($x=12.46$; $SD=1.80$) is another high score dimension but ranked second among the lowest scores. This is about respondents' work which permits the healthcare worker to work at his own pace, as fast or as slowly as he wishes. It reflects a pleasure orientation and is less likely to score high in white-collar jobs like healthcare workers because their tasks require actual interaction with humans rather than with machines. One of the possible causes behind the score is the lack of liberty among the respondents in dealing with the virus and the instructions to the protocol that are cascaded to them. Decision-making is a challenge because one mistake can stimulate the uproar of patients and can be interpreted as insubordination by the management. A lot of rules have been imposed, and because the atmosphere of the pandemic in the hospitals is quite stressful, respondents lack the courage to be decisive and instead consult everything with their immediate supervisors.

Their hesitance to take over a more critical role during the pandemic has both independence and management causes. One of these is that they develop fewer flow experiences. They cannot practice independence as their work value in fear that they will be reprimanded

once found at fault. Bartzik et al. (2021) explained that healthcare workers felt more stressed during the pandemic, had fewer flow experiences, and were less satisfied with their work, life, work performance, and well-being than before the pandemic. They felt more appreciation from society but less from their patients. However, that is not the case for every respondent. Some of them shared that they excel in independence eventually by being in charge of patients. Initially, it could be disadvantageous to perceive that they are alone or maybe two at a unit. Yet, they describe that instant as a momentum of their adrenaline to monitor every patient even if they are outnumbered. Morton (2021) defined Filipino healthcare workers as resilient pillars during the pandemic. As the healthcare industry disperses, Filipinos shine brighter because of their outstanding work values and innate nature of helping.

Nevertheless, independence results could also suggest that healthcare workers lack the holistic sensation they feel when they act with total involvement. Also, self-reported well-being differed across occupations, roles in the pandemic response, and work settings. Healthcare workers in the respiratory, infection, and emergency departments expressed more worries compared to those who worked in other hospital wards. Chemali et al. (2022) added that guilt also formed in healthcare workers' when things went down, even though determinants of events can be classified into the external locus of control. Similarly, those on the frontline seemed more likely to experience feelings of helplessness and guilt as they witnessed the worsening situation of COVID-19 patients. In contrast, non-frontline healthcare workers seemed to experience guilt due to not supporting their frontline colleagues since the respondents are not in managerial responsibility, they reported lower concern for the management domain and independence.

Lastly, variety ($x=12.58$; $SD=1.82$) registered as the third lowest among the high work values among the respondents. Variety is manifested in the work that provides an opportunity to do different jobs. It appears like a pleasure rather than a task orientation. During the COVID-19 pandemic, healthcare workers experienced increase of workload and working hours.

However, such a situation is almost the same. It could be gleaned that respondents working conditions lack the element of variety as it may appear routinary. Industrial psychologists suggest that to make jobs more rewarding, personnel should design programs that improve the quality of life in the workplace (Cherry, 2019).



Moreover, the management personally recognized the sacrifice of healthcare workers and medical frontliners on their dedication and commitment. During their monthly meetings, they have a chance to update one another on their current disposition and difficulties. One of them shared that they constantly coordinate with their manager and medical director with regards to their management, emphasizing that communication has been an integral key to understanding and less conflict. According to them, regardless of someone's rank, everyone can be a bigger person to diminish conflict. Furthermore, respondents agree that they excel by being professional in everything they do with teamwork, resulting in a smooth workflow.

Is there a significant relationship between emotional sensitivity and the work values among the respondents?

Table 3 illustrates the relationship between the emotional sensitivity domain of emotional intelligence and work values. Among the domains presented in Table 3, it could be gleaned that emotional sensitivity has positive moderate relationships with supervisory relations ($r=0.335$; $p=0.003$); altruism ($r=0.284$; $p=0.034$), achievement ($r=0.262$; $p=0.007$), and way of life ($r=0.256$; $p=0.008$).

The respondents' emotional sensitivity and supervisory relations are significantly related to a moderate degree. Super (1970) characterized supervisory relations as a value associated with work which is carried out under a supervisor who is fair and with whom one can get along while the emotional sensitivity brings about the characteristic of being peculiarly sensitive and judge the threshold for various types of stimulations, evoking sensations, feelings and emotions. The relationship between these two variables suggests that their ability to stay proactive instead of reactive to emotionally arousing events is moderately related to their relationships, especially relationship towards their supervisors and the factors under the said variable of work values. Though there is a relationship, the said degree tends to stay on average.

Table 3. *Correlation Between Emotional Sensitivity and Work Values among the Respondents*

Work Values	R	Interpretation	P-value	Decision	Conclusion
Creativity	0.143	Positive Weak	0.146	Accept Ho	Not Significant
Management	0.082	Positive very weak	0.407	Accept Ho	Not Significant
Achievement	0.262	Positive Moderate	0.007**	Reject Ho	Significant at 0.01
Surrounding	0.198	Positive weak	0.043*	Reject Ho	Significant at 0.05
Supervisory Relations	0.335	Positive Moderate	0.000**	Reject Ho	Significant at 0.01
Way of Life	0.256	Positive Moderate	0.008**	Reject Ho	Significant at 0.01
Security	0.207	Positive weak	0.034*	Reject Ho	Significant at 0.05
Associates	0.119	Positive weak	0.226	Accept Ho	Not significant
Esthetics	0.078	Positive ver weak	0.0428	Accept Ho	Not significant
Prestige	0.209	Positive weak	0.032	Reject Ho	Significant at 0.05

Figure 3. .

Figure 4. .

Independence	0.091	Positive very weak	0.356	Accept Ho	Not significant
Variety	0.132	Positive weak	0.181	Accept Ho	Not significant
Economic Return	0.163	Positive weak	0.096	Accept Ho	Not significant
Altruism	0.284	Positive moderate	0.003**	Reject Ho	Significant at 0.01
Intellectual Stimulation	0.072	Positive very weak	0.467	Accept Ho	Not significant
Overall EI	366.62	Extremely High			

Figure 5.

From the respondents, despite the hazard during the pandemic, their work values remained good natured, defining their colleagues regardless of their position as pleasant, amiable and with kind disposition. They are also warm, friendly, and easy to go with. It has been evident that respondents appreciate their work leaders as approachable and understanding as they also define them as just and humane. They added that while they still uphold the rules for an instance, in emergency room, they manage to respect the values of one another. In cases of extreme scores, supervisory relations create an impression of intense importance to attachment. However, the positive moderate relationship of this particular work value suggests that respondents are tolerably peculiar with their judgment on emotions and its thresholds. More likely, that when they evoke feelings and sensations, alongside with the stimulus that trigger them, the movement of their supervisory relationships as a variable, is moderately affected.

Regardless of the surroundings, Cerezo-Pann (2018) explained that Filipino healthcare workers can deliver excellent service, capitalizing on their skills and heightened emotional sensitivity to care for other people. Furthermore, the act of professionalism delivered by the leaders of the respondents gained their

colleagues' respect. For an instance, whenever their colleague committed a certain mistake, supervisors talk to them in private. They also process their mistakes and actions, and has faith to their people that they can redeem themselves whenever possible. They do not stereotype people and always believe that their positive contribution can outweigh their shortcomings. Aside from that, they establish a trusting environment essential in getting their honest opinions and transcending their genuine feelings. They are inspired, influential and empathetic, and like a double-edged sword, they also have the ability to be inspirational and influential. Their supervisors in particular, develop self-awareness by detaching from biases and focusing on proactive plans and positive attitudes. They also commended the way their Human Resource response whenever their emotions become shaky, and uncertainties flood their thinking. For them, they manage stress through the help, alongside with boosting their moral and providing webinars for their wellness monitoring and updates. The Human Resource Department also exemplifies neutrality between employers and employees. They follow the protocol and abide the law with the guidance of the Department of Health and Inter-Agency Task Force, in terms of managing the pandemic and balancing the conflicts of staffs. The Human Resource Department, health workers, administration personnel, and others showcase their teamwork and patience, as well as understanding and respect with everyone. Every staff feels appreciated, which directly affects their emotional sensitivity.

Similarly, there is a moderate positive relationship between emotional sensitivity and altruism (r -value=0.284; p -value=0.003). In the psychological sense, sensitivity is the characteristic of being peculiarly sensitive and judge the threshold for various types of stimulations, evoking sensations, feelings and emotions. Based on the current study, it is evident among the respondents that altruism is dictated by emotions justifying that altruists secure an immediate payoff from performing altruistic acts, therefore, no element of self-control is present, and no future reward is required or expected. This explains that in comparison to financial benefits, respondents tend to be more emotionally sensitive together with their altruistic motive, to a moderate positive degree. In as much as they admire rewards, they also maintain the ability to be aware of the relationship between feelings and actions. This explains respondents' acknowledgment of everyone's efforts in combatting challenges, especially during pandemics; they can share and accept another colleague's feelings. Conflicts are to a minimal degree as they understand

everyone's tension and fatigue, most notably that they work more than the required time. They understood that, in general, all are physically, mentally, and psychologically exhausted to the point that they just cry but still choose to combat the predisposed and precipitating dangers of the pandemic.

Moreover, respondents felt that during their most crucial moments, when they are always at the edge, most tense on dealing firsthand COVID cases, their emotional intelligence is at stake. Receiving allowances and benefits during the pandemic is touching, but according to the respondents, what is more, heartwarming is the miracle they experience whenever a patient survives. They defined the virus as an unseen predator, which tested their faith and survival instinct. They agree that such an enormous challenge develops their patience, understanding, respect, and patient care, especially as they see their young patients. When children were hospitalized because of COVID, parents were not allowed to be with their children. With such a heartbreaking scenario, respondents' emotional sensitivity was intensified as they try their best to be the parents of the children they are not with during their most difficult times. Their emotional sensitivity and altruism speak volume of graciousness and altruism by offering more than what their job requires, granted that it is extended to its optimal state, they are still willing to give more and sacrifice bigger in order to attain a bigger purpose.

One of the four types of altruism according to Waters (2021), is group-selected altruism, this kind of altruism is based on group affiliations. Example to this is the viral run challenge of 27 years-old Olivia Strong set out to raise £5,000 (about \$6,212) for U.K. healthcare workers fighting COVID-19. She never expected she would raise over £5 million. Her campaign was called 'Run for Heroes.' She started it after she noticed people taking advantage of their once-a-day permission to exercise outside. Under lockdown rules, people were only allowed to leave the house for essential work, grocery shopping, and one form of daily exercise. Strong said, "if we combine our one form of exercise a day that we're currently getting because everyone's out running anyway, then maybe we can make a difference." She decided on the tagline 'run, donate, nominate.' It stood for running, walking, or cycling 5km, donating £5, nominating another five people to do the same. The campaign resulted in 800,000 participants, 64,000 followers on Instagram, and a combined distance that equals a trip to the moon and back. Over £5 million in proceeds were donated to NHS Charities Together for British healthcare workers battling the virus (McKeever, 2020). With that kind of

gesture, Olivia Strong understands someone's situation, see their perspective and she is aware on the feelings of others, that is why she choose to help others without anything in return.

Next is, the positive moderate relationship between respondents' emotional sensitivity and achievement (r -value=0.262; p -value=0.007) suggests that respondents maintain and develop a harmonious relationship with their management. On the other hand, managers show impressive interpersonal relationships with their employees, involving promotions and other opportunities to grow even in the middle of the pandemic. Instead of cutting their allowance, the management sees to it that in as much as possible, respondents are delighted with their hygienic motivation and even gained more as they sacrifice themselves. However, an achievement which is moderately related to emotional sensitivity is not limited to external perks and gains they experienced. This also pertains to the context of liking a work, as it brings satisfaction through accomplishment.

Respondents excel in management because they were granted the opportunity to explore other experiences for growth and development while being properly trained. Without the proper training and the right mindset, they explained that they would refuse to commit to the extra task assigned to them. This supports those respondents are after a growth mindset rather than just the pay. In relation to altruism, they are willing to even if the task has additional compensation or none. It signifies the moderate positive relationship with emotional sensitivity in the sense that they are able to delay gratification of reacting impulsively but rather try to explore solutions to threats and being a weapon of contribution. Before the pandemic, respondents recall happy memories they share opening a variety of activities. Their institution is also known as one of the best in their field and it accentuates their being as a professional. More likely, when it comes to prestige, which is an underpinning of achievement, respondents' desire for the respect of others rather than for status or power is evident. Their emotional sensitivity permits them to experience a cheerful environment and effective communication from their management and vice versa. Eventually, they experience confidence and self-respect, values that are alongside achievement. Respondents also shared that they do not feel inferior to their supervisor, emphasizing that they portray genuine respect towards their leadership and management, in return as the latter respects them. Achievement in this context has been internalized by the respondents as a good status in holistic dimension, not limited to career but extended

to relational instead.

Contrary to Reeves & van Drie's (2022) statement that healthcare workers feel not respected, respondents experience recognition as front liners and modern heroes. However, their stories of public discrimination and embarrassment are alongside this ecstatic feeling. One of the respondents shared that the pandemic taught him as a health worker to exercise his professionalism by enhancing his patience, understanding, respect, and patient care. Though the world went against them, for him, every time he saw his patients' faces suffering from the virus, especially children, he took pride as a healthcare professional. The hope that a healthcare worker, and their patient holds unto them includes attributions to their sense of achievement Absn, (2022) illustrates nurses as the backbone of the healthcare industry. As patient advocates and skilled care providers, there has never been more critical in meeting the healthcare needs of a growing number of patients during the pandemic.

As a contributing factor to achievement and emotional sensitivity, respondents seek good camaraderie and harmonious relationships as the most nurtured values of their institution among their employees. They also feel trusted though they admit that during the initial year of the pandemic, they are more likely afraid to become independent in matters concerning their tasks and duty, letting the management handle them. However, the management always assures them, backing up with their skills and expertise. Most of the respondents stayed in their workplace because matters like good leadership promote trust, confidence, and reliance.

Lastly, the positive moderate relationship between respondents' emotional sensitivity and way of life (r -value = 0.256; p -value = 0.008). Super (1970), describe that way of life is the value associated with the kind of work that permits them to live the kind of life he chooses and be the type of person he wishes to be. First and foremost, if you're looking to enter the healthcare industry, it's really important that you are passionate about what you do. At the end of the day, it's not just a job, it's a commitment to helping others. It can be demanding and challenging, but also rewarding, so you need to really love what you do. It's about having the right attitude and getting up each day, excited for what lies ahead, knowing you will be making a difference- however big or small. Also, a good health professionals will be able to communicate effectively. You won't be sitting in front of a computer all day, you're working with people day in, day out, building relationships. You need to be able to listen

and consult with your patients and their families, understand their needs and be able to explain their care plan in a way that makes sense to them so they feel valued and supported. And good health professional can show compassion to their patients and provide comfort when they need it. At times, your patients may find themselves in difficult or frustrating situations and they need someone to listen, to understand and respect their wishes or point of view. If you respond kindly, with empathy and understanding, it will have a positive impact on your patient. Cerezo-Pann (2018), explained that Filipino healthcare workers can deliver excellent service, capitalizing on their skills and heightened emotional sensitivity to care for other people. They also manifest the emotional sensitivity by showing care for other people. According to SDMC healthcare workers, share that the main reason why they are in the health care industry is because they want a fulfilling work, they want to make a difference in others life, and they want to help and save lives. Because of that it's a fuel for them to work with satisfaction and motivated and with a happy heart.

Is there a significant relationship between emotional maturity and work values among the respondents?

Table 4 shows the relationship between the emotional maturity and work values domains. Based on the results, among the 15 work values measured, only variety (r -value=0.265; p -value=0.006) and management (r -value=0.200; p -value=0.041) domains have significant relationships with emotional maturity, leaving the 13 remainders of work values not significantly related with emotional maturity. The variety domain of work values is associated with work that provides an opportunity to do different types of job while management work value permits one to plan and lay out work for others.

Table 4. *Correlation Between Emotional Maturity and Work Values among the Respondents*



Work Values	R	Interpretation	P-value	Decision	Conclusion
Creativity	0.054	Positive very weak	0.587	Accept Ho	Not Significant
Management	0.200	Positive weak	0.041*	Reject Ho	Significant at 0.05
Achievement	0.080	Positive very weak	0.415	Accept Ho	Not significant
Surrounding	0.080	Positive very weak	0.416	Accept Ho	Not significant
Supervisory Relations	0.126	Positive very weak	0.201	Accept Ho	Not significant
Way of Life	0.022	Positive very weak	0.820	Accept Ho	Not significant
Security	0.024	Positive very weak	0.820	Accept Ho	Not significant
Associates	0.038	Positive very weak	0.808	Accept Ho	Not significant
Esthetics	0.018	Positive very weak	0.018	Accept Ho	Not significant
Prestige	0.058	Positive very weak	0.559	Accept Ho	Not Significant

Figure 6 .

Independence	0.030	Positive very weak	0.758	Reject Ho	Significant at 0.01
Variety	0.265	Positive moderate	0.006**	Reject Ho	Significant at 0.01
Economic Return	-0.010	Negative very weak	0.917	Reject Ho	Significant at 0.01
Altruism	0.013	Positive very weak	0.893	Accept Ho	Not significant
Intellectual Stimulation	0.111	Positive weak	0.258	Accept Ho	Not significant

Figure 8 .

One of the emotional factors of emotional maturity that Dalip Singh described is adaptability and flexibility this is knowing how and when to take the lead and when to follow are both essential emotional skills. You should know when to be aggressive and when to be passive. You should also know that there is a time to confront, withdraw, speak and remain silent (Singh, 2003). In connection to variety domain of work values it associated with work that provides an opportunity to do different types of job. Adaptability can be defined as creating modifications or changes in oneself to adapt or suit the new environment. For a work environment culture, it connotes being opened to new ideas, innovations, or alterations. Someone with this skill can work independently or in groups, or perform tasks not designed only for a single individual. Employers, are buying into flexible job descriptions and rotation of roles, as against single positions. Adaptability is a sought-after competency as it shows the individual can adapt to new technology trends and ever-changing customer needs. It is also connected to career progression as the employee becomes more equipped and versatile. An adaptable employee is an individual that can implement multiple tasks, perform various assignments by establishing priorities, and making attitudinal changes to align with the new culture. To perform or function in this cosmos in any circumstance demands that an individual possess this essential skill of adaptability. Thus, the relevance of adaptability becomes stronger when more opportunities abound (Todd, n.d.).

During COVID-19 pandemic, the healthcare workers especially in SDMC allow the respondents to try different opportunities and job that serve as breath of fresh air from their usual routines. For instance, when their team leader or supervisor is sick and absent, one assumes the leadership position as being in charge at a certain period. However, they said that they often feel stressed because of attending to matters beyond their job description. However, there are two types of stressors: eustress and distress (Types of Stressors (Eustress vs. Distress), n.d.). Stress is neutral, and it can be negative or positive. On the part of the respondents who enjoy the variety of work, it could be gleaned that they find stress as positive or eustress by turning stressors into challenges instead of problems. The variety of work motivates them to improve performance and is perceived as within their coping abilities. This also leads to an increase in self-efficacy. Shrestha et al. (2021) emphasized the importance of self-efficacy in caring as an essential factor in increasing the quality of care. Self-efficacy is developed through a person's interaction with his/her physical and social environment.

The respondents observed that they were deeply affected by the pandemic, especially when SDMC healthcare workers experience a short staffing when their other colleagues also have a COVID or sick, they have no choice but to do the task of the other team member. SDMC healthcare workers experienced emotional fatigue in dealing with numerous deaths and serious illnesses. According to them, patients, whether affected by COVID or other illnesses, have a lower chance of survival because of inadequate preparation during the pandemic. Indeed, it was crucial to access hospitalization at the height of the pandemic. Witnessing this, respondents shared that during the pandemic, the emotional intelligence of some employees in the hospital was weak. Only with the guidance and leadership of their Human Resources, Head of Department, and Admin Staff their morale improves and help them to get through the pandemic. Abaca (2022) confirmed that COVID-19 had harmed healthcare workers' mental health in the Philippines. It has a psychological impact, resulting in a pressing need to address mental illness among them and provide guidelines based on proven procedures to help them recover.

In general, the healthcare workers experienced being underpaid and undervalued which make them realize that their compensation and/or recognition are not commensurate to their actual services. They respond *"to the call of duty while facing fear and anxiety."* They also deal with pressure, stress, insomnia, denial,

rage, and terror, being constantly exposed to the virus. In other countries, psychological intervention plans for medical workers have already been implemented through counseling and psychotherapy based on stress-adaptation models, mitigating the chances of post-traumatic stress disorder, depression, and substance use disorders. It is notable that even before the COVID-19 pandemic, health workers had been experiencing shift fatigue while the current outbreak has amplified it aggressively.

In the context of emotional maturity, developing others indicates recognizing the value of the contribution of others and encouraging their participation can often do well. According to them, every time they experience a heavy load of stress, they manage to thrive through the help of their Human Resources Department and Department Heads. They also give the best support by doing everything they can, even though webinars. Furthermore, this is also relevant to emotional maturity because appreciating others' points of view and involving them actively in a program are signs of an emotionally intelligent manager.

Mukherjee & Krish (2021) prove that the pandemic has changed people's attitudes towards institutions and employers. According to them, leaders need to respond by reframing their approach toward employees, focusing on the individual's total welfare. As the pandemic blurred the boundaries between work and family lives, people shifted their values. Priorities were reshuffled, and as part of their emotional maturity, they learned to concentrate on things that matter most. Having said this, it is easier for them to resign and choose their welfare. However, they chose to stay because of their calling, to help and serve. Intrinsically, they are motivated and extrinsically manifested through allowances, salary increase, and some vitamins provided to protect them from the virus.

As health workers, they experience attrition and burnout, especially during the first quarter of 2020. The skeletal workforce and lack of opportunity to rest exhausted them like never before. But then again, the support of the management brought them realizations towards resilience and grit during these trying times.

Furthermore, in healthcare, where caring matters, self-efficacy is an indispensable attribute of workers to develop a positive attitude towards their clients, improve work performance, and enhance job satisfaction. Variety is significant to emotional maturity because it allows recognition and appreciation and opens a different avenue to perceive matters from a different angle. Though they are



physically, mentally, and psychologically burdened, they see how management tries its best to save them from exhaustion and abrupt career decisions. According to them, amidst the Covid-19 pandemic in the Philippines, the practice of Human Resources was explicitly expanded in understanding the struggles regarding the physical and emotional feelings of health workers or other frontlines in the institution. The management also stretched their patience and understanding in dealing with patients and even with them as employees. When they assume leadership, they also experience the burden that their supervisors carry to deliver their roles and duties. To avoid an increase in attrition, they received higher salaries and incentives even though their institution was struggling. Such action is empowering that they do not commit to absences and instead try their best to improve their performance even further.

The management domain of work values describes, as work which permits one plan and lay out work for others to do. The pandemic changed the way they run and manage hospital. The SDMC management come up with the plan particularly the hospital set up like adding ICU beds for COVID patients. They also started building RT-PCR room to accommodate more patient. They also faced challenges in sourcing Covid-19 medicines amid growing demand but a dwindling supply. The Pharmacy had to project how much the hospital actually needed to purchase for patients so that they would not have to stock up on them for a long period. The management plan a standard procedure for all COVID -19 patients is to undergo a CT scan and SDMC devised a schedule where all clean cases, or non-COVID cases, are scheduled in the morning. COVID patients are scheduled in the evening until the early morning hours. SDMC has a plan also for their staff where management had to reallocate some of its budget to more important activities like, for one, the COVID support programs for employees, which included shuttle services, hotel accommodation and medical assistance.

From day one of COVID-19 the SDMC were in close touch with Bacoor City local government and to have collaboration on all efforts even on where to quarantine the healthcare workers. According to HR Officer almost every day they need to come up a plan how to solve particular problem immediately. They also experience that every 15th of the month there is a change on quarantine protocol issued by the local government so they need to update the memo where the employees and healthcare workers be reminded and follow.

Is there a significant relationship between emotional competency and the work values among the respondents?

Table 5 illustrates the relationship between emotional competency and work values domains. Among the domains presented in Table 5, it could be gleaned that emotional competency has positive moderate significant relationships with variety ($r=0.430$; $p=0.000$), achievement ($r=0.379$; $p=0.000$), management ($r=0.362$; $p=0.000$), surrounding ($r=0.361$; $p=0.000$), creativity ($r=0.337$; $p=0.000$), security ($r=0.305$; $p=0.002$), prestige ($r=0.293$; $p=0.002$), and altruism ($r=0.279$; $p=0.004$).

Table 5. Correlation Between Emotional Competency and Work Values among the Respondents

Work Values	R	Interpretation	P-value	Decision	Conclusion
Creativity	0.337	Positive moderate	0.000**	Reject Ho	Significant at 0.01
Management	0.362	Positive moderate	0.000**	Reject Ho	Significant at 0.01
Achievement	0.379	Positive moderate	0.000**	Reject Ho	Significant at 0.01
Surrounding	0.361	Positive moderate	0.000**	Reject Ho	Significant at 0.01
Supervisory Relations	0.227	Positive weak	0.020	Reject Ho	Significant at 0.05
Way of Life	0.208	Positive weak	0.033*	Reject Ho	Significant at 0.05

Figure 9. .



Associates	0.171	Positive weak	0.081	Accept Ho	Not significant
Esthetics	0.233	Positive weak	0.017*	Reject Ho	Significant at 0.05
Prestige	0.293	Positive moderate	0.002**	Reject Ho	Significant at 0.01

Figure 10. .

Independence	0.148	Positive weak	0.133	Accept Ho	Not significant
Variety	0.430	Positive moderate	0.000**	Reject Ho	Significant at 0.01
Economic Return	0.075	Positive very weak	0.445	Accept Ho	Not significant
Altruism	0.279	Positive moderate	0.004**	Reject Ho	Significant at 0.01
Intellectual Stimulation	0.231	Positive weak	0.018*	Reject Ho	Significant at 0.05

Figure 11. .

Among the dimensions of work values that are found to be significantly related to emotional competence, variety has been found to be with the highest significant ($r=0.430$; $p=0.000$) which signifies that respondent need to be emotionally competent to deal with varied work conditions, with evident flexibility. As variety pertains to work that provides an opportunity to do different types of jobs, it implies more to the pleasurable nature of their job rather than its task- centeredness. The unusual ways and places of performing their job as healthcare workers can be associated with intellectual stimulation, esthetic, and creative values in an odd arrangement, rather than with supervisory relations and associates. It could be gleaned that healthcare workers do not put much effort

into tending to their job description but rather in their effort to attend to the tasks that are necessary and appealing to their interests. Their emotional competence is manifested moderately, together with variety, as they perform tasks that are beyond their job description but gratify their intellectual growth, artistic needs, and creative values. It supports the conclusion that healthcare workers must work on their own volition, in order to be emotionally competent. It defines the importance of job description as a management approach. Through this methodology, employees are given opportunity to shift between two or more responsibilities or at regular intervals of time in order to allow them to be adept at either or both the horizontals and verticals of an organization. Reducing the monotony of the profession can give the respondents a wider experience to gain more insights. It must be well-planned and practiced, reducing the boredom of producing the same results daily. Considering this approach can reveal the hidden potential of the respondents while addressing the deficiencies in the workplace.

Respondent’s awareness of their role in the hospital should intensify variety instead of limiting it. This can be an advantage as it reveals how much better things are when they are together rather than as pieces. When respondents see the importance of extending efforts more than what their job description requires, it speaks of synergy and collaboration. Contributing on their own also capacitates them to grow emotionally, becoming more emotionally competent by providing a tactful response to emotional stimuli, which also defines variety in a manner of eliciting a creative and practical response.

Additionally, job rotation supports employees’ skills and competencies, and proper placement best increases productivity (Management Study Guide, n.d.). Respondents experience this by allowing them to help with the different jobs to ensure they gain exposure to various departments of the hospital while learning and improving their skill sets. This breaks up their monotonous work and encourages their flexibility, lower turnover rates, and helps alleviate stress for employees while boosting fresh ideas and perspectives which may increase job satisfaction. Apparently, during the surge of the virus, respondents have to render service for more than 12 hours, as they also deal with other duties and responsibilities that are beyond their job descriptions. For instance, some of them are radiology technician who also performs patients’ swab test. Though it was crucial for them, they see it as a learning opportunity to familiarize themselves with the different roles in the healthcare

system. It also supports the results in Table 2, citing altruism as their highest scored work value. Performing job-related tasks (not necessarily job-specific) entails sacrifice for others, more likely moral altruism, which is motivating and has emotional roots, which this table discusses as emotional competence. Lastly, respondents direct their efforts toward helping people who are part of their social group or by supporting social causes that benefit the healthcare workforce.

The emotional competence of the respondents is found to be significantly related to achievement by gaining an ($r=0.379$; $p=0.000$), most likely describing their achievement as relatively signified by their emotional competence. Unlike in its usual context, the work value of achievement based on Super's definition does not entail grades or to participation in extracurricular activities, but rather work which gives a feeling of accomplishment in doing a job well. It is evident, especially to those respondents who belong to the General Service Unit. According to them, they take pride in doing their job well, though it is not as glamorous, they embrace the hero role during the pandemic. They ensure that their patients are in a safe, clean environment so that they can go home and be with their families. Degraff (2020), supported this by emphasizing that the elevated challenge of the pandemic is not just supervising patients' COVID status but also by tending to their whole welfare, involving a sanitary atmosphere. Recognizing respondents for their job well done, as they perform an exceptional level of enthusiasm to step up when the hospital needed professional cleaning the most. At the same time, it is emotionally compensating to be recognized for their achievements, as their self-esteem also increases. They are confident as they abide by the Guidelines on Cleaning and Disinfection in Various Settings as an Infection Prevention and Control Measure against COVID-19. They take pride as they are confident that they provide top-notch standards of sanitation, ensuring the safety of everyone within the hospital premises, manifesting confidence, and competence, which are both recognized under emotional competence. Likewise, nurses as respondents who are actively involved in COVID-19 interventions, also speak excellent achievement by being key players in stopping the pandemic with adequate support. Regardless of the drawbacks of the Philippine healthcare system, Filipino nurses continue to endure at the frontlines (Lacsamana, 2021). Their achievement can be best exemplified by strengthening their practice to address the health worker gap, and by attending programs that will strengthen their competencies. Respondents believe that there is more

to their nurse's role than just providing direct care to patients. For them, it is a job well done when they accomplish more than what they can offer, extending their fullest capacities to help their patients. Their unified efforts produced team victories in saving patients' lives and minimizing the potential harm of spreading the virus.

Next is the moderate yet significant relationship between respondents' emotional competence and management ($r=0.362$; $p=0.000$) suggests that respondents need to be emotionally competent to empower themselves to commit to work that permits them to plan and layout work for their clients. Management as a work value depicts how respondents plan to perform their duties and responsibilities by completely involving themselves in the process. It also pertains to how their clients, as recipients of their service, benefit from their course of action. The way they manage their personal and professional well-being also reflects their emotional competence which their institution benefits from them.

Kibilko (2019) emphasized the essence of good employees. He believes that good employees are disciplined, trustworthy, accountable, and has good communication skills, along with the ability to work on a team. Newbie respondents, particularly those who are in the first to third year of employment can be considered as lacking in experience. In line with this, they tend to their management work value by showing up on time and performing their assigned duties. Their immediate supervisors usually praised them for taking the initiative to perform simple tasks and keenly observing complex procedures to learn vicariously. Meanwhile, those respondents in the general service unit shared how they manage to work with discipline. They try their best not to engage in cyber slacking, especially during their idle time, in order to respond immediately. They also refrain from making personal calls and texts because it lowers their productivity, likewise to the rest of those who are in the remaining departments.

Supervisors were also grateful for their subordinates' initiative to observe and communicate problems or processes that need to be improved. It can be perceived that their management as a work value is reflected by being dependable and responsible regardless of their dispositions. Some of them manage to maintain an optimistic outlook by being in a pleasant disposition, infused with work ethics and discipline. They believed that by being well-rounded employees they have to be flexible and enthusiastic as well, especially in these trying times.

When the situation is quite tense, respondents share that they manage to lessen the anxiety in the atmosphere by posing rhetorical questions or sharing jokes and humor. The current situation in hospitals produced highly emotional people, hot-headed patients, and anxious workers. Kibilko (2019) stated that good ideas would not help anyone, if they cannot be delivered effectively.

Also, moderate yet significant relationship between respondent's emotional competence and surrounding ($r = 0.361$; $p = 0.000$) which pertain to the work environment of healthcare workers carried out under pleasant conditions- not too hot or too cold, noisy, dirty etc. The workplace environment plays a major role in the performance and productivity of an employee. The physical environment as an aspect of the workplace environment has direct impact on the human sense and can slow change interpersonal interactions and thus productivity. A large number of work environment studies have shown that workers/users are satisfied with reference to specific workspace features. These features preference by users is highly significant to their productivity and workspace satisfaction, they are lighting, ventilation rates, access to natural light and acoustic environment (Edem, 2017).

In addition, the physical environment at work plays a vital role in employees' productivity. Management must take an active part in defining the physical environment in which the health workers carry out their daily task to make it conducive. The ability of a health worker to effectively work in a crowd of many uncontrolled patients is limited. In a survey reported by Edem (2017), that nine out of ten workers believed that a workspace quality affects the attitude of employees and increases their productivity. Edem (2017), also confirms that unsafe and unhealthy workplace environment in terms of poor ventilation, inappropriate lighting, excessive noise etc. affect workers' productivity and health.

During the surge of the COVID- 19 pandemic, combined with low vaccination rates, has pushed hospitals in a desperate scramble to find beds for patients. Many overwhelmed hospitals, with no beds to offer, are putting critically ill COVID-19 patients on car, ambulances, and wheel chair or sending them to home for home-care treatment. The issue is that large hospitals in urban areas already were running short of space. The surrounding of the hospital is very crowded since a lot of patients already occupied the hallway. Base on the personal experience of Dr. Gio Pineda, a young doctor in the Philippines capital of Manila, he

witnessed the condition of the surrounding of the hospital with more than 40 beds occupied by patients in critical condition, and the hallway lined with more patients in wheelchairs. Many of them said we were already the eighth or ninth hospital they tried, but there really was no room left (Gotinga, 2021). Same scenario in SDMC where the patients are waiting outside the hospital to accommodate them.

In connection to the emotional competency of the healthcare workers of SDMC they manage their emotion specially in the midst of a challenge situation the COVID-19. Instead of being upset with regards to the physical environment like having a partition of their work area, crowded room due to a lot of patients, the ventilation is quite not good, lack of other bed and room, this is very understandable on the part of healthcare workers, because they know that there is no hospital are ready when the COVID-19 hit the Philippines. In addition to this before the pandemic hit the Philippines the SDMC work environment is pleasant, based on the result in Table 2, the surrounding is one of the highest scores in Work Values which stated that the respondent appreciates their surroundings because the administrations give importance on the health and safety in the workplace, which is very important for the healthcare workers and other employees.

Another moderate yet significant relationship between respondents' emotional competence and creativity ($r = 0.337$; $p = 0.000$). Base on Super (1970), defines that creativity is a value associated with work which permits one to invent new things, design new products or develop new ideas. Creativity is very familiar to the healthcare workers especially during the pandemic since the SDMC experienced of lacking of PPE supplies, the creative mind of the healthcare workers blows and make the plastic cover and garbage bags as improvised PPE. They also used the plastic cover as a temporary partition on their cubicle or tables to prevent the spread of virus. The parking area was also transformed to a RT-PCR testing area.

According to Boland Jones, CEO PGI Software said. "Creativity leads to productivity." Applying creative thinking in your everyday work life will stop the drudgery and you will be able to unlock more meaningful results. Creativity in the workplace is for everyone regardless of their position. Focusing on the big picture, employees become emotionally invested in their work and less fearful of failure. There are (3) Key Benefits of fostering creativity in the workplace include: (1) Creativity Builds Better Teamwork-creativity inspires employees to work with each other.

The creative process encourages collaboration. Businesses need to encourage the mindset of continuous learning encouraging employees to seek new information, knowledge and new ways to do things. (2) Creativity Improves the Ability to Attract and Retain Employees- when creativity is encouraged employees are more content with their jobs and are committed to remaining loyal to the company. (3) Creativity Increases Problem- Solving – with the ability to think creatively and outside of the box, employees are more likely to come up with unique and innovative solutions to obstacles they encounter. This eagerness to solve problems can lead to new ways to accomplish tasks and adds to a more efficiently run business (Viola, n.d).

Base on the study of Vasudevan (2013), emotional intelligence refers how well an individual's handle herself or himself and others instead of their technical skills to solve the problem. Creativity makes the individual to think deeply and manage their emotions while applying new knowledge in their organization. A positive attitude towards training and working environment can develop the employee's emotional intelligence and creativity because training can change the employee's attitude, mind, and behavior to ensure they can think logically and creatively. The results of this study reveal that emotional intelligence and creativity are positively and significantly influences the employee's work commitment and performance in an organization.

Table 5 also shows that security ($r = 0.305$; $p = 0.002$) is moderate yet have a significant relationship to emotional competency. The security work values domain means provides one with the certainty of having a job even in hard times. During the COVID-19 pandemic, every domain of industry has experienced a severe economic downturn with concomitant stress throughout the economy. Employees working in government and private sectors are experiencing different psychological problems. According to the Department of Labor and Employment (DOLE), more than 420, 000 lost their jobs in 2020 as businesses were forced to close due to COVID-19. Unemployment does not only harm the income stream of an entire household, but it also has mental and emotional effects. The National Center for Mental Health (NCMH) reported that the calls they received through their suicide hotline more than doubled during the start of the pandemic, and among the concerns raised are problems associated with unemployment and financial insecurity. In the government, the average salary per month is around P13, 500, while the average rate is around P10, 000 per month in the

private sector. There is a vast discrepancy in the overseas pay scale of nurses. The financial security of healthcare workers in the Philippines is still far beyond what can necessitate their competence and needs. That's why many healthcare workers want to work abroad but due of pandemic they choose to work here to sustain their need since many Filipino workers are no job during lockdown.

A recent study of Miles (2022), looked at job insecurity and employee engagement. The study found that job insecurity negatively impacts employee engagement. Employers who are insecure about their job are 37% more likely to be disengaged in the workplace. Job insecurity can significantly impact your employees' mental well-being and physical health. It also led to prolonged anxiety, anger, and burnout.

That is why the SDMC healthcare worker are very thankful to the management because during pandemic they feel that their job is secured and they have work that can sustain and support their everyday needs. One of the respondents also shared that SDMC management reallocate some of its budget for the healthcare because management appreciate their effort during the trying time. With this gesture appreciating employee can boost their morale and it's something that can light up their mood. According to Miles (2022), when employees feel secure, safe, and valued, employee engagement increases. An engaged workforce has a positive ripple effect. This includes better employee retention, less turnover, and even better overall business performance. And job security plays a key role in how connected employees feel to their organization, which also found out that healthcare professionals with high emotional competence are able to deal more effectively with dissatisfaction in the workplace so that organizational commitment remains unaffected.

Another domain of work values is prestige ($r = 0.293$; $p = 0.002$), which has moderate yet significant relationship between respondents' emotional competence. Super (1970), describe prestige associated with work which gives one standing in the eyes of others and evokes respect. Respect is an essential component of a high-performance organization. It helps to create a healthy environment in which patients feel cared for as individuals, and members of health care teams are engaged, collaborative and committed to service. Within a culture of respect, people perform better, are more innovative and display greater resilience. On the contrary, a lack of respect stifles teamwork and



undermines individual performance. It can also lead to poor interactions with patients. Cultivating a culture of respect can truly transform an organization and leaders set the stage for how respect is manifested. According to Kristine Rogers, associate professor of management at Marquette University, demonstrate that people value two distinct types of respect. “Owed and Earned”. Owed respect meets the universal need to feel valued and included. It rests on the concept that all individuals have inherent value and the right to be treated with dignity. When owed respect is lacking, it manifests as over monitoring (i.e, micromanagement), distrust, misconduct and indifference (i.e, making people feel like they are easily replaceable). Disrespect can lead to a toxic atmosphere that diminishes joy and fulfillment, leading to dissatisfaction and burnout. Earned respect recognizes individuals who have gone above and beyond expectations. It meets the need to feel valued for accomplishments and a job well- done. Neglecting to provide earned respect can reduce motivation and accountability (James, 2018).

SDMC healthcare workers show their respect to their patient and management by being a team player, a good listener, having a good connection or relationship to others, can speak up and share information. Respondents shared that when discussing a topic on which you disagree, learn to thank them for being open and sharing their perspective. If you don’t follow their reasoning, ask follow -up questions. To clarify, try rephrasing their points in your own words, and ask if you’ve got it right. All these practices help others feel heard and respected. An important part of interaction is acknowledging the difficulties and challenges of others. If you approach them in calm and reasonable manner, chances are much higher that they will respond in the same way, and they’ll be much more willing to listen. In contrast, if you begin with roundness, sarcasm, or yelling, you’ll be facing the similar response as the way of defense. When you do recognize another’s point of view, it’s a proof of emotional maturity, self- awareness, and authenticity. And when you manage your emotions in the tough situation it also a proof of high emotional competence.

Lastly, is altruism domain of work values with ($r = 0.279$; $p = 0.004$), and has moderate yet significant relationship between respondents’ emotional competence. Altruism showed through their cooperative unselfish acts beneficial to others while emotional competency is the ability to appropriately manage and express their emotion even in the midst of challenged situations.

One year into the pandemic, recent news reports in the

Philippines highlighted that Filipino nurse are resigning to work abroad. In the first two to three weeks of October 2021 alone, it was noted that about 5% to 10% of nurses working in private hospitals have resigned. In another 2021 news report, a hospital director in a city mentioned that their nursing staff had decreased from 200 to 63 over the past year. Overall, about 40% of nurses in private hospital have resigned since the pandemic began. Thus, hospitals in the Philippines may be understaffed due to the dwindling number of nurses during the pandemic. Among the commonly cited reasons for the resignation remained to be low wages. These wages may not be enough to cover the cost of living in the Philippines. Some of the nurses even go to work without benefits and hazard pay despite the heightened health risks and threats during the pandemic. Some healthcare worker leaves and try to go abroad but many healthcare workers choose to stay given the chronic understaffing, low wages, unsafe working conditions, and deployment bans. Filipino nurses have expressed their exhaustion and dismay with statements such as “We don’t feel cared for” and “We feel exhausted...but we always keep in mind that we have to help our people because... no one else will” (Alibudbud, 2022). Filipino nurses’ altruism is dominant despite of the frustrations, conflicts, and exhaustion that they experience, they find ways to deal with it. They have an ability to recognize their feelings, as well as being able to control and express it appropriately. It also means that they can empathize with people, and recognize their emotions as well as their own which is a good sign that Filipino nurses have a good emotional competency.

It can be observed that as reflected on Table 5, emotional competency showed significant relationship to almost all the dimensions of Super’s work values except the three variables, namely the work values of independence ($r=0.148$, $p\text{-value}=0.133$); associates ($r=0.171$, $p\text{-value}=0.081$); and economic return ($r=0.075$, $p\text{-value}=0.445$).

Discussion

Respondents as the backbone of every country battling the pandemic, experience numerous hardships that challenge both their emotional intelligence and work values. Despite the limited support and various shortcomings of the country’s health system, respondents were able to manage an extremely high general emotional intelligence. Likewise, though it was agitating for them to commit their work values at their utmost degree, they reflect an outstanding



disposition towards variety, management, achievement, supervisory relations, way of life, altruism, surrounding, creativity, security and prestige.

Specifically, when it comes to variable relationships, the following conclusions were drawn: (1) There was a significant positive moderate relationship between emotional sensitivity as a domain of emotional intelligence with work values domains of supervisory relations, altruism, achievement and way of life among the healthcare workers. (2) There was a significant positive moderate to weak relationship between emotional maturity as a domain of emotional intelligence with work values domains of variety and management among the healthcare workers. (3) There was a significant positive moderate relationship between emotional competency as a domain of emotional intelligence with work values domains of variety, achievement, management, surrounding, creativity, security, prestige and altruism among the healthcare workers.

Based on the conclusions drawn, the following recommendations are offered: (1) To address the findings of the study, the tailored-fit proposed mental health program be applied, in which evaluations should be followed, regarding improvement and further contextualization. (2) To improve research generalizability, it is suggested that this study be explored with a broader group of healthcare workers. (3) Conduct Psychological First Aid (PFA) to reduce stress symptoms and assist in a healthy recovery following witnessing a traumatic event, public health emergency, or even a personal crisis experienced from being a frontliner and essential worker being amid the pandemic. (4) Innovate programs that will acknowledge respondents' call for nationwide health contribution and workforce responsibility. (5) Support emotional sensitivity and maturity through securing their involvement in psychosocial support and socio-emotional development programs.

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Affiliations and Corresponding Informations

Corresponding: Donnalyn Alpas
Email: donnalynalpas@gmail.com
Phone:



Donnalyn Alpas:
Pamantasan Ng Lungsod Ng Maynila Philippines