

## Structural Model on Organizational Climate, Leadership Behavior and Organizational Commitment: Work Engagement of Private Secondary School Teachers in Davao City

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**Abstract :** School administrators face the reality of teachers losing their engagement, or schools losing the teachers. This study is then conducted to identify a structural model that best predict work engagement of private secondary teachers in Davao City. Ninety-three teachers from four sectarian schools and 56 teachers from four non-sectarian schools were involved in the completion of four survey instruments namely Organizational Climate Questionnaire, Leader Behavior Descriptive Questionnaire, Organizational Commitment Scales, and Utrecht Work Engagement Scales. Data were analyzed using frequency distribution, mean, standardized deviation, t-test for independent sample, Pearson r, stepwise multiple regression analysis, and structural equation modeling. Results show that schools have high level of organizational climate dimensions; leaders oftentimes show work-oriented and people-oriented behavior; teachers have high normative commitment and they are very often engaged at their work. Teachers from non-sectarian schools have higher organizational commitment than those from sectarian schools. Organizational climate and leadership behavior are positively related to and predict work engagement whereas commitment did not show any relationship. This study underscores the relative effects of three variables on the work engagement of teachers. After testing network of relationships and evaluating several models, a best-fitting model was found between leadership behavior and work engagement. The noteworthy findings suggest that principals pay attention and consistently evaluate their behavior for this best predicts the work engagement of the teachers. The study provides value to administrators who take decisions and create conditions in which teachers derive fulfillment.

**Keywords :** leadership behavior, organizational climate, organizational commitment, private secondary school teachers, structural model on work engagement

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