

Work Resilience and Organizational Commitment among Public Servants of the Decentralized Autonomous Governments in Zone 2 of Ecuador

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ABSTRACT:

This study examined the relationship between work resilience and organizational commitment among public servants of the Decentralized Autonomous Governments in Zone 2 of Ecuador. The objective was to determine how work resilience, comprising resilience, leader-member exchange, and team-member exchange, was associated with organizational commitment, comprising affective, continuance, and normative commitment. The study used a quantitative approach, a descriptive-correlational design, and surveys. The total population consisted of 3,520 employees, and the sample comprised 347 public servants. The instrument demonstrated high reliability, with an overall Cronbach's alpha of 0.906. The findings showed that continuance commitment had the highest mean (3.49) and that work resilience contributed significantly to organizational commitment ($\beta = 0.386$; $p < 0.001$). It was concluded that resilience primarily strengthened the affective connection with the organization and the observed moderate level of job retention.

Keywords: resilience; organizational commitment; public servants; DAG; affective commitment.

Introduction

Work resilience and organizational commitment have become central concerns for public organizations because public servants face high administrative demands, pressure to deliver results, technological change, sustained service requirements, and uncertain contexts. According to Hollaar et al. (2025), the World Health Organization indicates that work environments characterized by heavy workloads, limited job control, insecurity, and poor organizational

conditions affect workers' mental health. It estimates that approximately 12 billion working days are lost each year because of depression and anxiety, at an estimated cost of one trillion dollars in lost productivity. This issue is also related to the degree of commitment to the institution, as Vallejo & Baculima (2026) reported that only 20% of employed people worldwide were engaged in 2025, highlighting a substantial deficit in employees' emotional

connection, motivation, and retention within their organizations.

In Ecuador, this issue is particularly relevant because public-sector employees perform activities related to service delivery, administrative management, customer service, and the implementation of public policies; consequently, their performance depends on their professional skills and their capacity to adapt to institutional changes, workloads, and social demands (Zavala & Dávalos, 2025). The Organic Law of Public Service establishes that public-service careers seek efficiency through systems based on professional merit, job stability, and institutional effectiveness. In practice, however, government entities face difficulties related to the work climate, leadership, internal communication, performance demands, and psychosocial risks. According to the study conducted by Velez & Velez (2021), the Ministry of Labor provides guidelines for preventing psychosocial hazards in public and private organizations through tools that identify factors affecting the health of employees and public servants.

In Zone 2 of Ecuador, comprising the provinces of Napo, Orellana, and Pichincha, the Decentralized Autonomous Governments play a fundamental role in planning, territorial management, citizen services, and the development of local capacities. According to Vivas et al. (2020), this context presents important specificities because of the zone's geographic, social, and administrative diversity, which includes urban, rural, and Amazonian areas with different public-management demands. In addition, DAG public servants must respond to citizens' demands, administrative procedures, budget constraints, interinstitutional coordination, and pressure to deliver results. Although COOTAD recognizes the political, administrative, and financial autonomy of DAGs to promote equitable development and responsible territorial management, that autonomy requires committed and resilient public servants who can sustain public management in changing environments (Villavicencio & Macias, 2025).

The study is relevant because it facilitates an

understanding of the relationship between work resilience and organizational commitment among public servants of the Decentralized Autonomous Governments in Zone 2 of Ecuador, two factors that directly influence institutional performance, the continuity of administrative operations, and the efficiency of services provided to users. From a conceptual perspective, the analysis contributes to the study of human talent management in the public sector, particularly in territorial settings where the work, social, and administrative environment can place pressure on public servants. The study also has social relevance because a resilient and committed public servant can respond to the population's demands with greater efficiency, responsibility, and sensitivity, thereby strengthening local public management.

Considering the identified limitation, the general objective of the study was to analyze the relationship between work resilience and organizational commitment among public servants of the Decentralized Autonomous Governments in Zone 2 of Ecuador. To achieve this objective, the following specific objectives were established: a) diagnose the main work-related, institutional, and personal factors that influence the work resilience of public servants in Zone 2 DAGs; b) identify the level of organizational commitment among public servants of the Decentralized Autonomous Governments in Zone 2 of Ecuador, considering affective commitment, continuance commitment, and normative commitment; and c) verify the relationship between work resilience and organizational commitment among public servants of the Decentralized Autonomous Governments in Zone 2 of Ecuador.

Literature Review

Work Resilience

According to Hollaar et al. (2025), work resilience is an individual's ability to cope with, adapt to, and improve difficult situations in the workplace, such as work pressure, organizational change, role overload, internal conflicts, or job demands. Among public employees, this ability helps sustain appropriate

performance, maintain emotional regulation, and respond responsibly to demands from citizens and the organization (Hai, 2026). In other words, work resilience involves withstanding adversity and learning from it, strengthening personal capacities, and continuing to meet organizational goals with commitment and efficiency.

Leader-Member Exchange and Organizational Commitment

According to the study conducted by Hollaar et al. (2025), leader-member exchange refers to the quality of the relationship between public officials and their supervisors. When leaders provide communication, trust, support, and guidance, employees tend to feel valued within the organization. This relationship can also influence organizational commitment because close and fair leadership supports public servants' identification with the institution's purpose and strengthens their work motivation.

Team-Member Exchange and Organizational Commitment

According to Moreno et al. (2022), team-member exchange refers to the support, cooperation, and trust developed among coworkers. In public organizations, teamwork is important for carrying out administrative processes and providing efficient services to citizens. When collaboration exists among public servants, it strengthens the sense of belonging, improves the work environment, and increases commitment to the organization.

Organizational Commitment

Carrillo (2023) defines organizational commitment as a psychological state characterized by the connection between an individual and the organization that influences decisions about whether to remain in or leave the organization. Organizational commitment also reflects the strength of an employee's relationship with the organization and the degree of commitment to it.

Affective Commitment

The most common conceptualization of organizational commitment is one in which involvement is understood as affective or emotional attachment to the organization, such

that a strongly committed public servant identifies with the organization, participates in it, and values membership in it. This perspective was applied by Erazo (2024), who described "cohesion commitment" as "an individual's deep affective and emotional attachment to the group," and by Noboa et al. (2021), who emphasized that commitment is a "partisan and affective attachment to the organization's goals and values, to one's role in relation to those goals and values, and to the organization itself, apart from its purely instrumental value."

Continuance Commitment

Continuance commitment, a dimension of organizational commitment, refers to the extent to which employees remain in an organization because of the costs associated with leaving it. This form of commitment encompasses the desire to remain in the organization together with an assessment of the necessity and consequences of leaving the current position (Licandro et al., 2026). Public servants who report high continuance commitment often feel that too much is at stake, such as investments of time, effort, or resources that would be difficult to recover if they left the organization.

They may also perceive a lack of viable employment alternatives, which can compel them to remain in their current position despite dissatisfaction. Continuance commitment is important to organizations because it affects employee retention, particularly in employment contexts where external opportunities are limited or where the costs of leaving are perceived as exceptionally high (Pinos & Borja, 2026).

Normative Commitment

Normative commitment, as a dimension of organizational commitment, refers to the moral or ethical obligation employees perceive to remain in the organization. This form of commitment arises from the internalization of cultural and social norms that emphasize loyalty and reciprocity in workplace relationships (Hernández et al., 2024). Organizational members with high normative commitment tend to remain because they believe doing so is the right thing to do or because they value the benefits, support, or investment that the

organization provides.

Work Resilience and Organizational Commitment

Work resilience may contribute differently to the dimensions of organizational commitment. According to Heredia & Sulca (2022), it can strengthen a public servant's emotional identification with the organization in relation to affective commitment; help maintain stability in the workplace during difficult situations in relation to continuance commitment; and strengthen a sense of responsibility and loyalty in relation to normative commitment. Studying this relationship therefore helps explain how public servants' adaptive capacity is associated with their retention, motivation, and organizational obligation.

Methodology

The study adopted a quantitative approach to provide a systematic and statistical evaluation of study variables such as sustainability and organizational commitment (Heredia & Sulca, 2022). This approach enabled numerical evaluation and statistical analysis of information collected through surveys and questionnaires, producing objective and measurable findings. A quantitative method was also used to test established hypotheses and determine correlations among different variables, which is relevant for understanding the relationship between workplace stability and organizational commitment (Araya et al., 2020).

The study also used a descriptive design to specify and explain the characteristics and current state of the phenomenon under investigation. This approach helps identify and describe different aspects of public servants' resilience and organizational commitment, providing a clear understanding of how these characteristics are manifested in the professional context (Chiang & Candia, 2021). By using a descriptive design, the study can organize the collected data, provide a sound basis for interpreting quantitative information, and measure relationships among variables, which is essential for developing interventions and policies to improve human resource

management in society.

A correlational design was also applied to analyze the relationship and uncertainty between the two variables. This approach is relevant for determining whether a meaningful relationship exists between a public servant's capacity to adapt to and manage challenges (resilience) and the degree of commitment and loyalty to the organization (organizational commitment) (Vallejo & Baculima, 2026). By using correlational methods, researchers can quantify the strength and direction of relationships, providing valuable information that can be applied to decision-making and the development of strategies to improve both employee characteristics.

The total study population consisted of 3,520 employees of the Provincial Decentralized Autonomous Governments in Zone 2 of Ecuador, comprising the provinces of Orellana, Napo, and Pichincha, excluding the Metropolitan District of Quito. The employees were distributed as follows: 345 employees from the Orellana DAG, 544 employees from the Napo DAG, and 2,231 employees from the Provincial DAG of Pichincha. This information made it possible to delimit the total study population and establish the basis for calculating the sample.

The study sample consisted of 347 employees of the Provincial Decentralized Autonomous Governments in Zone 2 of Ecuador. This value was obtained from the total population of 3,520 public servants using appropriate statistical criteria to ensure representativeness. The sample therefore provided sufficient data to examine the context of the provincial DAGs of Orellana, Napo, and Pichincha, excluding the Metropolitan District of Quito.

Instrument Reliability

Cronbach's alpha is a statistical measure used to assess the internal reliability of a set of questions or items in a questionnaire. In other words, it helps measure the consistency and relevance of the questions on the scale, as noted by Zavala & Dávalos (2025).

Table 1. Cronbach's Alpha

Variable	Dimension	Code	Cronbach's Alpha	Number of Items
Resilience	Resilience	RSLC	0.903	5
	Leader-Member Exchange	INTLM	0.874	5
	Team-Member Exchange	INTEM	0.862	5
Organizational Commitment	Affective Commitment	CMPRE	0.757	5
	Continuance Commitment	CMPDC	0.847	5
	Normative Commitment	CMPN	0.655	4
Overall Alpha			0.906	29

Note: Results obtained using SPSS statistical software.

The table presents Cronbach's alpha coefficients for the different dimensions measured in the study, indicating the reliability of the instrument used. The dimensions of Resilience, Leader-Member Exchange, Team-Member Exchange, Continuance Commitment, and Affective Commitment show Cronbach's alpha values ranging from 0.757 to 0.903, demonstrating a strong basis of internal reliability and indicating that these questionnaire components are consistent in their measurement. However, the normative commitment dimension, with an alpha of 0.655, shows lower reliability and may require review or refinement to improve response consistency in this area. Overall, with a global alpha of 0.906, the instrument is highly reliable for evaluating the proposed constructs

in the study context.

Results

The results analysis used a statistical validation process for the instrument, considering sampling adequacy, the relationship between the variables, and the internal structure of the items. For this purpose, software such as SPSS and JASP was used to process the data, verify the appropriateness of factor analysis, and organize the results systematically. A rotated component matrix was also used to identify the grouping of items according to the theoretical dimensions. In this way, the resilience and organizational commitment variables were supported, enabling interpretation of the elements measured in the study.

Respondent Profile Based on Sociodemographic Variables

Table 2. Sociodemographic Profile

		Frequency	Percentage
Gender	Male	249	71.7
	Female	98	28.3
Age	24-30	91	26.1
	31-35	83	23.9
	36-40	64	18.5
	Over 41	109	31.5
Marital Status	Single	151	43.5
	Married	139	40.2
	Divorced	57	16.3
Education Level	Secondary Education	4	1.1
	Higher Education	192	55.4
	Postgraduate	151	43.5
Length of Service in the Organization	Less than 1 year	30	8.7
	1 - 2 years	83	23.9
	2 - 4 years	64	18.5

	4 - 6 years	30	8.7
	More than 6 years	140	40.2
Zone 2 DAG to Which the Respondent Belongs	Orellana	106	30.4
	Napo	132	38.0
	Pichincha Excluding Quito	109	31.5
Contract Type	Permanent Contract	166	47.8
	Labor Code	181	52.2
	Total	347	100

The table shows that the sample consisted of 347 employees of Zone 2 DAGs, with men predominating at 249 respondents (71.7%), while women represented 28.3%. Regarding age, the most represented group comprised respondents older than 41 years, with 109 employees (31.5%), indicating substantial participation by personnel with longer work experience. In terms of marital status, single respondents predominated, with 151 employees (43.5%), followed by married respondents at 40.2%. Regarding education, employees with higher education were most prevalent, with 192

respondents (55.4%), while postgraduate education accounted for 43.5%, indicating a favorable academic profile. Length of service showed that most respondents had remained in the organization for more than 6 years, with 140 employees (40.2%). Finally, the largest share of participants came from the Napo DAG (38.0%), and the Labor Code contract category predominated, with 181 employees (52.2%).

Diagnosis of the Main Work-Related, Institutional, and Personal Factors Influencing the Work Resilience of Public Servants in Zone 2 DAGs.

Table 3. Factor Analysis

Variables	Component	KMO	Bartlett's Test of Sphericity		Rotation Sums of Squared Loadings	
			Sig.		% Variance	
Resilience	Resilience	0.770	0.000		17.74%	
	Leader-Member Exchange				33.78%	
	Team-Member Exchange				46.22%	
Work Commitment	Affective Commitment				55.81%	
	Continuance Commitment				61.53%	
	Normative Commitment				66.71%	
	RSLC	INTLM	INTEM	CMPRE	CMPDC	CMPN
RSLC1	0.847					
RSLC2	0.691					
RSLC3	0.774					
RSLC4	0.855					
RSLC5	0.885					
INTLM1	0.801					

INTLM	0.911		
INTLM3	0.839		
INTLM4			
INTLM5	0.843		
INTEM1	0.612		
INTEM2		0.685	
INTEM3	0.651		
INTEM4	0.647		
INTEM5	0.507		
CMPRE1		0.618	
CMPRE2		0.740	
CMPRE3		0.549	
CMPRE4			0.637
CMPRE5		0.813	
CMPDC1		0.757	
CMPDC2		0.789	
CMPDC3		0.749	
CMPDC4		0.831	
CMPDC5		0.743	
CMPN1			0.538
CMPN2			0.790
CMPN3			0.531
CMPN4			

Note. The coding for each factor of each variable is presented using information-processing and tabulation codes. The factors are: resilience (RSL), leader-member exchange (INTLM), team-member exchange (INTEM), affective commitment (CMPRE), continuance commitment (CMPDC), and normative commitment (CMPN).

The KMO value was 0.770, indicating that the data were appropriate for factor analysis because the value exceeded the minimum acceptable criterion of 0.50 and approached a level considered good. Bartlett's test of sphericity yielded a significance value of 0.00, confirming that the variables were sufficiently correlated and that the matrix was not an identity matrix. Regarding the rotation sums of squared loadings, the six components explained a cumulative variance of 66.71%, supporting an acceptable explanatory capacity of the factor

model. These results were consistent with those reported by Velez & Velez (2021) on work resilience and organizational commitment among public servants of Zone 3 DAGs in Ecuador, where a KMO of 0.767, Bartlett's Sig. of 0.000, and cumulative explained variance of 67.899% were obtained, supporting the conclusion that both studies demonstrated a valid and consistent factor structure for examining these constructs.

Regarding the rotated component matrix, most items showed factor loadings greater than 0.50, demonstrating an acceptable relationship between the items and their respective components. In the resilience dimension, the loadings were high, particularly for RSLC5 = 0.885, RSLC4 = 0.855, and RSLC = 0.847, supporting strong representation of the construct. Similarly, leader-member exchange showed high values, particularly INTLM2 =

0.911, whereas continuance commitment showed consistent loadings between 0.743 and 0.831. However, some items, such as INTLM4 and CMPN4, did not show a visible loading and may therefore require review. These results were similar to those of Vivas et al. (2020), whose rotated matrix also showed high loadings for resilience, leader-member exchange, and organizational commitment, confirming the multidimensionality of these constructs and the

importance of workplace relationships in the institutional context.

Identification of the Level of Organizational Commitment among Public Servants of the Decentralized Autonomous Governments in Zone 2 of Ecuador, Considering Affective Commitment, Continuance Commitment, and Normative Commitment

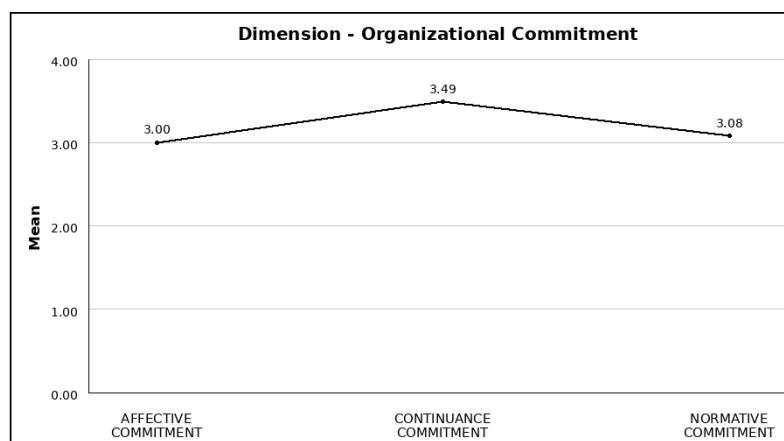


Figure 1. Mean Values of Affective Commitment, Continuance Commitment, and Normative Commitment within the Organizational Commitment Dimension

Note: Prepared using the SPSS database.

Within the organizational commitment dimension, the results showed that continuance commitment had the highest value, with a mean of 3.49, followed by normative commitment at 3.08 and affective commitment at 3.00. This indicates that the employees displayed a moderate level of commitment, but their intention to remain in the institution appeared to be more closely associated with the need to keep their jobs, employment stability, or the costs of leaving the organization than with a strong emotional connection. In addition, the lower affective commitment score indicates that the sense of belonging, identification with the institution, and intrinsic motivation still need to be strengthened. This finding is partially consistent with Villavicencio & Macias (2025), where organizational commitment also ranged from low to moderate levels and affective

commitment was the lowest component. However, that study showed a greater presence of normative commitment, whereas the present findings were dominated by continuance commitment.

Relationship between Work Resilience and Organizational Commitment among Public Servants of the Decentralized Autonomous Governments in Zone 2 of Ecuador

The structural equation model indicated that work resilience contributed positively and significantly to organizational commitment, with $\beta = 0.362$, $t = 3.689$, and $p < 0.001$. This demonstrates that higher work resilience is associated with higher organizational commitment among employees. However, $R^2 = 0.131$ indicates that resilience explains 13.1% of the variance in organizational commitment, meaning that its effect is significant but moderate.

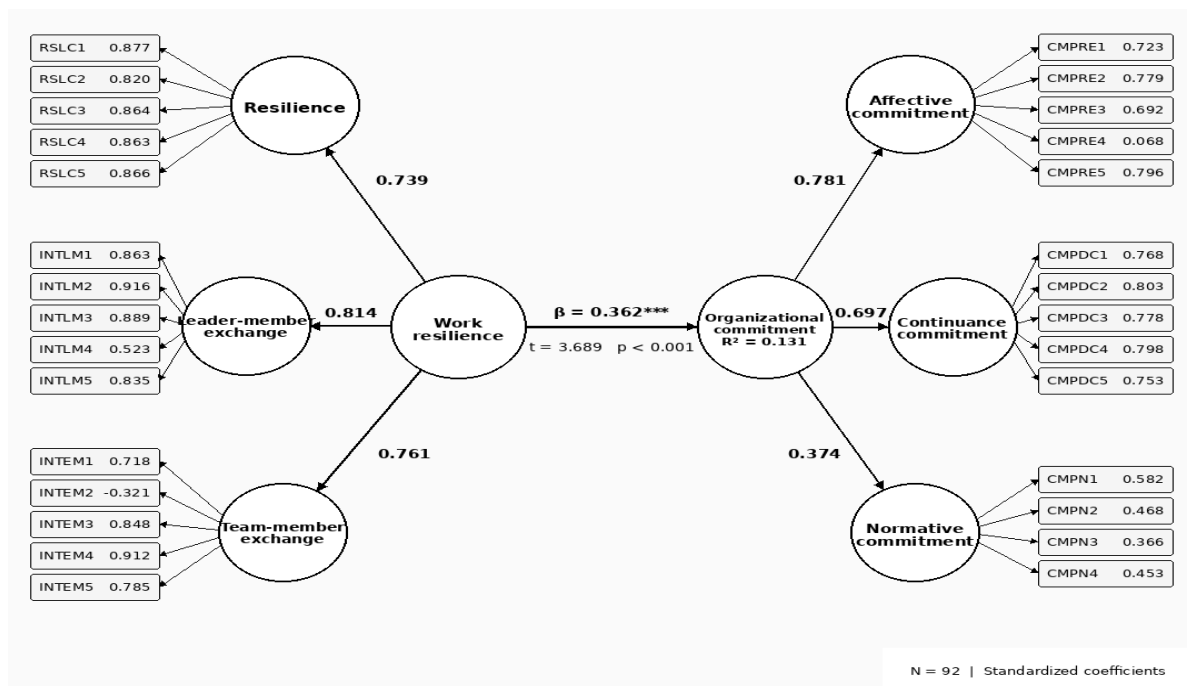


Figure 2. Structural Equation Model

Note. The figure was obtained from data processing performed using SmartPLS software.

Organizational commitment was also more strongly associated with affective commitment (0.781) and continuance commitment (0.697), whereas normative commitment showed a lower weight (0.374). This finding differs from the previous study by Hollaar et al. (2025), in which

the relationship between resilience and commitment was not significant; in the present study, resilience, leader and member support, and teamwork were shown to strengthen organizational commitment.

Table 4. Discriminant Validity According to the Fornell-Larcker Criterion

Construct	RSLC	INTLM	INTEM	CMPRE	CMPDC	CMPN
Resilience - RSLC	0.858					
Leader-Member Exchange - INTLM	0.289	0.818				
Team-Member Exchange - INTEM	0.3	0.621	0.746			
Affective Commitment - CMPRE	0.22	0.319	0.547	0.67		
Continuance Commitment - CMPDC	0.215	0.029	0.187	0.288	0.78	
Normative Commitment - CMPN	0.057	0.039	0.011	0.193	-0.21	0.473

Table 4 presents the diagonal values, which represent the square root of the AVE for each factor and should exceed the correlations with the other constructs. In this case, Resilience had a value of 0.858, greater than its correlations with the other constructs; similarly, Leader-Member Exchange reached 0.818. Team-Member Exchange obtained 0.746, Affective Commitment 0.670, Continuance Commitment

0.780, and Normative Commitment 0.473. These findings indicate that each construct has a distinct identity and is appropriately differentiated from the others because the diagonal values are greater than the off-diagonal correlations. However, normative commitment had the lowest value; although it meets the discriminant validity criterion, it requires attention in future studies to strengthen its

consistency within the model (Hai, 2026).

Table 5. Path Coefficients

Structural Path	β	t	p	R ²	Decision
Work Resilience → Organizational Commitment	0.386	3.598	0	0.149	Significant
Resilience → Organizational Commitment	0.08	0.649	0.516	0.18	Not Significant
Leader-Member Exchange → Organizational Commitment	0	0	0.999	0.18	Not Significant
Team-Member Exchange → Organizational Commitment	0.379	2.678	0.007	0.18	Significant
Work Resilience → Affective Commitment	0.483	5.284	0	0.233	Significant
Work Resilience → Continuance Commitment	0.197	1.707	0.088	0.039	Not Significant
Work Resilience → Normative Commitment	0.191	1.547	0.122	0.037	Not Significant

Table 5, which presents the path coefficients, shows that work resilience contributed positively and significantly to organizational commitment, with $\beta = 0.386$, $t = 3.598$, and $p < 0.001$, representing the main relationship in the model. The R^2 value of 0.149 indicates that work resilience explained 14.9% of the variance in organizational commitment, demonstrating a significant but moderate effect. Among the specific paths, team-member exchange also had a significant influence on organizational commitment, with $\beta = 0.379$, $t = 2.678$, and $p = 0.007$; by contrast, individual resilience and leader-member exchange did not show significant effects because their significance values exceeded 0.05. Work resilience also contributed significantly to affective commitment, with $\beta = 0.483$, $t = 5.284$, and $p < 0.001$, but it had no significant influence on continuance or normative commitment, indicating that work resilience primarily strengthened employees' emotional connection with the organization.

Discussion

The findings indicated that the instrument used had adequate internal consistency, with an overall Cronbach's alpha of 0.906 and

dimension-level values ranging from 0.655 to 0.903. This shows that most items consistently measured the dimensions of work resilience and organizational commitment. Factor analysis also produced $KMO = 0.770$, Bartlett's Sig. = 0.000, and cumulative variance of 66.71%, supporting the validity of the instrument's factor structure. These findings were consistent with the study conducted by Moreno et al. (2022), which also examined resilience, leader-member exchange, team-member exchange, and organizational commitment among public servants through structural equation modeling, confirming that these factors can be studied jointly in public-sector settings.

Regarding organizational commitment, the results showed that continuance commitment had the highest mean (3.49), followed by normative commitment (3.08) and affective commitment (3.00). This indicates that public servants displayed moderate commitment, but that their commitment was more closely linked to employment stability, continued tenure, and the need to retain their positions than to a strong emotional bond with the organization. The findings were partially consistent with the study conducted by Gordón (2025), which found that, in the public sector, continuance commitment

was associated with factors such as length of employment and perceived job uncertainty. Thus, both studies suggest that retention in public institutions may depend on working conditions and organizational stability.

The structural model showed that work resilience contributed significantly to organizational commitment, with $\beta = 0.386$, $t = 3.598$, and $p < 0.001$. This indicates that public servants with a greater capacity to adapt, manage difficulties, and draw on support within their workplace relationships tended to report stronger organizational commitment. Nevertheless, $R^2 = 0.149$ indicates that work resilience explained 14.9% of organizational commitment, meaning that the effect was significant but moderate. This result was consistent with Chiluisa et al. (2024), who found significant associations between organizational commitment and resilience-related capacities, although their analysis was conducted in private organizations. The present study, by contrast, confirmed this relationship among public servants of Zone 2 DAGs in Ecuador.

Regarding the specific paths, team-member exchange significantly influenced organizational commitment, with $\beta = 0.379$, $t = 2.678$, and $p = 0.007$; in contrast, leader-member exchange did not show a significant relationship. This indicates that, in this context, coworker support, cooperation, and horizontal relationships carried greater weight than the direct relationship with

managers. This finding differed from Carrillo (2023), where leader-member exchange had greater importance as a mediator between resilience and organizational commitment. Therefore, in the DAGs examined, commitment appeared to depend more on group dynamics than on the hierarchical relationship.

Conclusions

It was determined that the instrument used had adequate reliability for assessing work resilience and organizational commitment because the overall Cronbach's alpha indicated high internal consistency. Factor analysis also confirmed that the measured dimensions maintained a valid structure for analyzing the behavior of public servants.

Organizational commitment among public servants was found to be moderate and more strongly oriented toward continuance commitment. This indicates that remaining in the organization was primarily associated with employment stability and conditions supporting continued tenure rather than with a strong affective connection to the organization.

It was concluded that work resilience contributed positively and significantly to organizational commitment. However, its effect was moderate, suggesting that employees' commitment may also be influenced by other organizational factors such as leadership, work climate, recognition, internal communication, and development opportunities.

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