

Well-Being of Employees in a Government Agency

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Iris Jane O. Agpaoa

Administrative Officer III, Philippine Statistics Authority
<https://orcid.org/0009-0003-1403-3372>

Dr. Gregorio C. Moyani Jr.

Chief, School Governance and Operation Division, DepEd-Bacolod
<https://orcid.org/0009-0004-8823-5783>

Abstract:

The study assessed employee well-being in a government agency's Central Office in Metro Manila to guide the development of an organizational intervention plan. Using a descriptive research design, data were gathered from 234 employees across four divisions through a researcher-made questionnaire based on the PERMA model (Positive Emotion, Engagement, Relationships, Meaning, Achievement). The instrument demonstrated excellent validity (4.76 expert rating) and high reliability (Cronbach's Alpha = 0.903). Random sampling was applied using Cochran's formula, and data analysis involved frequency counts, percentages, means, and the Mann-Whitney U-test. Ethical standards, including informed consent and confidentiality, were upheld. Findings revealed that most respondents were older, female, well-educated, and earned lower incomes. Overall, well-being levels were high, with Positive Emotion scoring the highest and Achievement the lowest. However, issues such as burnout, lack of feedback, low social interaction, and resistance to change emerged. Younger and male employees reported lower engagement and connection, while highly educated staff struggled with meaning and accomplishment. The study recommends HR interventions like flexible workloads, recognition programs, social incentives, critical thinking training, and motivational strategies to enhance employee well-being and satisfaction.

Keywords: Employees, government agency, well-being

Introduction:

Nature of the Problem

The well-being of employees in government agencies plays a critical role in both individual performance and the overall efficiency of public service delivery. As emphasized by Civil Service Commission (CSC) Chairperson Karlo Nograles in 2023, recognizing the importance of employee health and wellness is vital for ensuring civil servants can effectively meet the diverse needs of the Filipino population. This underscores the necessity for government agencies to implement measures that promote a healthy workplace, facilitating the fulfillment of duties and improving public service.

Burnout and financial stress are key factors impacting employee well-being in government agencies. The COVID-19 pandemic has intensified burnout due to increased workloads resulting from understaffing, with 43% of employees citing workload as their primary stressor and nearly 90% believing that reducing workload would help (Eagle Hill Consulting, 2024). Furthermore, financial stress has become more prevalent, affecting employees' work performance as financial struggles spill over into their professional lives. Despite its significant impact, financial stress has not received enough attention from human resource professionals in Philippine government agencies (Gualdrapa & Palic, 2020). Addressing these issues is essential for improving employee retention, productivity, and overall agency performance.

Unfavorable work environments can lead to serious physical and mental health issues, such as depression and anxiety, which result in absenteeism and decreased productivity (World Health Organization, 2017). Employee well-being is crucial to fostering a productive, motivated, and satisfied workforce, as supported employees are less likely to experience burnout or stress and tend to take fewer sick days. As the new year approaches, it provides an opportunity to reassess and improve existing employee well-being strategies. Overcoming the challenges that hinder well-being can significantly enhance employee health and overall organizational performance, as Tarika (2024) suggested.

The researcher was personally motivated to conduct this study after recognizing several stressors affecting employees in a government agency, such as absenteeism, financial struggles, and delayed salary disbursement, particularly among contractual workers. The researcher felt compelled to address these issues because employees also faced difficulties maintaining work-life balance due to high-pressure tasks, tight deadlines, and a lack of recognition. The goal was to improve employee well-being and create a more efficient and productive workforce within the agency.

Current State of Knowledge

Employee well-being is vital for productivity and organizational success in government agencies, with mental wellness recognized as a key component that supports individuals in managing stress, working effectively, and contributing to their communities (World Health Organization [WHO], 2022). Historically, the evolution of management theories—from the human relations movement in the 1920s to modern human rights and sustainability approaches—has highlighted the centrality of employee welfare in achieving organizational resilience (Lee & Rhee, 2021). Recent studies further stress this point; Alzadjali and Ahmad (2024) found that high-commitment work systems significantly affect well-being, particularly when supported by work-life balance, though organizational support alone did not buffer potential negative effects. Qu and Robichau (2023) also revealed that public and nonprofit workers report higher subjective well-being than those in the private sector, emphasizing how job roles and government levels influence daily well-being. Poor workplace conditions—such as excessive workloads, discrimination, and job insecurity—pose major risks to mental health, contributing to economic losses and decreased productivity (WHO, 2022; Centers for Disease Control and Prevention [CDC], 2016). To address these risks, government agencies must adopt supportive policies and strategies that promote mental wellness, participation, and a healthy work-life balance.

The enactment of Republic Act No. 11036, also known as the Philippine Mental Health Act, laid the foundation for a national mental health policy that promotes and protects the rights of individuals seeking psychosocial support (Republic Act No. 11036, 2018). The law recognizes mental health as a basic human right and mandates the integration of mental health initiatives into workplaces, schools, and communities. Specifically, Chapter V, Section 25, tasks employers with creating programs to reduce stigma, provide psychological services, and support employee mental wellness. To ensure effective implementation, the Department of Labor and Employment (DOLE) released guidelines in 2020 that include education on mental health risks, work-life balance promotion, counseling services, and policies against discrimination and workplace violence (DOLE, 2020). Research in the Philippines, such as the study by Moleño and Doromal (2024), found that while employees generally reported moderate levels of psychological well-being, gender differences suggest the need for tailored mental health initiatives. Their findings underscore the necessity for broader, data-driven strategies to improve employee well-being, especially in light of potential gender inequalities in the workplace.

Employee well-being significantly affects organizational success and is shaped by workplace design, leadership, and company culture. General (2025) highlighted that high psychological well-being boosts productivity, while poor working conditions—such as excessive workloads, toxic work cultures, and job insecurity—can cause serious mental health issues like anxiety and depression. The Philippine Labor Review (2024) reported that 71% of HR professionals consider their work environments moderately stressful, particularly in retail and trade industries. The Southeast Asia Labor Report (2023) also found that over 70% of Filipino employees experience burnout—the highest rate in Southeast Asia. These issues are exacerbated by low pay and demanding workloads, which disturb work-life balance and elevate stress. Chronic stress, in turn, is linked to physical illnesses including heart disease and gastrointestinal disorders (World Health Organization, 2022). Consequently, improving workplace conditions is a pressing concern in both government and private sectors. A strategic, holistic approach to workplace well-being can not only prevent mental disorders but also enhance performance, even amid fiscal constraints such as those brought by the COVID-19 pandemic (Philippine Department of Labor and Employment, 2022; WHO, 2022).

Employee wellness programs are commonly categorized into primary, secondary, and tertiary interventions. Primary interventions aim to prevent the emergence of mental health risk factors by minimizing exposure to stressors through proactive strategies (Barry et al., 2013). Secondary interventions focus on at-risk individuals who have not yet shown symptoms, strengthening both personal and organizational resources to prevent mental health deterioration (Kessler et al., 2008). Tertiary interventions, on the other hand, provide treatment and rehabilitation for individuals already experiencing mental health issues (Patel et al., 2013). Emphasizing prevention over reaction is not only more effective but also more sustainable in the long term (Schultz et al., 2015). Key organizational factors like the balance between job demands and employee control can directly affect psychological well-being; imbalances may lead to burnout, absenteeism, and reduced performance (Maslach & Leiter, 2016). Therefore, even small improvements in workplace practices can greatly benefit both employee health and organizational productivity.

A crucial aspect of maintaining workplace mental health is leadership. Training supervisors in active listening, psychological support, and fair treatment is essential, as managers heavily influence their team's well-being (Zenger & Folkman, 2021). Regular counseling also plays a vital role by equipping employees with stress management tools such as mindfulness, cognitive restructuring, and relaxation techniques, fostering emotional resilience and coping capacity. In addition, promoting work-life balance is key to overall wellness. Although moderate increases in working hours may enhance well-being, excessive workloads can harm physical and mental health. Flexible discussions between employers and employees regarding work hours can help resolve conflicts between personal and professional responsibilities. Physical exercise, even as little as 30 minutes per week, has also been shown to reduce burnout and mental health risks by boosting mood, enhancing immunity, and improving self-esteem through the release of endorphins and serotonin (Foster, 2021).

Angeles (2024) emphasized the crucial role of organizational leadership in promoting employee well-being, arguing that leadership strategies should reflect care and concern to enhance organizational effectiveness. The study encourages future research on themes like leadership accountability to further explore the connection between leadership behavior and employee well-being. In relation to physical and mental recovery, rest and quality sleep significantly affect productivity, emotional stability, and life satisfaction (Wellness, 2024). Employers are expected to promote a healthier culture by providing wellness activities such as yoga, fun runs, or corporate discounts. Likewise, healthy eating in the workplace is linked to better health outcomes. Organizations can support this by offering nutritious food, discouraging unhealthy habits, and conducting educational seminars (Centers for Disease Control and Prevention, 2023; World Health Organization, 2022; American Heart Association, 2023; Taylor & Pepkin, 2010). These workplace health strategies have been shown to improve productivity and reduce absenteeism.

Flexible work arrangements and adequate break schedules are essential in reducing stress and burnout (Maslach & Leiter, 2016; Kabat-Zinn, 2018). Employees who are given autonomy over their time demonstrate improved job satisfaction and performance (Gajendran & Harrison, 2007; Hill et al., 2008). Furthermore, training and socialization contribute to skill development and morale. Stress management through cognitive-behavioral techniques and motivational storytelling can foster emotional resilience (Kabat-Zinn, 2022). Fair compensation also plays a role; while low-income earners benefit more from monetary increases, high-income employees respond better to recognition-based rewards (Cruz, 2022). Job insecurity undermines well-being, so transparent communication and clearly defined expectations are critical for fostering job clarity and satisfaction (Arias, 2024). In the public sector, emphasizing national service and social impact motivates employees. Human-centered, inclusive, and supportive work environments—such as those promoted by companies like TaskUs, Nestlé, and Canva Philippines—show that strategic wellness programs lead to better performance, loyalty, and creativity (Philippine Department of Labor and Employment, 2023; TaskUs Philippines, 2024).

Theoretical Underpinnings

The science of well-being has been a subject of ongoing study, with research highlighting its impact on psychological and physiological functioning. In 1998, Dr. Martin Seligman recognized the need to shift the focus from mental illness and pathology to positive psychology interventions aimed at improving well-being. His work culminated in developing the PERMA Theory in 2012, which consists of five distinct elements contributing to well-being: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishments.

Each element of the PERMA theory was defined and measured independently to enhance overall well-being. Positive Emotion encompasses more than just happiness; it includes feelings like hope, compassion, love, joy, and gratitude. Integrating these emotions into daily life fosters resilience and improved thoughts and actions. Engagement refers to fully immersed in an activity, often using one's top strengths, which leads to happiness and satisfaction. Relationships emphasize the importance of feeling valued, supported, and loved, which is crucial for mental and physical health. Meaning provides a sense of purpose, contributing to higher life satisfaction and fewer health-related issues. Accomplishment refers to the motivation to achieve goals and improve, with intrinsic accomplishments leading to greater well-being than external rewards like fame or money.

The PERMA model is a valuable tool for assessing the well-being of employees within a government agency. By evaluating the levels of positive emotion, engagement, relationships, meaning, and accomplishment among employees in a specific unit, the researcher identified areas of concern that align with the principles of the PERMA Theory. This model proved to be an effective predictor of the unit's issues, offering a detailed framework to guide the development of organizational interventions and programs to improve employee well-being.

Objectives

The study aimed to determine the level of well-being of a government agency's unit employees as the basis for a strategic organizational intervention plan. Specifically, this study seeks to answer the following questions: 1) the profile of the respondents in the Unit in terms of age, sex, average family monthly income, and highest educational attainment; 2) the level of well-being of respondents in the government agency unit in terms of the dimensions of positive emotion, engagement, positive relationships, meaning, and accomplishments / achievements; and 3) the significant difference in the level of well-being of respondents in the government agency unit when grouped and compared to the aforementioned variables.

Methodology

This section presents a discussion of the research methodology used, the subjects and respondents of the study, the research instruments used, the validity and reliability of the instruments, the procedure for data gathering, and the statistical tools and procedures for data analysis.

Research Design

This study employed a descriptive research design to determine the level of well-being of employees in a government agency unit. A descriptive research design would be utilized to accurately portray a population that would be chosen because of some specific characteristics. It would also determine the extent of direction, attitude, and behavior (Cristobal, 2013). Further, this research method was a design that describes the nature of a situation as it exists at the same time of the study and explores the cause of a particular happening. Therefore, the descriptive research design was suited for this study because it aimed to gather information about the present study's characteristics and helped make a professional judgment. Since the research is trying to determine the extent of the level of well-being of employees in one of the government agency units, the research would effectively use the descriptive design to statistically analyze the data.

Study Respondents

The respondents of this study were selected using Cochran's rule for random sampling. The sample included both regular and contract service employees from a specific government agency unit. The distribution of respondents across the different units of the agency is as follows: Unit A had the largest representation with 130 employees, accounting for 47% of the total population. Unit B followed with 57 employees or 33%, while Unit C had 27 employees, comprising 15% of the respondents. Finally, Unit D had the smallest number with 20 employees, representing 5% of the total. In sum, the study involved 234 employees across all four units, making up 100% of the sampled population.

Instruments

The researcher utilized a self-made data gathering instrument specifically designed for this study. The questionnaire consisted of two parts: Part I collected the respondents' names and selected demographic information, including age, sex, average monthly income, and educational attainment. Part II focused on assessing the level of employee well-being based on five dimensions—positive emotions, engagement, relationships, meaning, and achievement. Each dimension was represented by seven items, resulting in a total of 35 items in the questionnaire. Responses were measured using a five-point Likert scale ranging from 5 (always) to 1 (never). It was subjected to validity (4.76-excellent) and reliability (0.903-excellent). All of them were interpreted as worthy and good; respectively.

Data Gathering Procedure

After the validity of the research instrument, the researcher sent a letter of request to the head of the government agency unit. Once approved, the letter was sent to the unit's office asking permission to conduct the study.

Upon approval, the researcher administered the instrument to the respondents. The research had two options: a Google link sent to every respondent or a form of a hard copy for those respondents that are easier to reach out to. The researcher administered and retrieved the research instruments to ensure 100% retrieval. After the retrieval, the data was tabulated, analyzed, and interpreted according to the specific problems outlined in this study. The number of items was seven questions corresponding to the PERMA Theory's five variables.

Each respondent's scores were encoded according to the variables, and the computation was done using SPSS software.

Data Analysis and Statistical Treatment

Objective No. 1 used the descriptive analytical scheme and frequency count and percentage to find out the profile of the respondents according to selected variables.

Objective No. 2 used the descriptive analytical scheme and mean to find the level of well-being of employees in one of the units of a government agency according to dimension.

Objective No. 3 used the comparative analytical scheme and Mann-Whitney U test to determine whether there is a significant difference in the level of well-being in one of the units of a government agency.

Ethical Consideration

Ethical principles are crucial in all research studies to protect human subjects, ensure voluntary participation and informed consent, and minimize the risk of harm. Voluntary participation means individuals are not coerced and freely agree to participate with a complete understanding of the research procedures and risks involved. Informed consent ensures that participants are adequately informed and can freely choose to participate. Ethical standards also require minimizing physical and psychological harm through safeguards like carefully timed interviews.

Confidentiality ensures that participants' identifying information remains protected, while anonymity guarantees that participants remain unidentified even to researchers. These ethical guidelines were upheld throughout the study, with participants assured of their rights, including the ability to withdraw from the study at any time.

Results and Discussion

This section presents, analyzes, and interprets the data that were gathered consistent with its predetermined objectives.

Table 1

Profile of the Respondents

Variables	Categories	Frequency	Percentage
Age	Younger (below 42 years old)	42	48.80
	Older (42 years old and above)	44	51.20
	Total	86	100
Sex	Male	28	32.60
	Female	58	67.40
	Total	86	100
Personal Average Monthly Income	Lower (less than P37,000)	54	62.80
	Higher (P37,000 and above)	32	37.20
	Total	86	100
Highest Educational Attainment	Lower	30	34.9
	Higher	56	65.1
	Total	86	100

Table 1 presents the results of Objective 1, which aimed to determine the respondents' profiles according to various variables. Out of 86 respondents, 42 (48.80%) were categorized as younger (below 42 years old), while 44 (51.20%) were older (above 42 years old), showing a small age difference between the two groups. In terms of sex, a significant difference was observed, with 58 (67.40%) female respondents dominating the Unit, compared to only 28 (32.60%) males. Regarding income, 54 respondents (62.80%) earned less than Php37,000, indicating a larger portion of the population in the lower-income category. Only 32 respondents (37.20%) earned Php37,000 or more, emphasizing the impact of salary grade on employee well-being.

Regarding education, most respondents had higher educational attainment, with 56 (65.1%) being graduates, compared to 30 (34.9%) with lower education. Overall, the profile of the respondents was well-represented in the study, with a higher percentage of females, lower-income employees, and well-educated staff. These factors highlight the socio-demographic characteristics that could influence the well-being of government agency employees in the Unit.

Research indicates that socio-demographic factors such as age, sex, income, and education significantly influence employee well-being. A study by Moleño and Doromal (2024) found that among private company employees in Western Visayas, Philippines, gender differences played a role in psychological well-being, with female respondents experiencing higher levels of anxiety, while male employees reported greater life satisfaction. Additionally, older employees were more prone to emotional and behavioral challenges.

Table 2

Level of Well-Being of Employees in one of the Unit of A government agency in the Area Positive Emotion

Area	Mean	Interpretation
A. Positive Emotions		
<i>I /I am..</i>		
1. happy at my work	4.42	High Level
2. feel at ease whenever I work	3.99	High Level
3. contented with my work	4.03	High Level
4. love my work	4.01	High Level
5. proud of my position at work	4.02	High Level
6. still happy at work even I am tired	4.08	High Level
7. inspired at work even work is overloaded	3.91	High Level
Overall Mean	4.07	High Level

Respondents rated well-being in terms of Positive Emotions the highest among the five major models in the study with a positive response of 4.07 rating. This implied that most employees are happy, contented, and love what they do in their work. This also means that their well-being is not a problem.

The statement happy at work got the highest mean of 4.42 which means that the respondents were happy working in a government agency. Also, the statement "still happy at work even if I am tired", had a high mean (4.08) indicated that happiness at work is very present even if they are already tired. The lowest mean of 3.91 was being "inspired at work even if work is overloaded". It showed that employees were less inspired, especially when there was work overload. Management should take note of this and take a proactive approach in encouraging employees to be inspired at work. Dobrydney (2023) highlights those positive emotions in the workplace boost engagement, satisfaction, and productivity. Supporting employee well-being through stress management and resilience programs fosters emotional agility, while mindfulness techniques and workshops improve mental well-being. These practices create a healthier environment, reduce absenteeism and turnover, and enhance workforce commitment, leading to better organizational performance (Grieco, 2023; Team, 2024).

Table 3

Level of Well-Being of Employees in one of the Unit of A government agency in the Area Engagement

Area	Mean	Interpretation
B. Engagement		
<i>I /I am..</i>		
1. work even beyond office time	4.03	High Level
2. overwhelmed with all my tasks at work	3.97	High Level
3. focus with all my work	4.07	High Level
4. offer my help voluntarily with all the tasks	4.02	High Level
5. finish my tasks before I rest	3.85	High Level
6. work without anyone asking me to do so	4.00	High Level
7. finish my work on time	3.97	High Level
Overall Mean	3.99	High Level

Gathered from the preceding Table 3 respondents rated their Engagement at work highly at 3.99. The variable that earned the highest rating in this area was "focusing with all my work" at 4.07. This meant that most employees are still focused on what they are tasked according to their work description. Citing Gensler *Focus in the Workplace* (2015), it said the most important element in effective focus work is "place", this implied the environment in the government Unit is favorable and passed the fundamentals.

The lowest-rated variable in this area was finishing a task before resting, receiving a mean of 3.85. However, when managed properly by the Human Resources Division in being more hardworking and manana habit is strategically controlled and developed (Jeff Menguin 2014), productivity would be at its peak and procrastination would end. On the next chapter, we would discuss the solutions on procrastination and the ways that the Administrative Unit can improve on this aspect.

Table 4

Level of Well-Being of Employees in one of the Unit of A government agency in the Area Positive Relationships

Area	Mean	Interpretation
C. Positive Relationships		
<i>I /I am..</i>		
1. can asked help and support from my colleagues at work	4.06	High Level
2. give respect to my colleagues at work	4.05	High Level
3. approachable whenever my colleagues need my help	4.06	High Level
4. apologize to my colleagues at work if I made mistakes	4.10	High Level
5. practice fair and equal treatment with my colleagues at work	4.03	High Level
6. show appreciation to all my colleagues for every small or big achievements and accomplishments	3.95	High Level
7. give positive feedback at work	3.94	High Level
Overall Mean	4.03	High Level

The rating of respondents in the area of Positive Relationships with its corresponding variables, from asking for help and support from fellow colleagues to giving positive feedback at work, was high (mean of 4.03). This is verified by Elaine Houston's *Importance of Positive Relationships in the Workplace* (2019) which stated that while lengthy

exposure to psychosocial hazards intensifies physiological health problems; good relationships among the employee was the reason how the work gets done.

The government agency valued positive relationship amongst the employees so that everyone works to reach a common vision and goal. The highest mean was "apologizing when the employees had made a mistake," meaning, the employees acknowledge their weakness, thus was easier to accept constructive criticisms.

Giving positive feedback at work was low with 3.94 and there are ways to do this effectively like: establishing trust, balancing positive and negative feedback, being specific, providing feedback consistently and in a timely manner (Champlain College, 2023). If performance at work through positive relationship is enhanced, a productive workspace is created where employees are highly satisfied, enjoying each day reporting to work.

Table 5

Level of Well-Being of Employees in one of the Unit of A government agency in the Area Meaning

Area D. Meaning	Mean	Interpretation
I /I am..		
1.respect the beliefs and faith of any religion at work	4.13	High Level
2.listen with open mind to the family matters of my colleagues during free time	4.07	High Level
3.join organization that has social causes	3.65	High Level
4.participate in any community outreach program	3.65	High Level
5.practice fair judgement	4.01	High Level
6.follow our constitutional laws	4.05	High Level
7.engage myself in social works	3.49	Moderate Level
Overall Mean	3.86	High Level

The respondents rated the Well-being in the area of Meaning a rate of 3.86. This is important to keep their reason for working alive in their hearts, which would lead them to work effectively because they found the meaning of why they are working. The highest mean of 4.13 belonged to respecting the beliefs and faith of any religion at work. The employees valued each other's religion and differences of faith that they work in harmony with each other, which was good because variety prevents stagnation. What needed to be highlighted to improve was the variable of engaging itself in social works with a lower level of 3.49. The Human Resources Division needs to plan and provide some social interventions where employees would have the opportunity to reach out to social works expanding their inspiration at work.

Table 6

Level of Well-Being of Employees in one of the Unit of A government agency in the Area Accomplishments/Achievements

Area E. Achievement/Accomplishment	Mean	Interpretation
I /I am..		
1. re-organize an activity to make it work better	3.50	High Level
2.receive an award or recognition	3.94	High Level
3.receive complement coming from my supervisors, department head and colleagues	3.80	High Level
4. able to come up a new idea that improved my work	4.00	High Level
5.comply my task before the deadline comes	3.92	High Level
6.follow what is being asked by my supervisors and department head	3.74	High Level
7.participate in all seminars and shared it with my colleagues	3.80	High Level
Overall Mean	3.82	High Level

The respondents rated Well-being in terms of Achievement or Accomplishment as the lowest overall mean amongst the five levels of Well-being in the study, with a 3.82 rating. The highest rating of 4.0 belonged to being able to come up with a new idea that improved my work, meaning, the employees were very open to improving their work style and they are continuously researching and trying new ways to be better at work.

While the lower level belonged to the variable of reorganizing an activity to make it better. The employees lacked the leadership capability of reorganizing and planning activities because most of them were afraid to take credit for their actions and waited for the head of the department to give them instructions. They lacked the ability to initiate

what needs to be done. According to Tony Robbins, one must honestly assess itself to be able to make tough decisions because most employees might not be confident in their abilities and have a lot of self-doubt (Tony Robbins, 2023). Therefore, it is advised for the Human Resources to give training on leadership and organizational skills. The Unit have allotted time yearly to assess their activities and proper planning but this was only limited to employees with SG 18 and above levels (supervisory). This time, the participants should also be able to not only submit a report/plan but must be accountable and practice what they have learned.

Table 7

Difference in the Level of Well-Being of Employees in one of the Units of A government agency in the Area Positive Emotion when grouped and compared according to the aforementioned variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	42	46.48	799.000	0.277		Not Significant
	Older	44	40.66				
Sex	Male	28	49.59	641.500	0.114		Not Significant
	Female	58	40.56				
Personal Average Monthly Income	Lower	54	41.19	739.000	0.261	0.05	Not Significant
	Higher	32	47.41				
Highest Educational Attainment	Lower	30	37.18	650.500	0.084		Not Significant
	Higher	56	46.88				

Table 7 presents the comparison of employee well-being in terms of Positive Emotion using the Mann-Whitney U-Test, showing no significant differences when grouped by age, sex, personal average monthly income, and highest educational attainment, as all p-values were above 0.05. Younger employees scored slightly higher (46.48) than older ones (40.66), males (49.59) scored higher than females (40.56), and those with higher income and education also scored marginally better, but none reached statistical significance. Thus, the hypothesis stating no significant relationship between employee well-being and these variables was accepted. While these findings suggest demographic factors do not significantly affect positive emotions, it remains essential for workplaces to proactively enhance employee experiences and promote positivity through corporate wellness initiatives (Vantage Point, 2024).

Table 8

Difference in the Level of Well-Being of Employees in one of the Units of A government agency in the Area Engagement when grouped and compared according to the aforementioned variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	42	50.31	638.000	0.013		Significant
	Older	44	37.00				
Sex	Male	28	51.95	575.500	0.028		Significant
	Female	58	39.42				
Personal Average Monthly Income	Lower	54	45.84	737.500	0.255	0.05	Not Significant
	Higher	32	39.55				
Highest Educational Attainment	Lower	30	37.33	655.000	0.092		Not Significant
	Higher	56	46.80				

Table 8 shows that in the area of Engagement, significant differences were found when employees were grouped by age and sex using the Mann-Whitney U-Test, with younger employees (mean = 50.31) and males (mean = 51.95) scoring significantly higher than their older (mean = 37.00) and female (mean = 39.42) counterparts, respectively, as indicated by p-values of 0.013 and 0.028. However, no significant differences were observed when grouped by personal average monthly income and highest educational attainment, with p-values above 0.05. This suggests that age and sex significantly influence engagement levels, while income and education do not. Younger employees may have higher energy for post-work activities, while older employees are more home-focused; similarly, females may exhibit more concentration at work than males. These findings align with previous research indicating that older employees leverage their experience for greater engagement (Roberts, 2020), and females are often more engaged due to factors like tenure and working hours (Hanaken et al., 2019).

Table 9

Difference in the Level of Well-Being of Employees in one of the Units of A government agency in the Area Positive Relationships when grouped and compared according to the aforementioned variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	42	52.18	559.500	0.002	0.05	Significant
	Older	44	35.22				
Sex	Male	28	51.23	595.500	0.045		Significant
	Female	58	39.77				
Personal Average Monthly Income	Lower	54	47.33	657.000	0.063		Not Significant
	Higher	32	37.03				
Highest Educational Attainment	Lower	30	34.28	563.500	0.012		Significant
	Higher	56	48.44				

Table 9 reveals significant differences in the area of Positive Relationship among government agency employees when grouped by age, sex, and highest educational attainment, with p-values of 0.002, 0.045, and 0.012 respectively, indicating that these variables influence well-being in this domain. Younger employees (mean = 52.18), males (mean = 51.23), and those with higher education (mean = 48.44) showed distinct relational patterns compared to their counterparts. In contrast, no significant difference was found when grouped by personal average monthly income ($p = 0.063$), suggesting income does not influence relationship-based well-being. The findings imply that younger and male employees tend to be more reserved and less emotionally open, while those with higher education may be less likely to seek help or express humility, possibly due to their sense of achievement. These behaviors reflect shifting workplace expectations, where highly educated younger workers prioritize personal development and meaningful engagement, as noted by Winter and Jackson in their study on evolving employment relationships.

Table 10

Difference in the Level of Well-Being of Employees in one of the Units of A government agency in the Area Meaning when grouped and compared according to the aforementioned variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	42	45.15	854.500	0.547	0.05	Not Significant
	Older	44	41.92				
Sex	Male	28	49.89	633.000	0.098		Not Significant
	Female	58	40.41				
Personal Average Monthly Income	Lower	54	43.53	862.500	0.989		Not Significant
	Higher	32	43.45				
Highest Educational Attainment	Lower	30	32.30	504.000	0.002		Significant
	Higher	56	49.50				

Table 10 shows that among government agency employees, only highest educational attainment significantly affected well-being in the area of Meaning, with a p-value of 0.002, while age ($p = 0.547$), sex ($p = 0.098$), and personal average monthly income ($p = 0.255$) were found not significant. This indicates that educational attainment influences how employees find meaning in their work, suggesting that those with higher education may be so focused on job responsibilities that they overlook activities tied to social causes or personal values. As Marsh discusses in *The Poor, Give More*, higher-status individuals may feel less connected to others and exhibit less empathy, supporting the idea that more educated employees could struggle to find meaning in broader, communal aspects of work.

Table 11

Difference in the Level of Well-Being of Employees in one of the Units of A government agency in the Area Accomplishments/Achievements when grouped and compared according to the aforementioned variables

Variable	Category	N	Mean Rank	Mann Whitney U	p-value	Sig. level	Interpretation
Age	Younger	42	48.45	716.000	0.071	0.05	Not Significant
	Older	44	38.77				
Sex	Male	28	51.23	595.500	0.045		Significant
	Female	58	39.77				
Personal Average Monthly Income	Lower	54	43.79	848.500	0.889		Not Significant
	Higher	32	43.02				

Highest Educational Attainment	Lower	30	32.07	497.000	0.002	Significant
	Higher	56	49.63			

Table 11 reveals that in the area of Achievement/Accomplishment, sex and highest educational attainment significantly influenced the well-being of government agency employees, with p-values of 0.045 and 0.002 respectively, while age ($p = 0.071$) and personal average monthly income ($p = 0.889$) showed no significant impact. This suggests that men and highly educated employees experience differences in how they perceive and pursue accomplishments. Males were generally less proactive in making organizational changes, often adhering to established rules, while highly educated employees valued recognition over financial success. Supporting this, Liu (2021) notes that although women may have lower financial literacy, they are more goal-oriented financially, and Singh (2024) emphasizes the importance of combining monetary and non-monetary rewards to ensure employee satisfaction.

Conclusions

The study revealed that most respondents were older, female, highly educated, and earning lower incomes. Overall, employee well-being in a government agency was rated at a high level across five key areas: positive emotions, engagement, relationships, meaning, and achievements. Positive emotions scored the highest, while achievements ranked lowest. Notable differences emerged across demographic groups—engagement varied by age and sex; relationships by age, sex, and education; meaning by education; and achievement by sex and education. Despite high satisfaction, challenges were noted: workload affecting inspiration, difficulty completing tasks before rest, limited positive feedback, lack of community involvement, and reluctance to improve practices. Younger and highly educated employees particularly struggled with aligning work to values and achieving goals. Based on these findings, targeted interventions were recommended. These include inspiring HR programs, flexible schedules, regular recognition, community activities with incentives, and training in critical thinking. Incorporating these into team building, performance assessments, and organizational planning could enhance both employee well-being and productivity.

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