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# Efficacy of Behavioral Intervention Plan for Government Employees: A Counseling and Development Program

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**Abstract**

This study evaluates the efficacy of the Behavioral Intervention Program implemented for Cebu City Government Employees in 2023, with the aim of developing a comprehensive Workplace Counseling and Development Model. Anchored in Swarbrick's 8 Dimensions of Wellness, the research assesses the program's impact across physical, emotional, social, occupational, intellectual, spiritual, environmental, and financial wellness. A sample of 125 employees from four clusters—Frontliners, Revenue Generating, Support Services, and Policies and Planning—was utilized. Findings indicate that frontline departments, with the highest representation, are crucial for operational efficiency and job performance. The program's implementation revealed a strong reliance on non-punitive measures such as community service and reprimands, with limited use of counseling. This gap underscores the need for enhanced counseling interventions and mental health resources. Employees expressed high engagement in the planning and assessment components of the program, positively impacting social and intellectual wellness. However, the study noted deficiencies in the emotional and social dimensions, particularly in mental health support, seminars, and team-building effectiveness. Despite strengths in engagement and performance management, critical areas need improvement. Recommendations include increasing counseling interventions, refining seminars, and enhancing team-building activities to better support emotional and social wellness. By adopting a holistic approach aligned with Swarbrick's wellness dimensions, the program can achieve greater effectiveness in fostering a healthier, more engaged, and productive workforce. Continuous evaluation and integration of these recommendations are essential to ensuring long-term success and organizational well-being.

Keywords: *Behavioral Intervention, Counseling Program, Employee Performance, Mental Health, HR Competency, Strategic Planning, Performance Assessment, Leadership Development*

## Introduction

This study focuses on the psychological effects of stress among government employees, particularly those working at Cebu City Hall during the COVID-19 pandemic. While physical needs such as transportation, food, and medicine were provided by the local government, emotional and psychological needs were left unaddressed. Prolonged stress can negatively affect productivity, job satisfaction, and overall health. The researcher, currently serving as an Administrative Officer III, observed firsthand the emotional toll the pandemic took on personnel and saw the urgent need for a formal counseling and development program to support employee well-being.

Experts agree that stress is a major occupational health issue with serious consequences. Anderson (2020) noted that stressed individuals are more vulnerable to illnesses like COVID-19, while Jha et al. (2019) linked chronic stress to life-threatening conditions such as heart disease, cancer, and even suicide. Global studies during the pandemic (e.g., Caputo & Hyland, 2020; Graves & Karabayeva, 2020) found that employees working remotely or under strict health protocols experienced heightened levels of stress, poor work-life balance, and impaired workplace relationships. Locally, the Philippine Statistics Authority (2020) reported that 8% of workers had suicidal thoughts during the pandemic, a 57% increase from previous years. This shows a compelling need for mental health interventions, especially for public servants exposed to high-pressure environments.

Although numerous studies and programs have addressed mental health in the workplace, there remains a social stigma around seeking help, particularly in the public sector. Many employees still perceive counseling as a sign of weakness or an unnecessary luxury. In the case of Cebu City Government employees, despite receiving material support during lockdowns—including transportation, food, and medicine—there was no access to professional emotional or psychological support. The lack of such services became even more concerning as the city experienced high infection rates and extended quarantine periods. This oversight represents a significant gap in the government's overall employee welfare strategy.

To fill this gap, the study proposes the design and implementation of a Behavioral Intervention and Counseling Program tailored for Cebu City Hall employees. The program aims to normalize counseling as a form of support rather than weakness and provide employees with tools to cope with stress, anxiety, and work-related pressures. The researcher, given her administrative role and familiarity with the staff, is well-positioned to facilitate

a supportive and trusting environment where employees feel safe and encouraged to participate. By equipping employees with healthy coping strategies and providing emotional guidance, the initiative can reduce issues like absenteeism and low morale at the root, rather than through disciplinary action.

The expected outcome is the development of a structured, responsive, and sustainable counseling and development program for government employees. This program would serve as a model for emotional wellness in the workplace, enhancing not only the employees' psychological health but also their communication skills, self-esteem, and overall job performance. By integrating mental health into government employee support systems, the study aims to promote a healthier, more productive, and more resilient workforce—one that is better prepared to manage future crises.

**Literature Review**

This chapter presents a review of related literature to establish relevant theories, research findings, and discussions concerning the effectiveness of behavioral intervention and counseling programs for employees. The COVID-19 pandemic accelerated trends in remote work, supported by advances in connectivity and communication technologies, allowing many professionals—especially those engaged in complex, solitary tasks—to report higher productivity working from home. However, remote work also increased professional isolation, which negatively affected job performance and raised employee turnover risks. To counter these effects, increasing face-to-face interactions and leveraging communication-enhancing technologies can help employees feel more connected, improving performance and retention (Dino et al., 2015). Supporting this, Gajendran and Harrison (2015) found in their meta-analysis that telecommuting's impact depends on factors like job autonomy and social isolation, which respectively enhance or reduce job satisfaction. Moreover, telecommuting can intensify work-family conflicts, underscoring the need for behavioral and counseling interventions to address these psychological and social challenges.

Additional studies reveal that the pandemic worsened certain workplace challenges. Nell et al. (2020) observed diminished creativity during work-from-home arrangements, particularly among lower-level employees, independent of other remote work issues. Pre-pandemic hesitance toward remote work due to control concerns led to increased monitoring technologies, marking a shift toward digital oversight. The pandemic also caused significant job losses, with Barrero et al. (2020) estimating 42% might be permanent. Meanwhile, Bélanger and Carter (2020) highlighted the rising need for digital skills amid accelerated technology adoption. Chronic stress and burnout became prominent concerns, with Brower (2021) and Schaufenbuel et al. (2020) documenting declines in performance and mental health. Clear communication of organizational responses, as noted by Elsafty and Ragheb (2020), can reduce employee anxiety and improve motivation. Studies emphasize enhancing organizational resilience and adapting socialization processes in virtual settings (Ngoc Su et al., 2021; Asatiani et al., 2021). Finally, meta-analyses by Allam et al. (2017) and Purdy et al. (2015) show that effective behavioral interventions—rooted in understanding culture, goal setting, data use, and employee involvement—significantly improve safety, productivity, well-being, and job satisfaction, all crucial for sustaining strong organizational performance.

Lippke et al. (2020) conducted a systematic review of 27 studies to evaluate workplace health promotion interventions aimed at increasing physical activity among employees. Analyzing research from 2000 to 2018, they found that physical activity programs, educational sessions, and motivational strategies delivered via individual coaching, group sessions, or online resources effectively boosted employee activity levels. The review highlighted the importance of tailoring interventions to the specific needs of employees and organizations to ensure long-term success. Complementing this, Paterson et al. (2018) argued that workplaces serve as ideal settings for promoting mental health awareness and prevention efforts, offering targeted and consistent support that benefits both employees and the broader community. Regarding mental health challenges exacerbated by remote work, Caligiuri et al. (2020) emphasized HR practitioners' roles in helping managers manage remote teams and address employee isolation. To counteract stress and mental health risks, Carnevale and Hatak (2020) and Maurer (2020) noted the introduction of virtual socializing activities, such as online coffee breaks, fostering peer support despite physical distance. Hughes (2015) described counseling as a crucial process for providing employees safe spaces to discuss issues and find solutions, while Sweeney and Chen (2015) advocated for evidence-based counseling (EBC) that integrates research, clinical expertise, and client preferences to improve outcomes despite implementation challenges.

Further systematic reviews underscore the effectiveness of workplace counseling and Employee Assistance Programs (EAPs) in reducing mental health symptoms and improving job performance. Husain et al. (2020) found that counseling significantly decreased depression, anxiety, and PTSD symptoms, with factors like timing and frequency influencing success. Ellison et al. (2018) reported that workplace counseling reduced psychological distress and enhanced job satisfaction, attendance, and productivity, particularly when early intervention and ongoing support were provided. Knudsen et al. (2017) showed that EAPs improve mental health and reduce absenteeism and turnover by helping employees manage personal challenges. These findings align with global concerns about workplace stress and burnout due to excessive job demands and insufficient support (Paterson et al., 2018). Studies from Nigeria, China, Indonesia, and Ghana reinforce that counseling services enhance productivity, job satisfaction, coping skills, and workplace atmosphere. The COVID-19 pandemic further amplified mental health needs worldwide, including in the Philippines, where job disruptions and increased stress disproportionately affected vulnerable groups. Despite challenges, many Filipino workers adapted through counseling and psychological support, though cultural stigma

remains a barrier, underscoring the need for culturally sensitive mental health initiatives to improve outcomes locally and abroad.

## RESEARCH METHODOLOGY

### Design

The researcher utilized the descriptive-evaluative research design using Swarbrick's Wellness and Occupational Therapy, which covered the employee's attitude towards work, job performance, financial satisfaction, and immediate head relationship. It was a statistical procedure that used to be described as a formal, objective, and systematic method, according to Burns and Grove (1993). This approach was used to characterize and evaluate correlations, as well as explore cause-and-effect interactions among variables. Research that was descriptive, explanatory, or exploratory may all benefit from the use of surveys. The design was descriptive in nature. A population that was too huge to see directly may be described via the use of original data collected through a survey (Mouton 1996). According to Polit and Hungler (1993), information was obtained from a sample of individuals in a survey via the use of self-reporting, which implies that the respondents reply to a series of questions presented by the investigator. The information for this study was gathered by the participants themselves via the use of questionnaires that the researcher handed out individually to each participant in the study. Because it gave an accurate depiction or description of the qualities being studied, such as behavior, views, talents, beliefs, and knowledge of a specific person, scenario, or group, a descriptive survey was chosen as the method to be used in this research. This design was adopted to suit the aims of the research, which were to examine the knowledge and perspectives of employees.

### Environment

The study was conducted at Cebu City Hall, which is located at the Dr. Jose P. Rizal Street Corner M. C. Briones Street & D. Jakosalem Street, Brgy. Sto. Niño, Cebu City, Philippines. There were 4 different clusters in the Cebu City Department. The first cluster was the Frontline Cluster. This cluster answered the basic needs of people under the jurisdiction of the city, like food, shelter, education, livelihood, and means of transportation. This cluster had 14 departments. These were Cebu City Medical Center (CCMC), City Health Department (CHD), Office of the City Registrar (OCR), Department of Manpower Development & Placement (DMDP), Department of Veterinary Medicine & Fisheries (DVMF), Department of Public Services (DPS), Department of Social Welfare Services (DSWS), Office of City Agriculture (OCA), Department of Engineering & Public Works (DEPW), Cebu City Transportation Office (CCTO), Cebu City Environment and Resources (CCEnRO), Cebu City Disaster Risk Reduction Management Office (CCDRRMO), Office of the City Architect (OCArcht.), and Office of Building Official (OBO).

The second cluster was the Revenue Generating Cluster. This cluster was mandated to implement the taxing and revenue-raising powers of the city government in accordance with existing local taxation laws and regulations on fiscal matters. This cluster ensured that the city, through the different clusters, had the financial capability to deliver the services to the clients. Under this cluster were the Office of the City Treasurer (OCT) and Office of the City Assessor (OCAss).

The third cluster was the support service cluster, this cluster provided technical and administrative support to the Frontline, Revenue and Policy and Planning Clusters to enable them to carry out their services more efficiently. It ensured that the city's resources were effectively and equitably managed and utilized. Under this cluster were the Office of the City Accountant (OCAcc), Department of General Services (DGS), Human Resource Development Office (HRDO), Management and Information Services (MIS), and Internal Control Office (ICO).

Lastly, the Policies and Planning Cluster, where it set the direction and thrust for all city government services. It exercised its lawmaking powers at the local government. The departments under this were the Office of the City Administrator (OCAd), the Office of the Legal Office (OLO), the City Planning Development Office (CPDO), and the Office of the City Budget (OCB).

### Participants

Burns and Grove (1993) defined a population as all humans, objects, and events that meet the study's sample conditions. For this study, the researcher selected one hundred twenty-five (125) employees from Cebu City Hall. Mouton (1996) described a sample as pieces chosen to learn about the whole population, and a convenient sample includes participants who are available at the right location and time (Polit & Hungler, 1993). The sample comprises seventy (70) employees from the Frontline Cluster, ten (10) from Revenue Generating, twenty-five (25) from Support Services, and twenty (20) from the Policies and Planning Cluster. The researcher ensured that these employees met the necessary criteria and were willing to participate during the data collection period.

The inclusion criteria for the study were the employees from the specified clusters, those with a record of tardiness, those who had worked at Cebu City Hall for more than five years, and those willing to participate. The exclusion criteria were employees who were not available during the data collection period and those who had worked at Cebu City Hall for fewer than five years. These criteria ensured that the study focused on a specific subset of the population that met the research objectives while also being practical in terms of data collection logistics.

### Instrument

The researcher used a standardized questionnaire adapted from the Human Resource Development Office (HRDO) of the Cebu City Hall, which allowed the comparisons made across different populations and contexts. Such questionnaires covered the following variables because they had an impact on the important aspects that needed to be covered in the study, to wit:

Work Compliance, which referred to the adherence to workplace policies, procedures, and norms. It encompasses employees' attitudes toward their work and their willingness to follow organizational guidelines. This was covered in the questionnaires because it helped in evaluating the effectiveness of behavioral interventions in promoting positive work attitudes and adherence to organizational standards.

Job Performance was the measure of how well an employee performed their job duties and responsibilities. It included productivity, quality of work, and overall contribution to the organization. This was crucial to determine if the counseling and development program enhances employees' efficiency and effectiveness in their roles.

Financial Satisfaction was the subjective assessment of one's financial situation, including income, savings, and overall economic well-being. This influenced the employee's stress levels and overall job satisfaction, which the intervention program aims to improve.

Immediate Head Relationship referred to the quality of the relationship between the employee and their direct supervisor. This included communication, support, and mutual respect. This significantly impacted employee morale and performance, making it a key variable to assess the program's impact on workplace dynamics.

Planning involved the systematic preparation and organization of tasks and activities to achieve specific goals. It included time management and setting priorities. This was essential for employees to manage their workload efficiently, which the program aims to enhance.

Assessment was the process of evaluating an employee's skills, performance, and development needs. It involves regular reviews and feedback. It helped in identifying areas for improvement and measuring the progress and effectiveness of the counseling program.

Resources referred to the various assets available to employees, including financial support, tools, equipment, and human resources. This was necessary for employees to perform their jobs effectively. The program may address resource allocation to ensure employees have what they need to succeed.

HR Competencies were the knowledge, skills, talents, and personal traits that contribute to employee performance and organizational success. This led to improved employee performance and organizational outcomes.

Private Counseling involved one-on-one sessions between a counselor and an employee to address personal and professional issues. It provided personalized support and strategies for employees to cope with stress and improve their mental health and job performance.

Seminar was a formal meeting for discussion or training on specific topics. It provided employees with knowledge and skills relevant to their roles, contributing to their professional development.

Team Building consisted of activities and exercises designed to improve interpersonal relationships and teamwork among employees. It fostered collaboration, communication, and a positive work environment, which are critical for organizational success.

**Data Gathering Procedure**

The researcher utilized the descriptive-evaluative research design using Swarbrick's Theory on Wetness and Occupational Therapy, which talked about employees' attitude towards work, job performance, financial satisfaction, and immediate head relationship. It was a statistical procedure used to measure and describe the relationship or association between two variables.

**Pre-Data Gathering.** Prior to data gathering, the research study underwent several key steps. First, the researcher prepared and defended a concept paper that detailed the study's objectives, significance, methodology, and potential implications. This defense allowed the researcher to receive critical feedback from the panel of evaluators, which was used to refine the study's focus with the help of the adviser. Next, a design hearing was conducted where the researcher presented the detailed research plan, including sampling methods and data collection techniques. This stage ensured the research design was robust and capable of effectively addressing the research questions. Finally, the study was reviewed by the Research Ethics Committee (REC) to ensure ethical standards were met, including informed consent and confidentiality. Approval from the REC was necessary before proceeding with data collection.

**Actual Data Gathering.** With all necessary approvals obtained, the researcher proceeded to the data collection phase. Survey questionnaires were distributed to employees across various departments within Cebu City Hall. The distribution strategy was designed to ensure a representative sample, encompassing employees from different clusters: Frontline, Revenue Generating, Support Services, and Policies and Planning.

Clear instructions were provided to participants, explaining the survey's purpose, the importance of their honest responses, and the confidentiality of their data. The researcher used multiple channels to distribute the questionnaires, including personal visits to offices, placement in common areas such as break rooms and hallways, and digital distribution for those who preferred an electronic format.

To maximize response rates, the researcher conducted follow-up visits and reminders. This hands-on approach ensured that participants had the opportunity to ask questions and seek clarifications, thereby enhancing the quality of the responses. The researcher also kept track of the returned questionnaires to monitor the progress and identify any clusters or departments with low participation rates, addressing these gaps proactively.

**Post-Data Gathering.** Once the data collection phase concluded, the researcher collected all completed questionnaires. The surveys were carefully sorted and checked for completeness. Any incomplete or improperly filled questionnaires were set aside for further review to determine if they could be partially used or if they needed to be discarded.

The next step involved data entry, where responses from the paper-based questionnaires were digitized. This process included coding the data and entering it into a statistical software program for analysis. Data cleaning was an integral part of this phase, ensuring that the dataset was accurate and free from errors. The researcher checked for inconsistencies, such as duplicate entries or outliers, and addressed them appropriately.

With a clean dataset, the researcher proceeded to analyze the data using appropriate statistical methods. Descriptive statistics provided an overview of the demographic characteristics and general trends in the responses. Inferential statistics were used to explore relationships between variables and test hypotheses. The analysis aimed to draw meaningful insights regarding employees' awareness, satisfaction, and participation in intervention programs.

The final stage involved compiling the findings into a comprehensive report. This report included an introduction, methodology, results, discussion, and recommendations. The researcher ensured that the report was clear and accessible to a non-technical audience, highlighting key findings and their implications for Cebu City Hall's intervention programs. The findings were shared with the management and participants, fostering transparency and encouraging the implementation of evidence-based improvements in employee programs and policies.

**Data Analysis**

After the data were obtained, they were carefully organized and prepared for analysis. The study employed descriptive-evaluative statistics to interpret the data, allowing for the identification of patterns, trends, and levels of implementation of the Behavioral Intervention Program. Descriptive statistics, such as frequency counts, percentages, means, and standard deviations, were used to summarize the responses of the participants across various wellness dimensions. The evaluative aspect focused on assessing the extent to which program components were effectively implemented and received by employees.

The results were presented in tabular format for clarity and ease of comparison. These tables were derived from the consolidated and categorized responses gathered from the participants representing different clusters within the Cebu City Government. This approach facilitated a comprehensive understanding of both the strengths and gaps in the program's implementation, forming the basis for conclusions and recommendations made in the study.

Furthermore, the analysis allowed the researcher to identify specific areas in the Behavioral Intervention Program that required enhancement, particularly in relation to emotional and social wellness. The feedback from participants provided valuable insights into how different components—such as counseling, seminars, and team-building activities—were perceived and experienced. These insights were instrumental in formulating evidence-based recommendations aimed at improving future interventions and fostering a more holistic and responsive workplace support system.

**Ethical Consideration**

The study, titled Efficacy of Behavioral Intervention Plan for Government Employees: A Counseling and Development Program, strictly adhered to the ethical principles of beneficence, respect, justice, confidentiality, and transparency. It received approval from the Research and Ethics Committee of the University of the Visayas under Reference No. NP2024MAED-194, dated June 6, 2024. Prior to the conduct of the study, participants were provided with informed consent forms detailing the purpose, procedures, potential risks and benefits, measures for ensuring confidentiality, the voluntary nature of participation, and contact information for further inquiries. No financial incentives were given, and the researchers declared no conflicts of interest.

The study emphasized the importance of safeguarding the rights and welfare of participants throughout the research process. Ethical standards were maintained by securing the necessary permissions from relevant authorities and by ensuring that data collection, analysis, and reporting were conducted with transparency and integrity. Anonymity and confidentiality were strictly observed to protect the identities of the participants. These ethical safeguards were vital to fostering trust and ensuring the credibility and validity of the research findings.

**RESULTS AND DISCUSSION**

This part presented, analyzed, and discussed the data obtained from the empirical study. This part emphasized the profile of the respondents by department and the intervention program implementation; the level of implementation of the inputs provided for the implementation of behavioral intervention among the Cebu City employees; their work-performance status; their level of job performance; the correlation between the inputs of the behavioral implementation and their work performance; and the inputs provided for the implementation of behavioral intervention that contribute to their job performance.

The data presented were the results of the tabulation of item responses made by one hundred twenty-five participants who comprised of twenty-six departments in the Cebu City Government.

**Profile of the Respondents (by Department)**

The profile of the respondents is categorized into four distinct clusters based on their respective departments. The first cluster, known as the Frontline Cluster, comprises 70 employees from various departments

directly involved in providing essential services to the public. These departments include the Cebu City Medical Center (CCMC), City Health Department (CHD), Office of the City Registrar (OCR), Department of Manpower Development & Placement (DMDP), Department of Veterinary Medicine & Fisheries (DVMF), Department of Public Services (DPS), Department of Social Welfare Services (DSWS), Office of City Agriculture (OCA), Department of Engineering & Public Works (DEPW), Cebu City Transportation Office (CCTO), Cebu City Environment and Resources (CCEnRO), Cebu City Disaster Risk Reduction Management Office (CCDRRMO), Office of the City Architect (OCArcht.), and the Office of Building Official (OBO). This cluster plays a critical role in maintaining public health, safety, and welfare.

The second cluster, known as the Revenue Generating Cluster, includes 10 employees from departments primarily responsible for generating revenue for the city. These departments are the Office of the City Treasurer (OCT) and the Office of the City Assessor (OCAss). The effectiveness of these departments is crucial for the financial stability and growth of the city, as they handle the collection of taxes, fees, and other revenues that fund city operations and development projects.

The third cluster, the Support Services Cluster, consists of 25 employees from departments that provide essential support services to ensure the smooth operation of city functions. These departments include the Office of the City Accountant (OCAcc), Department of General Services (DGS), Human Resource Development Office (HRDO), Management and Information Services (MIS), and Internal Control Office (ICO). The fourth and final cluster, the Policies and Planning Cluster, includes 20 employees from the Office of the City Administrator (OCAd), Office of the Legal Office (OLO), City Planning Development Office (CPDO), and the Office of the City Budget (OCB). These departments are involved in formulating policies, planning, and ensuring legal and budgetary compliance. The diverse representation of respondents from these clusters ensures a comprehensive understanding of the different functional areas within the Cebu City government.

The Profile of the Respondents by Department in Table 1 aimed to identify the number of participants involved in the program and the departments they represent. This section detailed how many individuals participated and specified which departments they came from, providing a clear picture of the distribution of respondents across different organizational units.

The analysis of the table revealed that the Cebu City Medical Center (CCMC) has the highest representation among the respondents, indicating its significant role or interest in the study's focus. In contrast, the Cebu City Environment and Resources (CCEnRO) and the Office of Building Official (OBO) show the lowest representation. This suggests that these departments may have less involvement or relevance to the study's objectives. The disparity in representation highlights varying levels of engagement and impact across the different departments, with CCMC being a major contributor and CCEnRO and OBO potentially playing a more minor role.

**Table 1**
*Profile of the Respondents by Department*

| Department | n | % |
|---|---|---|
| **First Cluster – The Frontliners** | | |
| 1. Cebu City Medical Center (CCMC) | 15 | 12.00 |
| 2. Cebu City Health Department (CCHD) | 5 | 4.00 |
| 3. Office of the City Registrar (OCR) | 5 | 4.00 |
| 4. Department of Manpower Development & Placement (DMDP) | 9 | 7.20 |
| 5. Department of Veterinary Medicine & Fisheries (DVMF) | 7 | 5.60 |
| 6. Department of Public Services (DPS) | 5 | 4.00 |
| 7. Department of Social Welfare Services (DSWS) | 4 | 3.20 |
| 8. Office of City Agriculture (OCA) | 12 | 9.60 |
| 9. Department of Engineering & Public Works (DEPW) | 9 | 7.20 |
| 10. Cebu City Transportation Office (CCTO) | 4 | 3.20 |
| 11. Cebu City Environment and Resources (CCEnRO) | 1 | 0.80 |
| 12. Cebu City Disaster Risk Reduction Management Office (CCDRRMO) | 4 | 3.20 |
| 13. Office of the City Architect (OCArcht.) | 5 | 4.00 |
| 14. Office of Building Official (OBO). | 1 | 0.80 |
| **Second Cluster – Revenue Generating** | | |
| 1. Office of the City Treasurer (OCT) | 4 | 3.20 |
| 2. Office of the City Assessor (OCAss) | 9 | 7.20 |

| | | | |
|---|---|---|---|
| **Third Cluster – Support Services** | | | |
| 1. | Office of the City Accountant (OCAcc) | 4 | 3.20 |
| 2. | Department of General Services (DGS) | 10 | 4.00 |
| 3. | Human Resource Development Office (HRDO) | 4 | 3.20 |
| 4. | Management and Information Services (MIS) | 5 | 4.00 |
| 5. | Internal Control Office (ICO) | 1 | 0.80 |
| **Fourth Cluster - Policies and Planning Cluster** | | | |
| 1. | Office of the City Administrator (OCAd), | 7 | 5.60 |
| 2. | Office of the Legal Office (OLO) | 3 | 2.40 |
| 3. | City Planning Development Office (CPDO) | 6 | 4.80 |
| 4. | Office of the City Budget (OCB) | 4 | 3.20 |
| | **Total** | 125 | 100 |

The high representation of CCMC suggested it is a major player or of significant interest in the context being studied. Conversely, the low representation of CCEnRO and OBO might indicate limited involvement or relevance in the study's focus. This disparity may reflect varying levels of engagement or impact across departments. The distribution of respondents across various departments indicates a diverse representation of employees from the Cebu City Government, particularly those from service-oriented and frontline offices. Notably, the largest proportion came from the Cebu City Medical Center (12.00%), the Office of City Agriculture (9.60%), and departments involved in infrastructure and manpower, such as the DEPW and DMDP. These departments are frequently engaged with the public and operational services, suggesting that the data collected largely reflect the perspectives and needs of employees who are actively exposed to citizen-facing roles and field-based functions. This implies that any intervention or development program, particularly the Behavioral Intervention Plan, should account for the demands, pressures, and specific behavioral challenges faced by employees in high-stress and service-delivery environments.

Meanwhile, support services and policy-formulation departments, such as the Office of the City Administrator, HRDO, and CPDO, were also represented but in smaller proportions. Their inclusion, though limited in number, adds depth to the study by providing insights from administrative and planning units that play a strategic role in decision-making and program implementation. The relatively lower representation of revenue-generating clusters and legal offices may suggest the need for further engagement with these groups in future studies to ensure holistic perspectives. Overall, the diverse departmental coverage strengthens the generalizability of the findings while also highlighting the necessity for customized interventions that consider the functional distinctions among the different clusters within the local government workforce.

**Behavioral Intervention Implementation**

Behavioral interventions were crucial for maintaining discipline and order within the Cebu City Government. By implementing a range of corrective measures, such as verbal and written reprimands, the HRDO addressed minor infractions promptly and set clear expectations for employee behavior. These interventions served as both immediate corrective actions and formal documentation of misconduct, ensuring that issues were addressed before they escalated. This approach not only helped in maintaining a professional work environment but also reinforced the organization's commitment to upholding high standards of conduct.

Moreover, interventions like consultation, counseling, and fair investigations played a significant role in supporting employee development and well-being. Consultation and counseling provided employees with the guidance and support needed to overcome personal and professional challenges, thereby improving their performance and job satisfaction. Fair investigations ensure that all disciplinary actions are based on accurate and unbiased information, promoting justice and equity within the organization.

Severe interventions such as suspension, termination, and transfer post were essential for addressing serious violations and protecting the organization's integrity. While these measures were more drastic, they are necessary to deter misconduct and maintain operational efficiency. Community service as an intervention underscored the importance of social responsibility, allowing employees to contribute positively to the community while reflecting on their actions.

The Number of Implemented Behavioral Interventions in table 2 were targeted activities designed to address identified gaps in employee behavior and performance based on the records from HRDO.

**Table 2**

*Number of Implemented Behavioral Interventions*

| | Intervention | n | % |
|---|---|---|---|
| **1** | Verbal reprimand | 71 | 56.8 |

| | | | |
|---|---|---|---|
| **2** | Written reprimand | 68 | 54.4 |
| **3** | Consultation | 63 | 50.4 |
| **4** | Close door conference | 61 | 48.8 |
| **5** | Counseling | 37 | 29.6 |
| **6** | Termination | 20 | 16.00 |
| **7** | Community service | 75 | 60.00 |
| **8** | Fair investigation | 68 | 54.4 |
| **9** | Transfer post | 51 | 40.8 |
| ***10*** | Suspension | 28 | 22.4 |

***n = 125***

The table indicated that community service is the most frequently used intervention, suggesting it is highly preferred or effective in the context. Conversely, termination is the least utilized intervention, indicating it is rarely employed. This disparity highlights a preference for less severe interventions, with community service being favored for its effectiveness or acceptability, while termination is reserved for more extreme cases.

The data highlighted a significant reliance on non-punitive measures like community service, verbal reprimands, and written reprimands. However, the relatively low percentage of counseling suggested that there was a considerable need for increased counseling interventions. Counseling can provide employees with the support and guidance necessary to address underlying issues, leading to long-term improvements in behavior and overall well-being. Increasing the use of counseling could enhance the effectiveness of behavioral interventions and foster a more supportive and rehabilitative work environment while potentially reducing the need for more severe actions like suspension or termination.

**Level of Implementation of the Inputs Provided for the Deployment of Behavioral Intervention Program Among Employees**

This part of the result was a crucial aspect of the study since the implementation level reflected how effectively the planned interventions, resources, and strategies are being executed within the organizational framework of the Cebu City Government. High implementation levels indicated that the program components, such as counseling sessions, workshops, and support mechanisms, are being delivered as intended and are reaching the targeted employees. This thorough execution was vital for achieving the desired outcomes, such as improved employee well-being, reduced workplace conflicts, and enhanced overall productivity.

Furthermore, assessing the implementation level helped identify any gaps or challenges in the deployment process. It provided insights into areas where the program might be falling short, such as insufficient communication, lack of engagement from certain departments, or inadequate resource allocation. By understanding these issues, the program was adjusted and refined to address specific needs and obstacles, ensuring a more effective and comprehensive intervention.

Table 3 on the next page on planning outlined the specific activities, timelines, and milestones involved in the implementation process, providing a clear framework for how the program was organized and executed.

The table revealed that employees strongly agree with statements about their active involvement and feeling valued during planning services, as well as the effective implementation of plans by the organization. The highest agreement is observed in employees' interest in making suggestions and feeling valued during planning sessions. Conversely, the lowest agreement is related to the office's planning of awareness campaigns. This variation indicates that while employees generally feel engaged and appreciate the planning process, there is slightly less consensus on the focus and execution of awareness campaigns.

**Table 3**

*Planning*

| | Indicators | Mean | SD | Interpretation |
|---|---|---|---|---|
| 1. | The employee displayed interest in making suggestion during planning services | 3.55 | 0.50 | SA |
| 2. | There is an appropriate plan implemented by the organization and religiously being followed or integrated by all employees in the office | 3.43 | 0.50 | SA |

| | | | | |
|---|---|---|---|---|
| 3. | When the office conducted a planning session, I felt valued and part of the team. | 3.55 | 0.50 | SA |
| 4. | Me and my manager discuss my career within this organization. | 3.46 | 0.50 | SA |
| 5. | The office plans to have an awareness campaign (i.e. World Mental Health Awareness Day on Oct. 10, Mental Health Awareness Month in May). | 3.49 | 0.50 | SA |
| | Factor mean | 3.50 | | SA |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

The implication of this pattern suggested that the organization is effective in involving employees and executing planning processes but may need to enhance its efforts in organizing and communicating awareness campaigns. Strengthening this aspect could further align employees' perceptions and enhance overall planning effectiveness.

Table 4 on assessment outlined the evaluation criteria and methods employed by HRDO to gauge the effectiveness of the intervention program.

Table 4 on the next page indicated that employees strongly agree with the regularity and timeliness of performance assessments, submission of reportorial requirements, and support for city-sponsored activities. The highest agreement is on the timely preparation and submission of reports to the head of the office. In contrast, the lowest agreement is regarding participation in city-sponsored and official activities on a monthly basis.

**Table 4**
*Assessment*

| Indicators | Mean | SD | Interpretation |
|---|---|---|---|
| 1. Performance assessments are evaluated monthly | 3.48 | 0.50 | SA |
| 2. Reportorial requirement prepared & submitted the head of office on scheduled date of submission per memorandum. | 3.50 | 0.50 | SA |
| 3. Division Performance Commitment & Review (Div. PCR) submitted prior to the deadline set by the Department | 3.44 | 0.50 | SA |
| 4. Assistant/support to City Sponsored and Official Activities provided. | 3.50 | 0.50 | SA |
| 5. City Sponsored and Official activities participated monthly | 3.47 | 0.50 | SA |
| **Factor mean** | 3.48 | | SA |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

The implication was that while employees are consistently meeting deadlines and supporting activities, there may be room for improvement in ensuring regular participation in city-sponsored events. Enhancing engagement in these activities could contribute to a more comprehensive performance assessment and better support for organizational goals.

Table 5 on resources specified the materials, personnel, and financial resources allocated for the intervention program. It provided a concise overview of the key resources utilized to support and implement the intervention effectively.

The table showed that employees strongly agree that senior leaders prioritize mental health at work, with this indicator receiving the highest agreement. Conversely, the lowest agreement was on the provision of necessary resources to improve performance. This suggested that while there was strong support and prioritization of mental health from senior leadership, there may be perceived gaps in the resources provided to enhance overall performance.

**Table 5**

*Resources*

| Indicators | Mean | SD | Interpretation |
|---|---|---|---|
| 1. Employees are being provided with necessary resources to improve performance. | 3.38 | 0.49 | SA |

| | | | |
|---|---|---|---|
| 2. Our organization's policies (such as paid time off, hours worked, flexible hours, etc.) support mental health. | 3.50 | 0.50 | SA |
| 3. Steps taken by the organization to support mental health have improved my mental health. | 3.52 | 0.50 | SA |
| 4. Our organization's benefits around mental health are competitive with other organizations. | 3.46 | 0.50 | SA |
| 5. Senior leaders in our organization prioritize mental health at work. | 3.55 | 0.50 | SA |
| **Factor mean** | 3.48 | | SA |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

They implied that the organization is effective in supporting mental health through leadership and policies but might need to address resource allocation to further improve employee performance. Strengthening resource support could complement the existing mental health initiatives and enhance overall job effectiveness.

Table 6 on HR Competencies outlines the specific skills and qualifications of HR personnel involved in the intervention program. It highlights the essential competencies required to effectively manage and execute the intervention.

The table in the next page indicated that employees strongly agree with the competencies related to understanding employee grievances and identifying areas of common ground, with these indicators receiving the highest levels of agreement. On the other hand, while still positive, the competency related to understanding how divisions and departments can work better together shows slightly lower agreement.

**Table 6**

*HR Competencies*

| Indicators | Mean | SD | Interpretation |
|---|---|---|---|
| 1. Understands how to deal with employee grievances. | 3.60 | 0.49 | SA |
| 2. Knows how to think of alternative solutions to resolve conflicts. | 3.51 | 0.50 | SA |
| 3. Identifies area of agreement and common ground. | 3.61 | 0.49 | SA |
| 4. Demonstrates an understanding for other points of view. | 3.57 | 0.50 | SA |
| 5. Understands how divisions and departments can work better together. | 3.55 | 0.50 | SA |
| **Factor mean** | 3.57 | | SA |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

The implication was that while there was strong competency in handling grievances and resolving conflicts, there may be a need to further enhance the understanding and improvement of interdepartmental collaboration. Strengthening this area could lead to more effective teamwork and organizational cohesion.

Table 7 on Private Counseling detailed the structure and frequency of individual counseling sessions provided to employees. It offers a clear overview of how private counseling was organized and implemented as part of the intervention program.

The table in the next page, showed that employees have the clearest understanding of where to direct questions regarding mental health resources, while there is less comfort and satisfaction with discussing mental health issues or the adequacy of the resources provided. The highest agreement was on knowing where to direct questions about mental health services, while the lowest agreement was on feeling comfortable discussing mental health with others and the overall adequacy of the mental health resources.

**Table 7**

*Private Counseling*

| Indicators | Mean | SD | Interpretation |
|---|---|---|---|
| 1. I have a clear understanding of the mental health resources and services available to me. | 2.54 | 0.44 | **SA** |
| 2. I know where to direct questions regarding our mental | 3.52 | 0.50 | **D** |

| | | | |
|---|---|---|---|
| health resources and services. | | | |
| 3. The mental health resources and services offered here meet my needs. | 2.52 | 0.44 | **D** |
| 4. I feel comfortable talking about my mental health with others inside our organization. | 2.34 | 0.44 | **D** |
| 5. I can openly discuss mental health challenges and concerns with my immediate manager. | 2.34 | 0.44 | **D** |
| **Factor mean** | 2.65 | | **D** |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

The implication was that while employees are aware of where to seek information, there is a significant need to improve the overall comfort level and satisfaction with mental health support within the organization. Enhancing these aspects could foster a more supportive environment for discussing and addressing mental health concerns.

Table 8 on the seminar presented the topics covered, schedules, and attendance details for the seminars conducted during the intervention program. It provided a concise overview of how these seminars were structured and delivered to support the intervention.

The table in the next page revealed that employees most strongly disagree with statements about their work-life balance and their perceptions of personal capability and handling challenges. The highest agreement is on the perception that their opinions are taken into account, while the lowest agreement is on feeling that they have a good work-life balance and seeing themselves as capable individuals.

**Table 8**

*Seminar*

| Indicators | Mean | SD | Interpretation |
|---|---|---|---|
| 1. I feel like I have a good work life balance here. | 2.54 | 0.44 | **SA** |
| 2. I feel like my opinions are taken on board. | 3.52 | 0.50 | **D** |
| 3. I would get along with my colleagues. | 2.52 | 0.44 | **D** |
| 4. I see myself as a capable person. | 2.34 | 0.44 | **D** |
| 5. I can handle most challenges which come my way as an employee. | 2.34 | 0.44 | **D** |
| **Factor mean** | 2.65 | | **D** |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

The implication is that there is a significant gap between employees' perceptions of being heard and their overall satisfaction with work-life balance and personal effectiveness. Addressing these concerns could improve overall employee satisfaction and effectiveness by fostering a better work environment and enhancing support for personal and professional growth.

**Table 9**

*Team Building*

| Indicators | Mean | SD | Interpretation |
|---|---|---|---|
| 1. There is an effective mechanism within the team for conflict resolution. | 2.54 | 0.44 | **SA** |
| 2. Sufficient effort is made to get the opinions and ideas of employees. | 3.52 | 0.50 | **D** |
| 3. Work assigned is distributed fairly. | 2.34 | 0.44 | **D** |
| 4. Team members give timely feedback to each other. | 2.34 | 0.44 | **D** |
| 5. Communication within the team is transparent. | 2.52 | 0.44 | **D** |
| **Factor mean** | 2.65 | | **D** |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

Table 9 on team building outlined the activities and outcomes related to team-building exercises conducted during the program. It provided a summary of how these activities were designed to enhance collaboration and cohesion among employees.

The table indicated that employees strongly disagree with the effectiveness of conflict resolution mechanisms, fairness in task distribution, and the transparency of communication within the team. The highest agreement is on efforts to gather employees' opinions and ideas, while the lowest agreement is on having an effective conflict resolution mechanism and fair task distribution.

The implication is that while there is some recognition of efforts to involve employees' opinions, there are significant concerns regarding the fairness and effectiveness of team dynamics. Improving conflict resolution, task distribution, and communication transparency could enhance overall team cohesion and effectiveness.

Table 10 summarized the extent to which the various inputs for deploying the behavioral intervention program were implemented among employees. It provided a clear overview of how well each component of the program was executed.

The Table on the next page showed that the highest level of implementation for the Behavioral Intervention Program among employees is in planning, HR competencies, and resources, with these areas receiving strong agreement. Conversely, private counseling, seminars, and team building had the lowest level of implementation, with strong disagreement.

On the other hand, private counseling, seminars, and team-building activities were rated the lowest, reflecting poor implementation or limited exposure among employees. The low scores in these critical behavioral components suggest that while structural support for the program was prioritized, the experiential and interpersonal development aspects were less emphasized. This gap implies that to achieve holistic behavioral change among employees, future program improvements must include greater focus on direct, personalized, and participatory strategies—such as counseling sessions and interactive seminars—that address emotional and psychological needs, not just organizational readiness.

Table 10 in the next page presented the summary of the level of implementation of the inputs provided for the deployment of the Behavioral Intervention Program among employees of the Cebu City Government. The analysis focuses on key components facilitated by the Human Resource Development Office (HRDO), including planning, assessment, HR competencies, and the availability of resources. These inputs were evaluated based on employee responses to determine how effectively each element was carried out in practice. Understanding the extent of implementation provides valuable insight into the strengths and areas for improvement within the program, serving as a foundation for enhancing future workplace interventions.

**Table 10**
*Summary on the Level of Implementation of the Inputs Provided for the Deployment of Behavioral Intervention Program Among Employees*

| Indicators | Factor Mean | Interpretation |
|---|---|---|
| 1. Planning | 3.50 | SA |
| 2. Assessment | 3.48 | SA |
| 3. HR Competencies | 3.57 | SA |
| 4. Resources | 3.48 | SA |
| 5. Private Counseling | 2.65 | D |
| 6. Seminar | 2.65 | D |
| 7. Team Building | 2.65 | D |
| **Weighted Mean** | 3.14 | D |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

This implied that while the program was effectively implemented in planning, HR competencies, and resource allocation, there is significant room for improvement in private counseling, seminars, and team-building activities. Enhancing these areas could improve the overall effectiveness of the Behavioral Intervention Program and better support employee development.

**The Work-performance Status of the Cebu City Government Employees**

This part of the findings served as a key indicator of the program's effectiveness. Assessing work performance helped determine how well employees were meeting their job responsibilities and achieving organizational goals, reflecting the impact of the intervention on productivity, efficiency, and overall job satisfaction.

Table 11 in the next page about Work Compliance detailed the levels of adherence to work standards and procedures by employees following the counseling and development program. It provided a concise overview of changes in compliance rates and practices.

**Table 11**
*Work Compliance*

| | Indicators | Mean | SD | Interpretation |
|---|---|---|---|---|
| **1** | I complete all the tasks on time. | 3.54 | 0.50 | SA |
| **2** | I can easily understand the task as instructed. | 3.57 | 0.50 | SA |
| **3** | Clients are satisfied with my work. | 3.50 | 0.50 | SA |
| **4** | I can easily render services promptly. | 3.50 | 0.50 | SA |
| **5** | I believed that my workload is reasonable for my role. | 3.42 | 0.49 | SA |
| | Factor mean | 3.51 | | SA |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

The table revealed that employees strongly agree with their ability to understand tasks, complete them on time, and satisfy clients, indicating strong performance in these areas. However, the lowest agreement was on the reasonableness of their workload, though it still reflects a positive view.

The implication was that while employees are confident in their task completion and client satisfaction, there may be concerns about workload balance. Addressing workload issues could further enhance work compliance and overall employee satisfaction.

**Table 12**

*Financial Satisfaction*

| | Indicators | Mean | SD | Interpretation |
|---|---|---|---|---|
| **1** | I am compensated appropriately for the task that I do. | 2.54 | 0.44 | SA |
| **2** | When compared to others doing comparable jobs at other organizations, the income that I earn is appropriate for my position. | 3.00 | 0.47 | D |
| **3** | The improvements in both my wages and my perks have left me feeling content and happy. | 2.54 | 0.44 | D |
| **4** | I am familiar with the compensation policies of the organization. | 2.55 | 0.44 | D |
| **5** | I am aware of the factors that go into determining my salary. | 2.54 | 0.44 | D |
| | Factor mean | 2.63 | | D |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

Table 12 on Financial Satisfaction presented the employees' levels of satisfaction with their financial compensation and benefits following the counseling and development program. It provided a summary of how the program impacted employees' financial contentment.

The table indicated that employees strongly disagree with statements about appropriate compensation for their tasks and overall satisfaction with wages and perks. The highest level of agreement was on the appropriateness of income compared to others in similar positions, though this still reflects dissatisfaction.

The implication was that there was a notable dissatisfaction with compensation policies and the perceived fairness of wages and benefits. Addressing these concerns could improve financial satisfaction and overall employee morale.

Table 13 on Immediate Head Relationship outlined the quality of interactions and relationships between employees and their immediate supervisors following the counseling and development program. It provided an overview of how these relationships have been affected by the intervention.

**Table 13**

*Immediate Head Relationship*

| | Indicators | Mean | SD | Interpretation |
|---|---|---|---|---|
| **1** | I will look for occasions to work closely with my boss on tasks, so I can better understand their mind set, preferences, and values. | 2.34 | 0.44 | SA |
| **2** | I will work with my manager to create a road map for building mutual trust and plan the necessary steps for creating an enduring high-quality relationship. | 3.52 | 0.50 | D |
| **3** | I will continue to adjust the vision of my future self periodically to incorporate what I've learned about my boss and our relationship so that my goals are never too far from reality. | 2.54 | 0.44 | D |
| **4** | I am responsive to the ideas, requests and suggestions from my head of office. | 2.55 | 0.44 | D |
| **5** | I immediately get along with my boss or manager. | 2.52 | 0.44 | D |
| | Factor mean | 2.69 | | D |

***n=125***

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

The table showed that employees strongly disagree with the idea of actively seeking opportunities to work closely with their boss and building a high-quality relationship. The highest level of agreement was on being responsive to their manager's ideas and requests, though this still reflects dissatisfaction.

The implication was that while employees may be open to collaborating and being responsive, there was a lack of proactive effort to strengthen relationships with their immediate heads. Improving this dynamic could enhance mutual understanding and overall work relationships.

Table 14 summarized the work performance status of Cebu City Government employees, highlighting the changes observed in their job performance. It provided an overview of the impact the program had on employees' performance metrics.

**Table 14**

*Summary on the Work-performance Status of the Cebu City Government Employees*

| | Indicators | Factor Mean | Interpretation |
|---|---|---|---|
| **1** | Work Compliance | 3.51 | A |
| **2** | Financial Satisfaction | 2.63 | D |
| **3** | Immediate Head Relationship | 2.69 | D |
| | Weighted mean | 2.94 | D |

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

The table revealed that work compliance is viewed positively, with employees agreeing that they meet task requirements and expectations. However, there was significant dissatisfaction with financial satisfaction and the relationship with immediate heads, which are both perceived negatively.

The implication was that while employees are generally compliant with their work duties, improvements are needed in financial compensation and management relationships to enhance overall work performance and satisfaction. Addressing these areas could lead to a more balanced and fulfilling work environment.

**The Level of Job Performance of the Employees**

This part of the findings was a critical component in the study because it directly measured the effectiveness and impact of the implemented behavioral interventions. Evaluating job performance provided tangible evidence of how well employees were fulfilling their roles and responsibilities, which indicated the success of the counseling program in improving work outcomes. By assessing job performance, the study identified areas where the intervention had led to improvements, highlighted successes, and pinpointed areas needing further enhancement. This assessment was vital for understanding the practical benefits of the program and ensuring that interventions

aligned with organizational goals and employee development needs, ultimately leading to a more productive and engaged workforce.

Table 15 on Job Performance presented an overview of employees' performance levels, detailing improvements or changes in job effectiveness as a result of the counseling and development program.

**Table 15**

*Job Performance*

| | Indicators | Mean | SD | Interpretation |
|---|---|---|---|---|
| **1** | I managed to plan my work on time. | 3.47 | 0.50 | Strongly agree |
| **2** | I kept in mind the result that I will achieve in my work. | 3.45 | 0.50 | Strongly agree |
| **3** | I know how to set the right priorities. | 3.52 | 0.50 | Strongly agree |
| **4** | I took on challenging work tasks, when available. | 3.49 | 0.50 | Strongly agree |
| **5** | I work at keeping my job skills up to date. | 3.46 | 0.50 | Strongly agree |
| | Weighted mean | 3.48 | 0.50 | Strongly agree |
| ***n=125*** | | | | |

*Note. Strongly Agree (SA): 3.25 to 4.00; Agree (A): 2.50 to 3.24; Disagree (D): 1.75 to 2.49; Strongly Disagree (SD): 1.00 to 1.74*

The table indicated a strong agreement among employees regarding their job performance. Employees feel confident in planning their work on time, setting priorities, achieving results, and taking on challenging tasks. They also strived to keep their skills up to date.

The implication was that employees are highly committed to their job performance and demonstrate a proactive approach to their responsibilities. This positive outlook on job performance suggested that the organization's efforts to support employee development and task management are effective.

**Correlation Between the Inputs of the Behavioral Implementation and the Work performance of the Employees**

The correlation between the inputs of the behavioral intervention plan and the work performance of employees in the study was pivotal in understanding how various elements of the intervention impact employee performance outcomes. By analyzing this correlation, the study revealed how effective planning, assessment, resource allocation, HR competencies, private counseling, seminars, and team-building activities were in enhancing work performance. Positive correlations suggested that well-implemented inputs contributed to better performance, indicating that the behavioral interventions were effectively supporting employees in achieving their goals, improving job compliance, and enhancing overall productivity. Conversely, a lack of significant correlation highlighted areas where the intervention needed adjustment or improvement. This insight was crucial for refining the intervention strategy to ensure that it effectively addressed employee needs and fostered a more productive and engaged workforce.

Table 16 on the next page presented the correlations between various inputs in the behavioral implementation plan and the work performance indicators of employees. The data indicated that, for the majority of the input factors—such as planning, assessment, resources, HR competencies, seminars, and team building—their correlation with work compliance is not statistically significant ($p > 0.05$). This suggested that these inputs have a negligible effect on employee compliance with work standards. Similarly, these same factors showed no significant correlation with financial satisfaction and relationships with immediate heads, except for a few exceptions. Notably, private counseling and team building showed a statistically significant relationship with financial satisfaction ($p = 0.03$) and with relationships with immediate heads ($p = 0.05$), respectively. This implied that targeted, individualized interventions and collaborative activities may contribute to improving specific areas of employee satisfaction and interpersonal dynamics.

Despite the overall lack of significant correlation across most variables, the results underscore the potential value of specific interventions. For example, private counseling emerged as a meaningful input for influencing financial satisfaction and relationships with immediate heads. Likewise, team building was found to contribute significantly to both financial satisfaction and supervisory relationships. These findings suggested that while a broad-based application of behavioral inputs may not universally enhance work performance, focused and relevant strategies—especially those involving interpersonal and psychosocial support—may yield measurable benefits in particular domains of employee experience. Therefore, refining and emphasizing these specific interventions within the Behavioral Intervention Plan may enhance its overall efficacy.

**Table 16**
*Correlations Between the Inputs of the Behavioral Implementation and the Work-performance of the Employees*

| Comparison | P-value | Interpretation |
|---|---|---|
| **Work compliance** | | |
| Planning | 0.52 | NS |
| Assessment | 0.51 | NS |
| Resources | 0.08 | NS |
| HR Competencies | 0.87 | NS |
| Private Counselling | 0.53 | NS |
| Seminar | 0.76 | NS |
| Team building | 0.50 | NS |
| **Financial satisfaction** | | |
| Planning | 0.05 | NS |
| Assessment | 0.79 | NS |
| Resources | 0.42 | NS |
| HR Competencies | 0.81 | NS |
| Private Counselling | 0.03 | S |
| Seminar | 0.45 | NS |
| Team building | 0.03 | S |
| **Immediate head** | | |
| Planning | 0.46 | NS |
| Assessment | 0.39 | NS |
| Resources | 0.84 | NS |
| HR Competencies | 0.08 | NS |
| Private Counselling | 0.05 | S |
| Seminar | 0.17 | NS |
| Team building | 0.05 | S |

However, private counseling and team building showed a low but significant correlation with financial satisfaction and immediate-head relationships, respectively. This suggested that these aspects have a modest but noteworthy effect on specific areas of employee performance. The overall implication was that while most inputs do not have a significant impact, targeted improvements in private counseling and team building could enhance financial satisfaction and relationships with immediate supervisors.

**Inputs Provided for the Implementation of Behavioral Intervention and its Contribution to the Job Performance of the Employees**

The inputs provided for the implementation of the Behavioral Intervention Plan, including planning, assessment, HR competencies, resources, private counseling, seminars, and team building, were vital for enhancing the job performance of government employees. These elements collectively created a supportive and well-structured environment that addresses both professional and personal needs. Effective planning and assessment ensured clear objectives and ongoing evaluation of progress, while HR competencies and resources provided the necessary skills and tools for job tasks. Private counseling and seminars supported mental health and continuous education, and team-building activities strengthened workplace cohesion. Together, these inputs fostered a holistic approach that boosted individual performance, promoted a positive organizational culture, and led to greater efficiency and productivity within the government workforce.

**Table 17**
*Regression Coefficient on the Various Predictors of Job Performance*

| Model | Unstandardized Coefficients | | Standardized Coefficients | t. | P Value | Collinearity Statistics | | Interpretation |
|---|---|---|---|---|---|---|---|---|
| | B | Std. Error | Beta | | | Tolerance | VIF | |
| **(Constant)** | 11.681 | 4.601 | | 2.539 | 0.012 | | | |
| **Planning** | 0.089 | 0.091 | 0.087 | 0.979 | 0.330 | 0.976 | 1.025 | NC |
| **Assessment** | 0.040 | 0.096 | 0.039 | 0.423 | 0.673 | 0.913 | 1.095 | NC |
| **Resources** | 0.087 | 0.096 | 0.083 | 0.914 | 0.362 | 0.946 | 1.057 | NC |
| **HR Competencies** | -0.008 | 0.091 | -0.008 | -0.084 | 0.933 | 0.947 | 1.056 | NC |
| **Private counselling** | 0.246 | 0.095 | 0.235 | 2.585 | 0.011 | 0.936 | 1.068 | C |
| **Seminar** | 0.246 | 0.095 | 0.235 | 2.585 | 0.011 | 0.936 | 1.068 | C |
| **Team building** | 0.246 | 0.095 | 0.235 | 2.585 | 0.011 | 0.936 | 1.068 | C |

**a Dependent Variable: Job Performance; C- Contributor; NC-noncontributor**

Table 17 showed the regression coefficients for various predictors of job performance. It provided a summary of how different factors influence job performance based on the analysis from the counseling and development program.

The regression analysis indicated that among the predictors of job performance, private counseling, seminars, and team building are significant contributors. Each of these factors showed a positive and substantial effect on job performance, as evidenced by their high standardized coefficients and significance levels. In contrast, planning, assessment, resources, and HR competencies do not significantly contribute to job performance. The implication was that focusing on improving private counseling, seminars, and team building can lead to enhanced job performance, while the other factors may not have a meaningful impact.

## CONCLUSION

Based on the results, the findings of the study were aligned with Swarbrick's 8 Dimensions of Wellness, emphasizing the need for a holistic approach for the efficacy of the behavioral interventions. The significant representation of frontline departments highlighted the necessity of addressing physical and occupational wellness, tailoring interventions to meet the specific needs of these critical roles. This focus can enhance job performance and operational efficiency, fostering a more responsive and effective workforce.

The reliance on non-punitive measures such as community service and reprimands underscored the importance of integrating Swarbrick's emotional and social wellness dimensions into the program. The relatively low use of counseling revealed a pressing need to enhance these dimensions, providing employees with the necessary support to address underlying issues and improve overall well-being. By increasing counseling interventions, along with relevant seminars and team-building activities, the program can cultivate a supportive environment that boosts emotional resilience and behavioral outcomes.

High employee engagement with the planning aspects of the program reflected positive impacts on social and intellectual wellness dimensions. Employees feeling valued and included in the planning process demonstrates that the program effectively supports communication and growth, which were essential for fostering a supportive work environment.

The effective assessment processes underscored the importance of occupational and intellectual wellness, highlighting successful performance management and organizational commitment. Structured assessments contributed to accountability and collaboration, enriching employee development.

Nevertheless, the identified gaps in mental health resources and services pointed to a need for improvement in the emotional and social wellness dimensions. Challenges with accessing mental health services and discussing mental health issues indicated a need for better communication strategies and a more supportive environment. Addressing these gaps through enhanced counseling, relevant seminars, and team-building activities will improve overall well-being, reduce stigma, and enhance job performance.

In conclusion, the study's findings revealed strengths in employee engagement and assessment processes while identifying areas needing improvement in counseling and mental health resources. By addressing these areas with a comprehensive approach that incorporates Swarbrick's wellness dimensions, the program can significantly enhance employee satisfaction, well-being, and performance. Effective integration and continuous evaluation of all intervention components will be essential for achieving long-term success and fostering a healthier, more engaged workforce

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