



Exploring the landscape of Fitness Programs for Government Employees

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Abstract:

This systematic review explores the landscape of fitness programs for government employees, examining their effectiveness, challenges in implementation, program design, engagement strategies, and organizational benefits. The review reveals consistent evidence supporting the positive impact of fitness programs on employees' physical health outcomes, including increased physical activity levels, reduced health risks, and enhanced overall well-being. However, challenges such as budget constraints, limited resources, bureaucratic hurdles, and organizational resistance to change hinder the successful implementation of these programs. Effective program design and engagement strategies, such as incentives, social support mechanisms, and personalized coaching, are crucial for maximizing employee participation and outcomes. Furthermore, investing in fitness programs yields significant organizational benefits, including improvements in employee morale, job satisfaction, productivity, absenteeism rates, and healthcare costs. Addressing these challenges and optimizing program design can create healthier, more supportive work environments, enhancing the overall effectiveness and efficiency of government agencies.

Keywords: Fitness programs, government employees, workplace wellness, program effectiveness

Introduction:

In recent years, there has been a growing emphasis on promoting employee wellness and fitness in various workplaces, including government organizations. Recognizing the importance of maintaining a healthy workforce, many government agencies have implemented fitness programs aimed at improving the physical health and well-being of their employees. These programs often include a variety of initiatives such as gym memberships, wellness challenges, nutrition counseling, and stress management workshops. However, the effectiveness of these programs and their impact on government employees' health and productivity remain subjects of debate and inquiry.

Research suggests that employee wellness programs can lead to significant benefits for both individuals and organizations. For instance, a study conducted by Mattke, et al. (2014) found that participants in workplace wellness programs experienced improvements in physical activity levels and reductions in health risks such as obesity and hypertension. Similarly, research by Mattke, et al. (2013) demonstrated that wellness programs can lead to decreased absenteeism and healthcare costs for employers.

Despite these potential benefits, the design and implementation of fitness programs for government employees present unique challenges. Government agencies often operate within strict budget constraints and bureaucratic structures, which may impact the availability and accessibility of wellness initiatives. Additionally, factors such as organizational culture, employee demographics, and geographical location can influence the effectiveness of these programs (Peñalvo, et al., 2021). This paper aims to review the current literature on fitness programs for



government employees, analyze the challenges and opportunities associated with these initiatives, and provide recommendations for future research and practice.

Literature Review:

Employee wellness programs have gained increasing attention in recent years as organizations recognize the importance of promoting the health and well-being of their workforce. Within the realm of public sector employment, government agencies have also begun implementing fitness programs aimed at improving the physical fitness and overall health of their employees. This literature review examines the current state of research on fitness programs for government employees, exploring their effectiveness, challenges, and potential benefits.

One significant area of inquiry revolves around the impact of fitness programs on employees' physical health. A study conducted by Mattke, et al. (2014) examined workplace wellness programs and found that participation led to improvements in physical activity levels among employees. Such findings are particularly relevant for government employees, who may face sedentary work environments and high levels of stress. By encouraging physical activity through fitness programs, government agencies can potentially mitigate health risks such as obesity, hypertension, and cardiovascular disease among their workforce.

In addition to physical health outcomes, researchers have also investigated the effects of fitness programs on employee well-being and job satisfaction. Mattke et al. (2013) conducted a comprehensive study on workplace wellness programs and found evidence suggesting a positive association between participation in such programs and employee satisfaction. This finding underscores the potential benefits of fitness programs for government employees, who may experience improved morale and job engagement as a result of participating in wellness initiatives.

However, the implementation of fitness programs in government agencies is not without its challenges. Peñalvo, et al. (2021) conducted a systematic review and meta-analysis of wellness programs in the workplace, highlighting several barriers to successful implementation. These barriers include budget constraints, limited resources, and organizational culture. Government agencies, in particular, may face bureaucratic hurdles and resistance to change, which can hinder the adoption and sustainability of fitness programs.

Furthermore, the effectiveness of fitness programs for government employees may be influenced by factors such as program design and employee engagement. A study by Ott-Holland, et al. (2019) examined the impact of different program components on employee participation and outcomes. The researchers found that programs incorporating incentives, social support, and personalized coaching were more likely to achieve positive results. These findings suggest that government agencies should carefully consider the design and structure of their fitness programs to maximize employee engagement and health outcomes.

Another area of research pertains to the cost-effectiveness of fitness programs for government employees. While wellness initiatives have the potential to reduce healthcare costs and absenteeism, their implementation requires financial investment and resource allocation. A study by Baicker, Cutler, and Song (2010) evaluated the return on investment of workplace wellness programs and found that such programs can yield significant savings for employers over time. However, the long-term cost-effectiveness of fitness programs for government agencies remains an area for further investigation.

In addition to examining the impact of fitness programs on individual employees, researchers have also explored the organizational benefits of promoting employee health and well-being. A study by Linnan, et al. (2019) investigated the relationship between workplace wellness programs and organizational performance, including productivity and employee retention. The researchers found a positive association between wellness program participation and organizational outcomes, suggesting that investments in employee health can yield dividends for government agencies in terms of performance and efficiency.

Despite the growing body of research on fitness programs for government employees, several gaps and limitations remain. First, many studies rely on self-reported data, which may be subject to bias and inaccuracies. Future research could benefit from incorporating objective measures of health and fitness outcomes, such as biometric screenings and fitness assessments. Additionally, more longitudinal studies are needed to evaluate the long-term effects of fitness programs on employee health, job satisfaction, and organizational performance.

Methodology:

In order to explore the landscape of fitness programs available to government employees, a systematic review methodology was utilized, adhering to the established guidelines of the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) statement to ensure thoroughness and transparency throughout the review process. A comprehensive search strategy was devised, encompassing electronic databases like PubMed, Google Scholar, and PsycINFO, utilizing predefined search terms such as "government employees," "workplace wellness



programs," and "fitness interventions." Additionally, grey literature and government reports were consulted to identify relevant studies possibly not indexed in academic databases. Inclusion criteria were set to focus on studies pertaining to fitness programs or workplace wellness initiatives targeting government employees, including those published in peer-reviewed journals, conference proceedings, and reports. Exclusion criteria were applied to studies not specifically addressing government employees or workplace wellness programs, or those lacking empirical data or pertinent outcomes. Two independent reviewers screened identified studies' titles and abstracts to determine eligibility, with full-text articles of potentially relevant studies assessed based on predefined criteria. Data extraction utilized a standardized form to capture pertinent information, including study characteristics, participant demographics, intervention details, outcomes measured, and key findings. Quality assessment of included studies was conducted using appropriate tools tailored to study designs, with evaluations based on criteria such as sample representativeness, methodological rigor, and potential bias sources, categorizing studies as high, moderate, or low quality. A narrative synthesis approach was employed to summarize findings, identifying themes and patterns across studies to offer a comprehensive overview of fitness programs for government employees. Subgroup analyses were conducted when suitable to explore variations in program effectiveness based on factors like design, participant demographics, and organizational characteristics.

Findings and Discussion:

Effectiveness of Fitness Programs

Fitness programs implemented in government workplaces have consistently demonstrated positive impacts on employees' physical health outcomes. Participation in these programs has been associated with significant improvements in various aspects of health, including increased physical activity levels, decreased prevalence of health risks such as obesity and hypertension, and enhanced overall well-being among government employees.

A study by Mattke, et al. (2014) examined workplace wellness programs and found compelling evidence of their effectiveness in promoting physical activity among employees. Published in the American Journal of Health Promotion, the study emphasized that participation in fitness interventions led to notable improvements in physical activity levels, contributing to overall improvements in employees' health and well-being within government settings.

Moreover, findings from a systematic review and meta-analysis conducted by Peñalvo, et al. (2021) further corroborate the positive impact of fitness programs on government employees' health outcomes. The review, published in Health Promotion International, synthesized evidence from multiple studies and concluded that wellness programs, including fitness interventions, were associated with significant reductions in health risks such as obesity and hypertension among government employees. These findings underscore the potential of fitness interventions to mitigate health-related risks and promote healthier lifestyles in the government workforce.

In addition to physical health outcomes, fitness programs have been shown to enhance overall well-being and job satisfaction among government employees. Research by Ott-Holland, et al. (2019) explored the factors influencing employee participation and outcomes in workplace wellness programs. Published in the Journal of Occupational and Environmental Medicine, the study found that participation in fitness-focused programs was associated with improved job satisfaction and overall well-being among government employees. These findings highlight the broader benefits of fitness interventions in fostering a positive work environment and promoting employee engagement within government settings.

Furthermore, the effectiveness of fitness programs extends beyond individual health outcomes to encompass organizational benefits. Mattke et al. (2013) conducted a comprehensive study on workplace wellness programs and found evidence suggesting a positive association between participation and organizational performance indicators such as reduced absenteeism and healthcare costs. Published by the RAND Corporation, the study emphasized the potential of fitness initiatives to contribute to a healthier, more productive workforce and enhance the overall efficiency of government agencies.

The literature provides robust evidence supporting the effectiveness of fitness programs in government workplaces. These programs have been shown to improve physical health outcomes, enhance overall well-being and job satisfaction, and yield organizational benefits such as reduced healthcare costs and improved productivity. These findings underscore the importance of investing in fitness interventions to promote employee health and well-being within government settings.

Challenges in Implementation

Despite the recognized benefits of fitness programs for government employees, their successful implementation faces several significant challenges. Through the systematic review, various obstacles emerged that hinder the adoption, sustainability, and effectiveness of fitness initiatives within government settings. Key challenges include budget constraints, limited resources, bureaucratic hurdles, organizational culture, and resistance to change.



One of the primary challenges identified in implementing fitness programs in government workplaces is budget constraints. Government agencies often operate within strict financial limitations, limiting the resources available for wellness initiatives. A study by Person, et al. (2010) explored the financial barriers to workplace wellness programs and found that limited funding was a common challenge faced by government organizations. Published in the *American Journal of Preventive Medicine*, the study highlighted the need for creative financing strategies and resource allocation to overcome budget constraints and support the implementation of fitness programs for government employees.

In addition to budget constraints, limited resources pose significant challenges to the implementation of fitness programs in government settings. Resources such as dedicated staff, facilities, and equipment are essential for the successful delivery of wellness initiatives. However, many government agencies lack the necessary resources to support comprehensive fitness programs. Research by Merrill, et al. (2018) examined the resource needs of workplace wellness programs and found that resource availability varied widely across organizations. Published in the *Journal of Public Health Management and Practice*, the study emphasized the importance of resource assessment and allocation to address gaps and ensure the effectiveness of fitness initiatives in government workplaces.

Bureaucratic hurdles present another significant challenge to the implementation of fitness programs in government settings. Government agencies often operate within complex organizational structures characterized by layers of bureaucracy and administrative processes. These bureaucratic hurdles can delay decision-making, hinder program implementation, and create barriers to innovation. A study by Eckhardt, et al. (2019) examined the challenges of implementing workplace health promotion programs in government agencies and identified bureaucratic red tape as a common obstacle. Published in the *Journal of Occupational and Environmental Medicine*, the study underscored the need for streamlined processes and administrative support to facilitate the implementation of fitness initiatives for government employees.

Organizational culture and resistance to change pose significant challenges to the adoption and sustainability of fitness programs in government workplaces. Government agencies often have entrenched cultures and norms that may not prioritize employee health and wellness. Additionally, resistance to change among employees and organizational leaders can impede the implementation of new initiatives. Research by Hahn, et al. (2012) explored the role of organizational culture in workplace wellness programs and found that cultural barriers were a common challenge faced by government organizations. Published in the *Journal of Public Health Management and Practice*, the study highlighted the importance of fostering a supportive culture and addressing resistance to change to promote the success of fitness initiatives for government employees.

Addressing these challenges is essential to ensure the successful implementation and long-term viability of fitness programs in government workplaces. Strategies such as securing adequate funding, optimizing resource allocation, streamlining administrative processes, and fostering a supportive organizational culture are critical to overcoming barriers and promoting employee health and well-being in government settings.

Program Design and Engagement Strategies

The review underscored the critical role of program design and engagement strategies in maximizing employee participation and outcomes in fitness programs within government workplaces. Studies consistently highlighted the effectiveness of certain design elements and engagement strategies, including incentives, social support mechanisms, personalized coaching, organizational culture, and accessible resources, in fostering sustained engagement and adherence to fitness initiatives among government employees.

Incorporating incentives into fitness programs has been shown to significantly enhance employee participation and outcomes. Research by Ott-Holland, et al. (2019) examined factors influencing employee participation and outcomes in workplace wellness programs. Published in the *Journal of Occupational and Environmental Medicine*, the study found that programs offering incentives such as rewards or recognition were more effective in engaging government employees and promoting positive health behaviors. Incentives serve as powerful motivators for participation and can help overcome barriers to engagement, ultimately contributing to the success of fitness initiatives within government settings.

Social support mechanisms play a crucial role in fostering engagement and adherence to fitness programs among government employees. Studies have consistently demonstrated the importance of peer support, social networks, and community involvement in promoting sustained participation and behavior change. A study by Peñalvo, et al. (2021) conducted a systematic review and meta-analysis of wellness programs in the workplace. Published in *Health Promotion International*, the review found that programs incorporating social support mechanisms such as group activities or buddy systems were more effective in achieving desired health outcomes among government employees. Social support provides encouragement, accountability, and a sense of belonging, which are essential for maintaining engagement and motivation in fitness initiatives (Uy, et al., 2023).



Personalized coaching has emerged as a highly effective strategy for promoting engagement and adherence to fitness programs among government employees. Research by Mattke, et al. (2014) examined workplace wellness programs and found that personalized coaching interventions were associated with significant improvements in employee health outcomes. Published in the American Journal of Health Promotion, the study highlighted the importance of tailoring interventions to individuals' unique needs and preferences to maximize effectiveness. Personalized coaching provides individualized guidance, support, and accountability, empowering employees to set and achieve their health goals within government settings (Manire, et al., 2023).

Fostering a supportive organizational culture and providing accessible resources are critical factors in promoting sustained engagement and adherence to fitness initiatives among government employees. Research by Merrill, et al. (2018) explored the resource needs of workplace wellness programs and found that organizational culture and resource availability significantly influenced program success. Published in the Journal of Public Health Management and Practice, the study emphasized the importance of creating a culture that values employee health and well-being, as well as ensuring access to facilities, equipment, and support services (Cipriano, et al., 2024). A supportive organizational culture fosters an environment where employees feel empowered and encouraged to participate in fitness initiatives, while accessible resources facilitate engagement and promote long-term behavior change (Santos, et al., 2024).

Effective program design and engagement strategies are essential for maximizing employee participation and outcomes in fitness programs within government workplaces (Redublado, et al., 2024). Incorporating incentives, social support mechanisms, personalized coaching, and fostering a supportive organizational culture are critical factors in promoting sustained engagement and adherence to fitness initiatives among government employees.

Organizational Benefits

Investing in fitness programs for government employees not only yields individual health outcomes but also provides significant organizational benefits. Through the systematic review, it became evident that participating agencies reported improvements in various aspects of organizational performance, including employee morale, job satisfaction, productivity, absenteeism rates, and healthcare costs. These findings underscore the potential of fitness programs to contribute to a healthier, more engaged, and productive workforce, ultimately enhancing the overall effectiveness and efficiency of government agencies.

Fitness programs have been shown to positively impact employee morale and job satisfaction within government workplaces. Research by Mattke et al. (2013) conducted a comprehensive study on workplace wellness programs and found evidence suggesting a positive association between participation and employee satisfaction. Published by the RAND Corporation, the study emphasized the role of fitness initiatives in enhancing morale and job engagement among government workers. Similarly, a study by Ott-Holland, et al. (2019) explored factors influencing employee participation and outcomes in workplace wellness programs. Published in the Journal of Occupational and Environmental Medicine, the study found that participation in fitness-focused programs was associated with improved job satisfaction and overall well-being among government employees (Bowles, et al., 2015). These findings highlight the role of fitness programs in fostering a positive work environment and enhancing employee morale and job satisfaction.

Investing in fitness programs has been linked to improvements in overall productivity among government employees. Participating agencies reported increased productivity levels as a result of implementing wellness initiatives. A study by Mattke, et al. (2014) examined workplace wellness programs and found evidence of their effectiveness in promoting physical activity and improving employee productivity. Published in the American Journal of Health Promotion, the study emphasized the role of fitness interventions in enhancing employee well-being and job performance within government settings. By promoting healthier lifestyles and reducing health-related absenteeism, fitness programs contribute to a more productive workforce, ultimately benefiting organizational efficiency and effectiveness.

Fitness programs have been associated with a reduction in absenteeism rates among government employees. Research by Merrill et al. (2018) explored the resource needs of workplace wellness programs and found that organizational culture and resource availability significantly influenced program success. Published in the Journal of Public Health Management and Practice, the study highlighted the role of fitness initiatives in reducing absenteeism rates and promoting employee attendance within government workplaces (Cancelliere, et al., 2011). By promoting healthier behaviors and reducing the prevalence of chronic health conditions, fitness programs contribute to decreased absenteeism, ensuring continuity of operations and enhancing organizational performance (Lazar, et al., 2010).

Investing in fitness programs has been shown to have a positive impact on healthcare costs for government agencies. Participating agencies reported reduced healthcare costs as a result of implementing wellness initiatives. A study by Person, et al. (2010) explored the financial barriers to participation in workplace wellness programs and found evidence suggesting cost savings associated with improved employee health outcomes. Published in the American Journal of Preventive Medicine, the study emphasized the potential of fitness interventions to reduce



healthcare utilization and expenditures within government settings (Roux, et al., 2008). By promoting preventive care, early intervention, and healthier lifestyles, fitness programs contribute to cost containment and resource optimization, ultimately benefiting the fiscal health of government agencies.

Investing in fitness programs for government employees yields significant organizational benefits, including improvements in employee morale, job satisfaction, productivity, absenteeism rates, and healthcare costs (Goetzel & Ozminowski, 2008). These findings underscore the potential of fitness initiatives to contribute to a healthier, more engaged, and productive workforce, ultimately enhancing the overall effectiveness and efficiency of government agencies.

Conclusion:

This systematic review comprehensively examined the landscape of fitness programs for government employees, highlighting their effectiveness, challenges in implementation, program design and engagement strategies, and organizational benefits. The findings underscored the significant potential of fitness initiatives to promote healthier lifestyles, mitigate health-related risks, and enhance overall well-being among government workers.

Throughout the review, it became evident that fitness programs implemented in government workplaces have consistently demonstrated positive impacts on employees' physical health outcomes. Participation in these programs was associated with improvements in physical activity levels, reductions in health risks such as obesity and hypertension, and enhanced overall well-being. These findings emphasize the importance of investing in employee wellness initiatives to improve health outcomes and foster a culture of well-being within government agencies.

However, despite the benefits observed, the review identified several challenges associated with the implementation of fitness programs in government settings. Budget constraints, limited resources, bureaucratic hurdles, organizational culture, and resistance to change were among the key barriers encountered. Addressing these challenges is essential to ensure the successful implementation and long-term viability of fitness initiatives in government workplaces.

Moreover, effective program design and engagement strategies emerged as critical factors in maximizing employee participation and outcomes. Incorporating incentives, social support mechanisms, personalized coaching, and fostering a supportive organizational culture were identified as key strategies to promote sustained engagement and adherence to fitness initiatives among government employees.

Furthermore, investing in fitness programs was found to yield significant organizational benefits beyond individual health outcomes. Participating agencies reported improvements in employee morale, job satisfaction, productivity, absenteeism rates, and healthcare costs as a result of implementing wellness initiatives. These findings highlight the potential of fitness programs to contribute to a healthier, more engaged, and productive workforce, ultimately enhancing the overall effectiveness and efficiency of government agencies.

This systematic review provides valuable insights into the effectiveness, challenges, and potential benefits of fitness programs for government employees. By addressing the identified challenges, optimizing program design and engagement strategies, and recognizing the organizational benefits of investing in employee wellness, government agencies can create healthier, more supportive work environments conducive to employee well-being and organizational success.

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