



WORKPLACE PRACTICES AND CULTURE: BASIS FOR MENTAL HEALTH PROGRAM DEVELOPMENT

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ABSTRACT

A healthy and supportive work environment is essential for employee well-being, productivity, and overall organizational success. This study examines workplace practices and organizational culture as a basis for developing a mental health program in the Schools Division Office (SDO). It aims to assess the effectiveness of existing wellness and safety programs, describe the prevailing work culture, and analyze employee engagement and productivity. Findings indicate that while wellness and safety initiatives are in place, challenges such as inadequate monitoring, resource limitations, and communication gaps persist. The work culture is generally positive, marked by leadership support and teamwork; however, stress, burnout, and concerns about fairness remain significant issues. Employee engagement and productivity are satisfactory, yet improvements in training, autonomy, and efficiency could enhance overall workplace performance. Based on these insights, the study recommends strengthening communication strategies, improving monitoring mechanisms, and implementing targeted interventions to mitigate workplace stress. Additionally, fostering inclusivity, enhancing professional development opportunities, and reinforcing leadership development programs are crucial steps in promoting a healthier and more efficient work

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environment. Addressing turnover concerns through proactive retention strategies will further ensure workplace sustainability. These recommendations will help organizations establish a comprehensive mental health program that enhances employee well-being while fostering a more productive and supportive workplace.

Keywords: *workplace practices, organizational culture, mental health program, employee well-being, workplace wellness, employee engagement, burnout prevention, leadership development, work-life balance, productivity enhancement*



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INTRODUCTION

Republic Act (RA) 11036, otherwise known as the Mental Health Act of the Philippines mandated every organization to adhere in protecting the mental health of every employee. Therefore, every sector in the government including the Department of Education must adhere on this mandate.

In lieu of this, the Department of Education launched Republic Act 12080, otherwise known as Basic Education Mental Health and Well-Being Act which covers all the implementing rules and regulations pertaining to establishment of Mental Health Program in the Schools Division Offices and all Public Schools in the whole country.

In relation to this mandate, the study conducted by the Department of Labor and Employment (DOLE) reveals that mental health disorders are among the leading causes of productivity loss in the workplace. Stress, anxiety, and depression often result in absenteeism, presenteeism (working while sick), and high turnover rates. These mental health issues also lead to reduced job satisfaction, affecting overall workplace morale.

Furthermore, in today's fast-paced and ever-evolving work environment, the significance of mental health in the workplace has become increasingly apparent. As organizations strive to enhance productivity and employee satisfaction, understanding the relationship between workplace practices, organizational culture, and mental health is crucial and primordial.

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To address the need of the organization to develop a mental health program that would cater to the needs of the employees, the researchers found deemed necessary to conduct this research.

This research aimed to investigate how various workplace dynamics affect employees' mental well-being. By analyzing the practices and work culture within the organization, this study tried to seek to identify critical areas for improvement and the development of effective mental health programs that cater to the needs of employees.

This research provided valuable insights into the factors that contribute to mental health challenges and successes in the workplace. The findings served as a basis for developing tailored mental health programs that does not only address existing issues but also promote a culture of well-being, resilience, and support among employees.

SDO Batangas City used this proactive approach as an essential mechanism for creating healthier work environment that ultimately benefit both employees and organizations alike. The efficiency and productivity is the ultimate goal of this research by promoting healthy workplace culture thus bringing work-life balance as a product of functional Mental Health Program.

RESEARCH OBJECTIVES/QUESTIONS

This study focused on workplace practices and culture. The inputs of this study served as basis for the development of the SDO Mental Health Program.

1. Determine the level of practice in wellness and safety programs of SDO.

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2. Describe the work culture manifested in respective unit and the entire SDO.
3. Ascertain the engagement and productivity of employees.
4. Develop mental health program which could lead to a healthy and vibrant workplace.

SCOPE AND LIMITATION

This research examines the relationship between workplace practices, organizational culture, and employee mental health. It explores key factors such as flexible work arrangements, communication styles, recognition systems, and support resources that influence well-being. Additionally, it investigates how shared values and behaviors within an organization impact mental health (Xenikou, 2022). Using qualitative and quantitative data from employees across various sectors, the study assesses perceptions of mental health support and workplace culture (Wu et al., 2021). It also considers how diverse backgrounds and experiences shape mental health needs and workplace practices (Moati, 2021). Ultimately, the research aims to identify best practices for developing effective mental health programs tailored to different work environments.

However, the study has limitations. It focuses on SDO Batangas City, which may limit the generalizability of findings. Sample diversity may also be affected by accessibility and organizational cooperation. Additionally, workplace practices and cultures evolve, meaning the study may not fully capture future shifts (Herrity, 2025). Lastly, prioritizing specific practices within SDO Batangas City may limit the applicability of findings to other sectors.

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LITERATURE REVIEW

Research on workplace practices, organizational culture, and mental health underscores the importance of a supportive work environment in promoting employee well-being. Studies indicate that specific workplace practices, such as flexible work arrangements, supportive leadership, and employee recognition, significantly impact mental health. The U.S. Surgeon General's Framework for Workplace Mental Health and Well-Being (2025) emphasizes that workplaces can be engines of well-being by showing workers that they matter and providing necessary resources and support to flourish.

Recent studies have highlighted the critical importance of workplace wellness programs in the Philippines, particularly in light of the COVID-19 pandemic's impact on employee mental health. In response to these challenges, many Philippine organizations have enhanced their employee wellness initiatives. According to an article by Great Place to Work Asean (2024), companies have introduced online communication platforms, regular team check-ins, and management training focused on empathetic leadership to support mental well-being.

Despite these efforts, Filipino employees continue to experience high stress levels. The "State of the Global Workplace: 2022 Report" by Gallup (2023) indicated that 50% of Filipino workers reported significant stress, a figure higher than the global average. This underscores the necessity for ongoing and enhanced wellness programs within workplaces.

The Civil Service Commission (CSC) of the Philippines on 2023 has advocated for strategies to promote employee well-being, including physical fitness activities, teambuilding,

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regular stress management, and organized peer counseling. These initiatives aim to create a supportive work environment that addresses both physical and mental health needs.

In the academic sector, a study conducted at a state university in Central Luzon by Camuyong et al. (2024) examined the mental health status, job satisfaction, and organizational commitment of employees. The research found an inverse correlation between mental health status and job satisfaction, suggesting that as mental health declines, job satisfaction decreases, which in turn affects organizational commitment.

More than that, the American Psychological Association's Work in America Survey (2023) reveals that 92% of workers consider it important to work for an organization that values their emotional and psychological well-being, indicating a significant shift in employee expectations.

The COVID-19 pandemic accelerated the adoption of digital mental health interventions. A umbrella review by Cameron et al. (2025) analyzed the effectiveness of these digital interventions in workplace settings. The review found that digital programs, including cognitive-behavioral therapy (CBT) and mindfulness-based interventions, effectively reduced stress, anxiety, and depression among employees. However, the study emphasized the importance of tailoring these interventions to specific organizational contexts to maximize their impact.

In lieu with this, a review in the Scandinavian Journal of Work, Environment & Health by Waddell et al. (2023) mapped various workplace mental health interventions and their outcomes. The review identified 17 types of interventions, with mindfulness, education, and

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individual psychological therapies showing the highest quality evidence for improving mental well-being and reducing burnout. The study also noted a predominance of individual-level interventions over organizational or system-level strategies, suggesting an area for future development.

Furthermore, the World Health Organization (2024) states that all workers have the right to a safe and healthy environment at work, and effective actions can prevent mental health risks and support well-being.

SYNTHESIS

The reviewed literature underscores the critical link between workplace practices, organizational culture, and employee mental health. A supportive and well-structured workplace environment is essential in fostering employee well-being, engagement, and productivity. Studies indicate that wellness programs, flexible work arrangements, leadership support, and employee recognition significantly contribute to lowering stress levels and enhancing job satisfaction. As highlighted by Barbosa and de Oliveira, organizations are shifting towards proactive mental health approaches that focus on early intervention and prevention. However, challenges such as stigma, underutilization of mental health programs, and lack of awareness persist, necessitating improved communication and strategic implementation of workplace mental health initiatives.

Organizational culture also plays a significant role in shaping employees' mental well-being. A positive work culture, characterized by inclusiveness, psychological safety, and open

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communication, has been found to promote mental health. Recent studies by Monteiro and Joseph further emphasize that leadership behaviors, social support, and work-life balance are crucial factors in maintaining a mentally healthy workforce. Conversely, a toxic work environment marked by high pressure, excessive competition, and inadequate support leads to increased stress and burnout among employees.

Additionally, digital mental health interventions have gained traction, particularly in the wake of the COVID-19 pandemic. Studies by Cameron et al. and Waddell et al. show that cognitive-behavioral therapy, mindfulness programs, and digital support tools effectively reduce anxiety and depression. However, tailoring these interventions to specific organizational contexts remains essential to maximize their effectiveness. While individual-focused interventions are beneficial, there is a growing need for system-wide strategies that address workplace mental health at an organizational level.

In the Philippine context, the Civil Service Commission and Republic Act No. 12080 advocate for comprehensive mental health programs in workplaces, particularly within the education sector. Research by Camuyong et al. highlights the correlation between mental health, job satisfaction, and organizational commitment among employees in academic institutions. The continued stress levels reported by Filipino workers, as noted in Gallup's 2023 report, further reinforce the urgency of implementing workplace wellness initiatives.

As organizations increasingly recognize the significance of mental health, understanding workplace dynamics is crucial for developing effective programs. A holistic approach that integrates workplace practices, culture, and mental health initiatives can

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promote a supportive work environment, ultimately enhancing employee well-being and organizational performance.

MATERIALS AND METHODS

This research employed a mixed-methods approach, combining both qualitative and quantitative techniques to gain a comprehensive understanding of workplace practices and cultures as they related to mental health program development in SDO Batangas City.

The study utilized a concurrent triangulation design, where both qualitative and quantitative data were collected simultaneously but analyzed separately to provide a more comprehensive view of the research questions (Damyanov, 2023). This design allowed for the integration of findings from both methods to validate and enrich the overall results.

The participants included employees from various levels within the SDO Batangas City. A random sampling technique was used to select individuals who have diverse roles and experiences, ensuring representation from different departments and functions (Nikolopoulou, 2023). Approximately 55 participants was utilized for the quantitative survey.

DATA COLLECTION

Quantitative Data: A structured survey was developed to collect quantitative data on workplace practices, organizational culture, and employee mental health. The survey included validated scales, such as the participants completed the survey and encouraged honest responses

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DATA ANALYSIS

Quantitative Analysis: Statistical analysis was performed to summarize the data. Confidentiality was maintained following the Data Privacy Act of 2012. Information collected was stored for as long as necessary and was not shared with any third party without consent or a legal basis.

RESULTS AND DISCUSSION

Objective No.1. Determine the level of Practice of Wellness and Safety Programs in the Workplace

Table 1

Level of Practice of Wellness and Safety Programs in the Workplace

Indicators	Being Practiced	Uncertain	Not Being Practiced
1. Presence of established wellness program	90.9%	7.3%	1.8%
2. The top management supports wellness program	100%	0%	0%
3. Health dissemination and wellness advocacy is done regularly	81.8%	18.2%	0%
4. All employees participate in the wellness program	45.5%	52.7%	1.8%
5. Wellness program resources and network linkages are available	70.9%	25.5%	3.6%
6. Wellness program activities are intended for every personnel	92.7%	7.3%	0%
7. Monitoring mechanism to sustain the wellness program is available	70.9%	25.5%	3.6%
8. Safety program is practiced in the workplace	83.6%	14.5%	1.9%
9. Work-life balance culture is evident	61.8%	36.4%	1.8%
10. Employee recognition programs are available	98.2%	1.8%	0%

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11. Employee training and development program is available to all personnel	74.6%	23.6%	1.8%
12. Employee welfare programs are available to all personnel	94.5%	5.5%	0%
Average	80.45%	18.19%	1.36%

As revealed from the data shown above, the level of practice in wellness and safety in workplace attained an average of 80.45% with verbal interpretation of being practiced, 18.19% as uncertain, and 1.36% as not being practiced.

It could be inferred that wellness and safety level of practice is relatively high, however, some indicators attained score for not being practiced such as: presence of established program; all employees participate in the wellness program; monitoring mechanism to sustain the wellness program is available; wellness program resources and network linkages are available; safety program is practiced in the workplace; work-life balance culture is evident; and employee training and development program is available to all personnel.

While the physical and psychological work environment also significantly impacts mental health. Studies have shown that workspace design, access to natural light, and noise levels can affect employees' psychological well-being (Herrity, 2025). A well-designed work environment that considers these factors affect the work place practice on safety and well-being.

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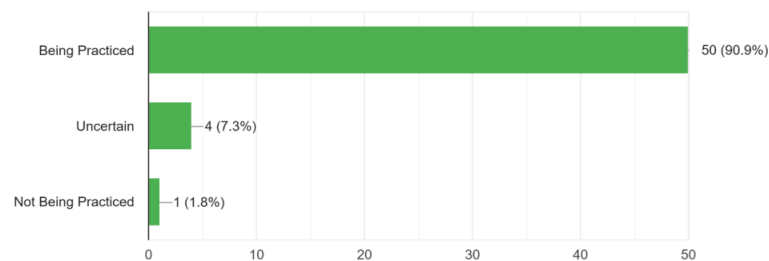
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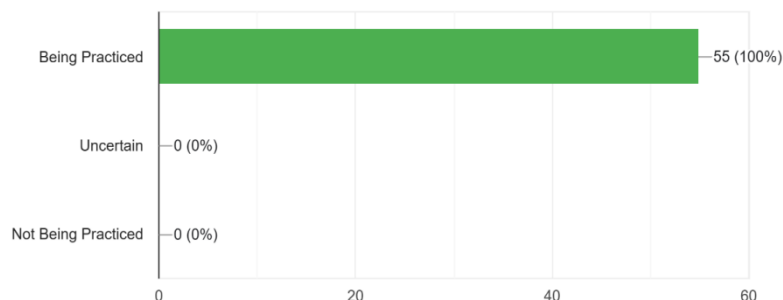
1. Presence of established wellness program
55 responses



The chart indicates that a significant majority (90.9%) of respondents reported that a wellness program is being practiced in SDO. A small percentage (7.3%) are uncertain about its presence, while only 1.8% stated that no wellness program is being practiced. This suggests that wellness initiatives are widely implemented, but the uncertain respondents may need better communication or clarification.

Though, a very small percentage indicates non-agreement with the presence of in placed established wellness program, there is a need for strong communication dissemination and strengthened implementation of the program.

2. The top management supports wellness program
55 responses



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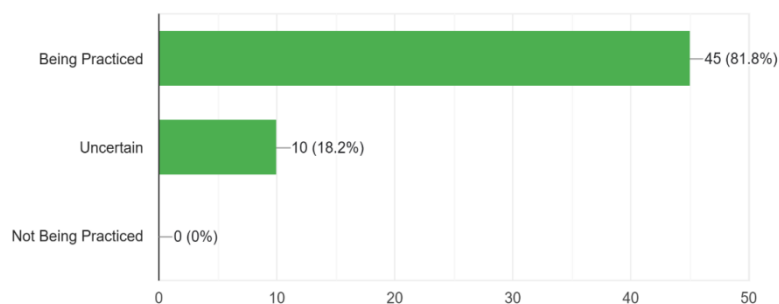
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The chart shows that all respondents (100%) agree that top management supports the wellness program. This unanimous response indicates strong leadership endorsement, which is crucial for successfully implementing and sustaining workplace wellness initiatives. It can be concluded that the top management has strong support for the wellness program full implementation.

3. Health dissemination and wellness advocacy is done regularly
55 responses



The chart indicates that 81.8% of respondents confirm that health dissemination and wellness advocacy are done regularly. However, 18.2% are uncertain, suggesting that while efforts are in place, there may be a need for increased visibility, better communication, or more structured dissemination strategies to ensure that all employees are aware of these initiatives.

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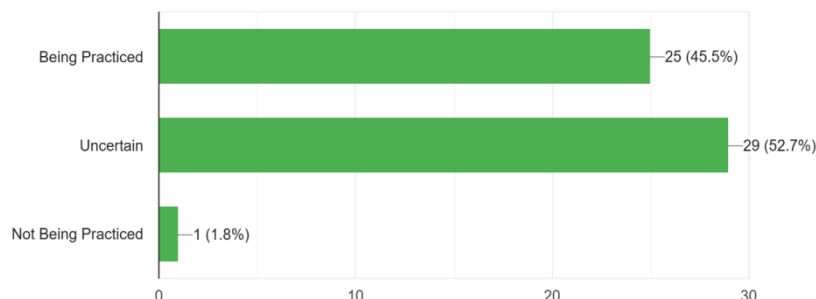
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4. All employees participate in the wellness program

55 responses



The chart shows that only 45.5% of respondents believe that all employees participate in the wellness program, while a significant 52.7% are uncertain. This suggests that participation may not be consistent or that awareness of employee engagement is lacking. The 1.8% who indicated that participation is not being practiced further highlights the need for improved communication and encouragement to ensure broader involvement.

It can be inferred from the data that the employees' participation in the wellness program implementation needs to be reviewed and therefore a need for its monitoring mechanism should be in place. Appropriate reinforcement and policy enhancement toward the full participation of the employees should be prioritized. Rewards and recognition must be taken into consideration to boost the increase in participation and the benefits of the program should be cleared to everyone to encourage engagement and collaboration.

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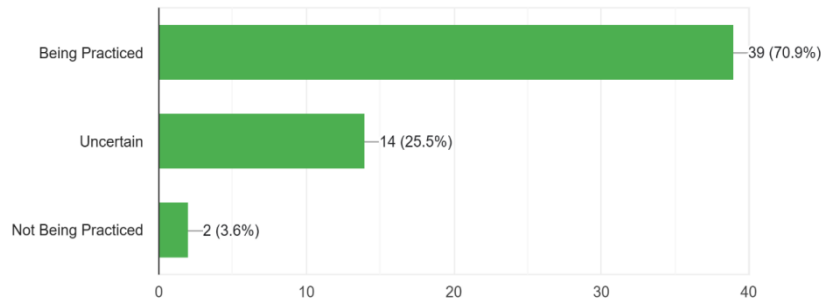
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5. Wellness program resources and network linkages are available

55 responses

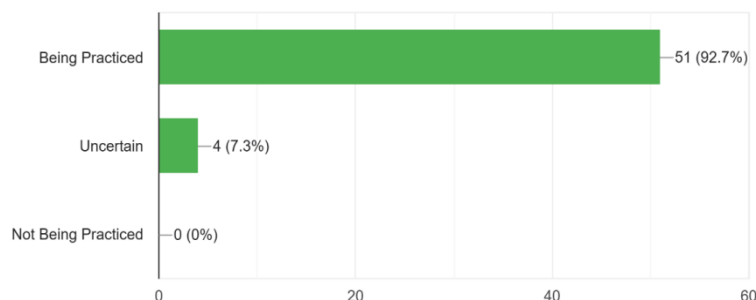


The chart indicates that 70.9% of respondents confirm the availability of wellness program resources and network linkages. However, 25.5% are uncertain, and 3.6% believe these resources are not available. This suggests that while most employees recognize the presence of resources, there may be gaps in accessibility, awareness, or communication that need to be addressed to ensure all employees can fully utilize these wellness support systems.

Improved communication and information dissemination should be in placed to address these concerns.

6. Wellness program activities are intended for every personnel

55 responses



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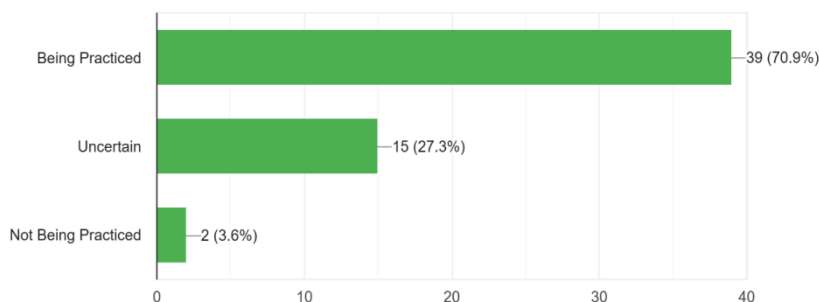
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The chart shows that 92.7% agree that wellness activities include all personnel, while 7.3% are uncertain. This suggests strong inclusion among the employees, though some may need more clarity regarding the relevance of the program to every personnel.

The shared ownership of the program must be enhanced through open communication and policy enhancement, coupled with monitoring and evaluation machinery to ensure the clarity of its purpose and its significant impact to the organization as a whole.

7. Monitoring mechanism to sustain the wellness program is available
55 responses



The chart shows that 70.9% agree that a monitoring mechanism for the wellness program is in place, while 27.3% are uncertain and 3.6% believe it is not practiced. This suggests that while monitoring exists, better communication or transparency may be needed to ensure all employees are aware of it.

The data inferred that better mechanisms for monitoring and evaluation of the program must be in place. Its objective results and outputs should be well-communicated. Every personnel must be well-informed on its progress and continuous improvement should be its foremost and utmost concern.

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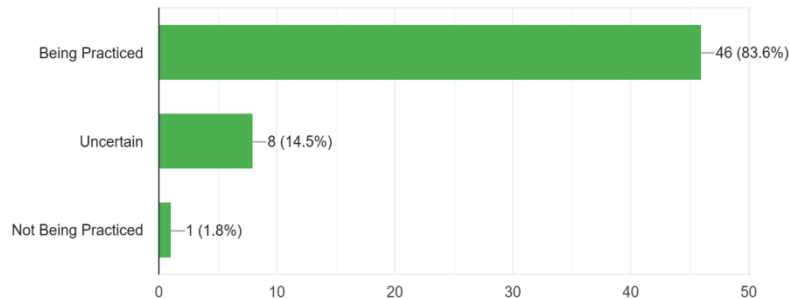
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8. Safety program is practiced in the workplace

55 responses

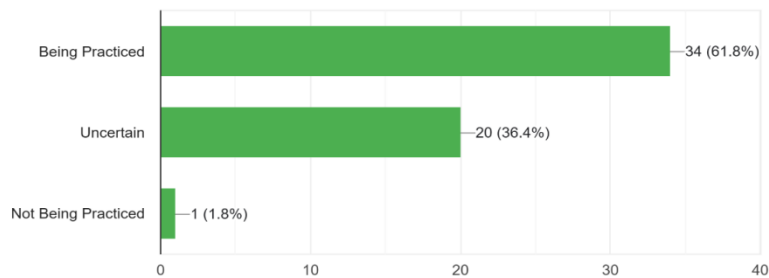


The chart shows that 83.6% confirm the workplace safety program is practiced, while 14.5% are uncertain and 1.8% believe it is not. This suggests strong implementation, though some employees may need more awareness or clarity regarding safety measures.

Enhancement of the safety program implementation of the workplace is undeniably commendable; however, enhancement also is considerably needed to ensure 100% implementation.

9. Work-life balance culture is evident

55 responses



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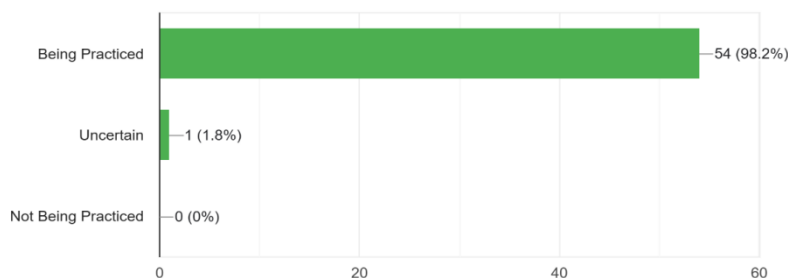
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The chart indicates that 61.8% believe a work-life balance culture is evident, while 36.4% are uncertain and 1.8% disagree. While the majority see a balance, the high uncertainty suggests a need for clearer policies or better implementation.

The data inferred that there is a need to reinforce work-life balance. The remaining percentage of feedback is crucial and significant. Implementing a work-life balance could increase productivity and efficiency among employees.

10. Employee recognition programs are available
55 responses



The chart shows that 98.2% agree that employee recognition programs are available, while only 1.8% are uncertain. This overwhelmingly positive response suggests strong implementation, with minimal need for further clarification.

The data showed that SDO Batangas City's recognition programs are being well implemented.

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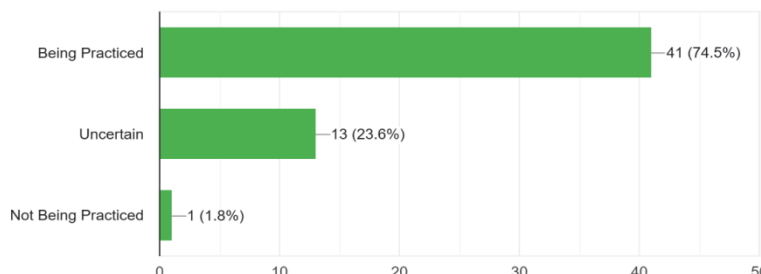
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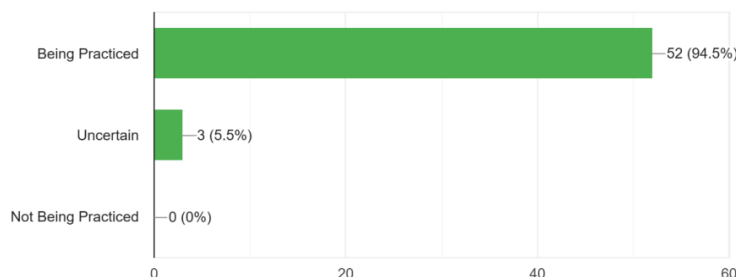
11. Employee training and development program is available to all personnel
55 responses



The chart shows that 74.5% agree that employee training and development programs are available to all personnel, while 23.6% are uncertain and 1.8% believe they are not. While the majority recognize the program’s availability, the uncertainty suggests a need for better communication or accessibility.

There is a need for inclusion of every personnel on the part of training and development as per data revealed. The significant figure implies that all personnel must be allowed to attend and access the training and development crucial to their professional growth thus gearing towards organizational effectiveness. Capacity building programs should be an opportunity for every personnel.

12. Employee welfare programs are available to all personnel
55 responses



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The chart shows that 94.5% agree that employee welfare programs are available to all personnel, while 5.5% are uncertain. This strong majority indicates wide dissemination or increased awareness campaigns of these programs, though some employees may need further clarification on their accessibility.

Objective No. 2. Determine the Work Culture Manifested in SDO

Table No. 2

Work Culture Manifested in SDO

Indicators	Agree	Uncertain	Disagree
1. Presence of healthy workplace culture	78.2%	20%	1.8%
2. Leaders and unit heads are inspiring	89.1%	10.9%	0%
3. Respect is highly observed in the workplace	80%	20%	0%
4. Trust and respect is established	74.5%	25.5%	0%
5. Collaboration and teamwork is highly practiced	89.1%	10.9%	0%
6. There is fostered work efficiencies	83.6%	16.4%	0%
7. The learning environment is promoted	90.9%	9.1%	0%
8. Harmonious relationship among personnel is manifested	78.2%	21.8%	0%
9. Cheerful workplace environment is manifested	90.9%	9.1%	0%
10. Stress is felt by the personnel	63.6%	30.9%	5.5%
11. Every personnel is loved and respected	72.7%	25.5%	1.8%
12. Fairness is felt by every personnel	65.5%	34.5%	0%
13. High turn-over of personnel is evident	72.7%	27.3%	0%
14. Burn-out is felt by some personnel	63.6%	29.1%	7.3%
15. All personnel exhibit high morale and seem inspired	70.9%	27.3%	1.8%
Average	77.57%	21.22%	1.21%

Table 2 revealed that the respondents agreed on the work culture manifested in

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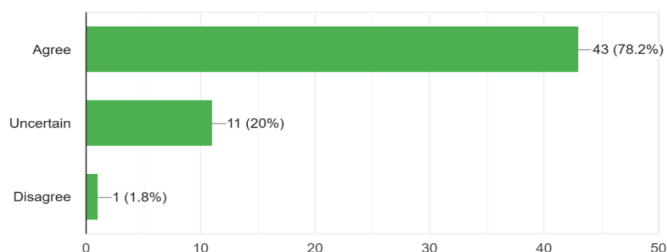
SDO with an average of 77.57% which is relatively high, while the uncertain got an average of 21.22% with a disagree response of 1.21%. Though, the figure was significantly high, the result on uncertain and disagree response signifies the need to improve and enhance the work place culture to become healthier and ideal work space to stay on.

Indicators such as fairness is felt by every personnel; burn out is felt by some personnel; and stress is felt by some personnel got the smaller percentage of agreement as being manifested in the workplace. Appropriate interventions must be in placed to address the issues and concerns. Thus, inattention to these details might lead to more serious inefficiency and non-productivity.

Therefore, effective management practices are essential for the successful implementation of mental health programs. According to a study by Wu et al. (2021), organizations/management who are trained to recognize and address mental health issues can create a more supportive environment for their teams.

Furthermore, creation of a supportive and inclusive workplace culture with open communication which encourages open and honest conversations about mental health, creating a safe space for employees to share their experiences.

1. Presence of healthy workplace culture
55 responses



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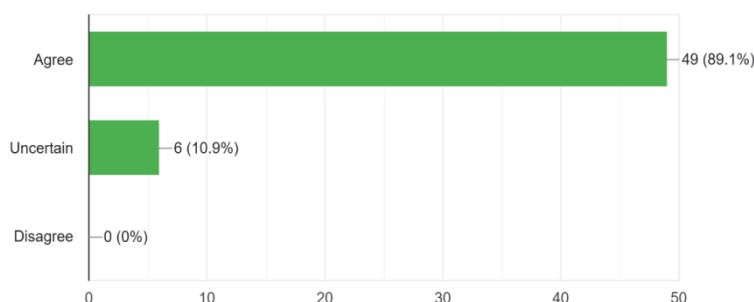
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The chart shows that 78.2% of respondents agree that a healthy workplace culture is present, while 20% are uncertain and 1.8% disagree. This indicates a generally positive perception, though some employees may need more engagement or clarity on workplace culture initiatives.

The data revealed that there is a need to rule out the scenario perform environmental scanning or review the actual process in the workplace in relation to healthy workplace culture. This healthy workplace culture is primarily significant to establish harmonious working relationship in an organization. This creates positive impact in the accomplishment of organizational goals and delivery of quality services to clientele.

2. Leaders and unit heads are inspiring
55 responses



The chart indicates that 89.1% of respondents agree that leaders and unit heads are inspiring, while 10.9% are uncertain, and no one disagrees. This suggests a strong positive perception of leadership, however, there may still be room to enhance engagement for those who are uncertain.

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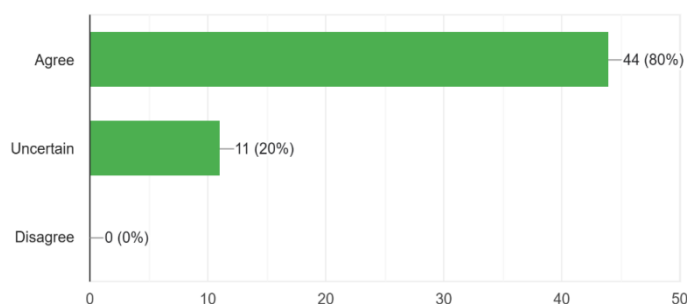
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The data also inferred that reflections on the part of the leaders and section heads need to be done to check the emotional atmosphere relative to motivational and inspirational attributes. This somehow implies a call for self-awareness among them to ensure leadership effectiveness.

3. Respect is highly observed in the workplace
55 responses



The chart shows that 80% of respondents agree that respect is highly observed in the workplace, while 20% are uncertain, and none disagree. This suggests a generally respectful work environment, though addressing the concerns of those who are uncertain could further strengthen workplace culture.

The issues revealed by the data implied more policy enhancement and placing more interactive interventions where open communication between and among members of the organization could be employed to promote more empathy and respect. Thus, respecting every team player is crucial in an organization's success.

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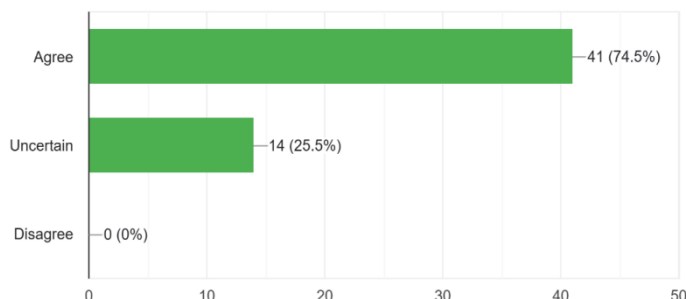
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4. Trust and respect are established

55 responses

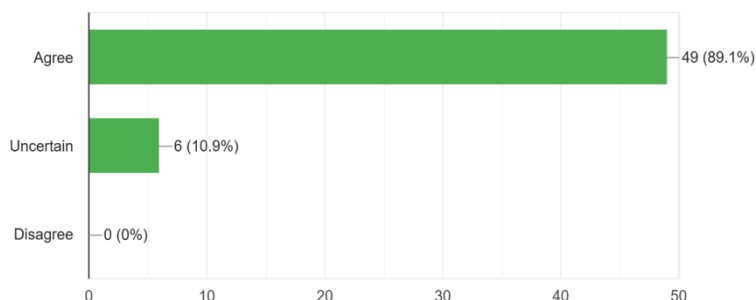


The chart indicates that 74.5% of respondents agree that trust and respect are established in the workplace, while 25.5% are uncertain, and none disagree. While the majority perceive a strong culture of trust and respect, addressing the concerns of those who are uncertain could further enhance workplace relationships.

The data implied that there is a need to improve the communication management among and between employees to improve the trust and respect for everyone. Since trust and respect is the foundation of a better harmonious working relationship.

5. Collaboration and teamwork are highly practiced

55 responses



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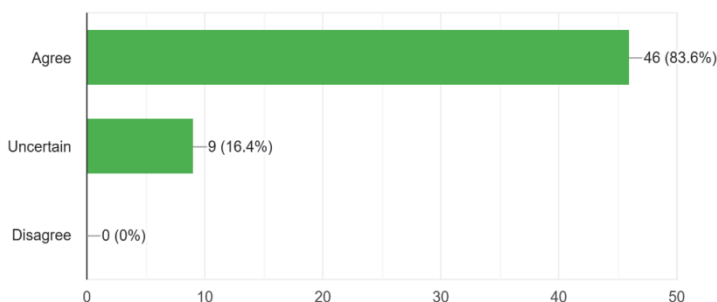


The chart shows that 89.1% of respondents agree that collaboration and teamwork are highly practiced, while 10.9% are uncertain, and none disagree. This indicates a strong culture of teamwork, though addressing the uncertainties could further strengthen collaboration efforts.

As the data implied, more interventions and enhancement could be implored to attain collaboration and teamwork. Since, in unity, there is success. Teamwork and collaboration is the key for a successful organization.

Teamwork is a group effort to achieve a common goal, while collaboration is a more formalized process where individuals with diverse expertise work together to solve a problem or create something new, often involving shared responsibility and input.

6. There is fostered work efficiencies
55 responses



The chart shows that 83.6% of respondents agree that work efficiencies are fostered, while 16.4% are uncertain, and none disagree. This suggests a generally efficient workplace, though addressing uncertainties could further improve productivity.

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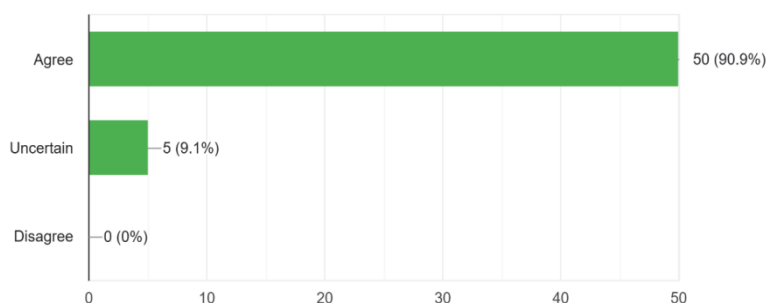
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The data showed that work efficiencies are greatly in placed in the organization. Those with uncertain responses might need some clarifications or refocusing on the overall goal and targets.

7. The learning environment is promoted
55 responses



The chart indicates that 90.9% of respondents agree that a learning environment is promoted, while 9.1% are uncertain, and none disagree. This suggests a strong commitment to fostering continuous learning, though addressing the uncertainties could further enhance the learning culture.

It was revealed and implied by the data that learning environment was well promoted and implemented as part of work culture. Sustainability and continuous improvement on this aspect needs to be in placed.

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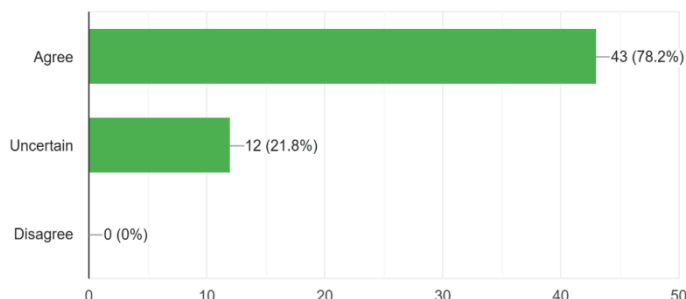
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8. Harmonious relationship among personnel is manifested

55 responses



The chart shows that 78.2% of respondents agree that a harmonious relationship among personnel is manifested, while 21.8% are uncertain, and none disagree. While the majority perceive positive relationships, the uncertainty suggests there may be areas for improvement in fostering stronger workplace connections.

Meanwhile, effective mental health programs are tailored to the specific needs of the workforce and are informed by an understanding of workplace practices and culture. A systematic review by Paterson et al. (2021) found that comprehensive mental health programs that incorporate training, support, and resources can lead to significant improvements in employee mental health outcomes. These programs should also focus on creating an organizational culture that promotes mental well-being and resilience.

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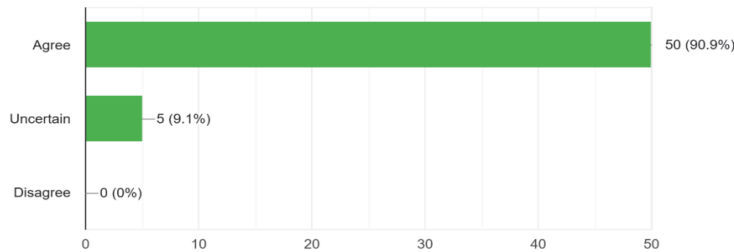
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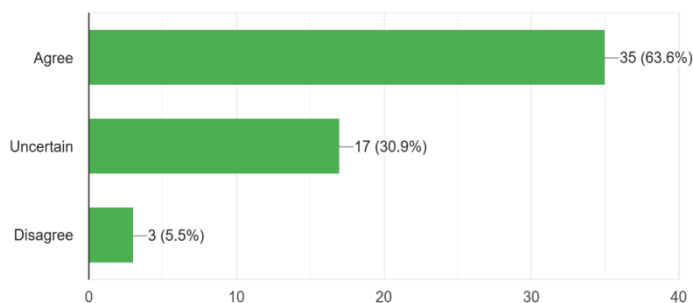
9. Cheerful workplace environment is manifested
55 responses



The chart shows that 90.9% of respondents agree that a cheerful workplace environment is manifested, while 9.1% are uncertain, and no one disagrees. This creates a largely positive and uplifting work atmosphere, though there may be room for further commitment to address the small percentage of uncertainty.

Meanwhile, encourage employee participation which is to involve employees in the development and implementation of mental health programs to ensure they are relevant and effective. Work Environment Enhancements which is to improve the physical and psychological aspects of the workplace to create a more comfortable and supportive environment workplace.

10. Stress is felt by the personnel
55 responses



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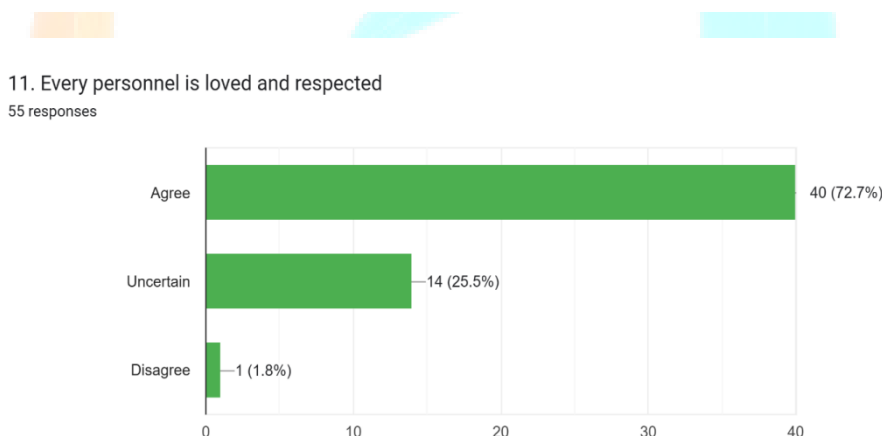
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The chart indicates that 63.6% of respondents agree that stress is felt by personnel, while 30.9% are uncertain, and 5.5% disagree. This suggests that stress is a notable concern in the workplace, though a significant portion remains unsure. Addressing workload management, mental well-being initiatives, and support systems could help mitigate this issue.

Workplace stress, defined as harmful physical and emotional responses when job demands exceed capabilities, can lead to poor health and even injury. Common causes include excessive workload, lack of control, poor relationships, and changes in the workplace, and can be managed through understanding the causes, developing coping strategies, and seeking support. Stress management must be enhanced in order to address the concerns of stress issues and concerns of the employees.



The chart shows that 72.7% of respondents agree that every personnel is loved and respected, while 25.5% are uncertain, and 1.8% disagree. While the majority feel valued, the uncertainty and disagreement indicate that there may be room for improvement in fostering a more inclusive and appreciative workplace culture.

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A harmonious workplace fosters a positive and productive environment where employees feel valued, respected, and can collaborate effectively, leading to increased engagement and reduced conflict. The key elements of building harmonious workplace are open communication and trust where employees feel comfortable expressing their opinions and ideas without fear of judgment or retaliation. Respect and inclusiveness where everyone's perspectives and contributions are valued, fostering a sense of belonging. Effective conflict management where issues are addressed promptly and constructively, preventing them from escalating. Teamwork and collaboration where employees work together towards common goals, supporting each other and sharing knowledge. Recognition and appreciation where employees feel valued for their contributions and achievements. Work-Life Balance where employees are able to maintain a healthy balance between their work and personal lives. Safe and non-violent environment where employees feel safe and secure in their workplace.

Leadership that emphasizes empathy where leaders prioritize the well-being and needs of their team members. Promoting diversity and inclusion which acknowledging and valuing the unique perspectives and talents that individuals bring, fostering an environment where diverse voices are heard and respected.

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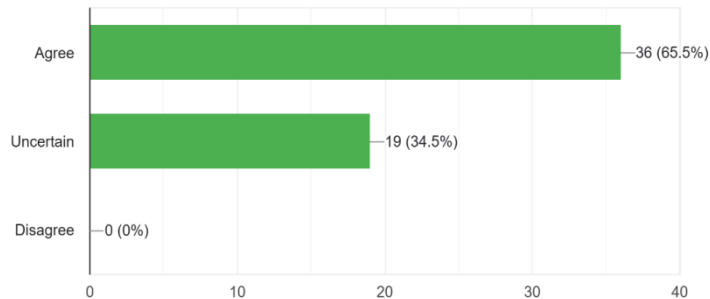
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12. Fairness is felt by every personnel

55 responses



The chart indicates that 65.5% of respondents agree that fairness is felt by every personnel, while 34.5% are uncertain, and no one disagrees. While the majority feel that fairness is present, the significant level of uncertainty suggests that more efforts may be needed to ensure transparency and equity in the workplace.

Meanwhile, encourage employee participation which is to involve employees in the development and implementation of mental health programs to ensure they are relevant and effective. Work Environment Enhancements which is to improve the physical and psychological aspects of the workplace to create a more comfortable and supportive environment workplace.

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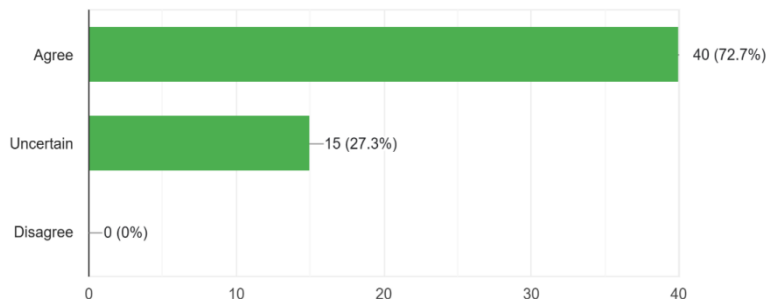
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13. High turn-over of personnel is evident
55 responses



The chart shows that 72.7% of respondents agree that high personnel turnover is evident, while 27.3% are uncertain, and no one disagrees. This suggests that staff retention may be a concern, potentially indicating challenges such as job satisfaction, workload, or organizational stability that need to be addressed.

Causes of turn over in the workplace that need to be reviewed and ruled out were lack of opportunity for growth where employees may leave if they don't see opportunities for advancement or career development. Poor management which negative experiences with managers or a lack of support can lead to employee dissatisfaction and turnover. Toxic work environment which a negative or stressful work environment can drive employees away. Lack of work life balance: where employees may seek jobs with better work-life balance, especially if they feel overworked or stresses. Personal Issues which life events or personal circumstances can also contribute to employee turnover. Lack of training and resources where employees may feel under-equipped to do their jobs if they lack the necessary tools, training, or resources.

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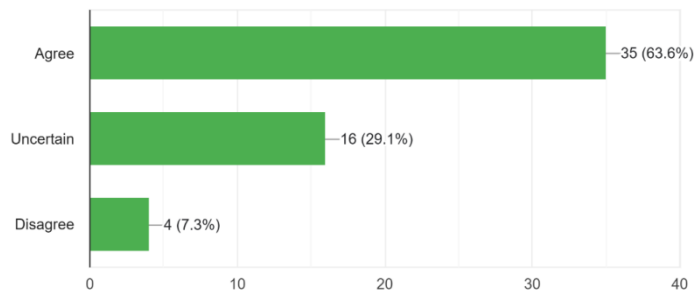
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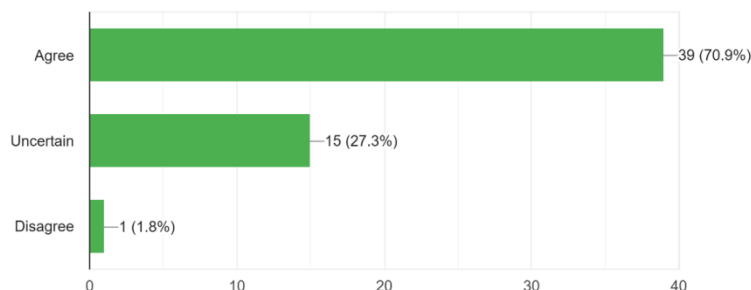
14. Burn-out is felt by some personnel
55 responses



The chart indicates that 63.6% of respondents agree that burnout is felt by some personnel, while 29.1% are uncertain, and 7.3% disagree. This suggests that a significant portion of the workforce experiences burnout, which may impact productivity, morale, and retention. Addressing workload management, support systems, and employee well-being initiatives could help mitigate this issue.

Burn out is a syndrome resulting from chronic, non-managed stress characterized by emotional exhaustion, detachment from work, and feelings of inefficacy. This issue should be address because this could lead to organizational failure and non-productivity.

15. All personnel exhibit high morale and seem inspired
55 responses



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The chart shows that 70.9% of respondents agree that all personnel exhibit high morale and seem inspired, while 27.3% are uncertain, and 1.8% disagree. This indicates a generally positive work environment, but the level of uncertainty suggests that there may be areas where morale and motivation could still be improved. Enhancing recognition programs, team engagement, and professional development opportunities might further strengthen workplace inspiration.

Objective no. 3. Ascertain the Level of Satisfaction Relative to Employees' Engagement and Productivity

Table No. 3

Level of Satisfaction Relative to Employees' Engagement and Productivity

Indicators	Satisfied	Uncertain	Not Satisfied
1. All personnel grow and transform to become better	81.8%	16.4%	1.8%
2. All personnel are goal-oriented and results-driven employees	80%	18.2%	1.8%
3. There is an ownership of organizational success by all personnel	80%	18.2%	1.8%
4. All personnel have initiative in doing their tasks	78.2%	18.2%	3.6%
5. All personnel share their best talent and skills	74.5%	25.5%	0%
6. Less supervision is required among personnel	72.7%	25.5%	1.8%
7. All personnel are efficient	74.6%	23.6%	1.8%
8. Highly equipped personnel are always available	74.5%	25.5%	0%

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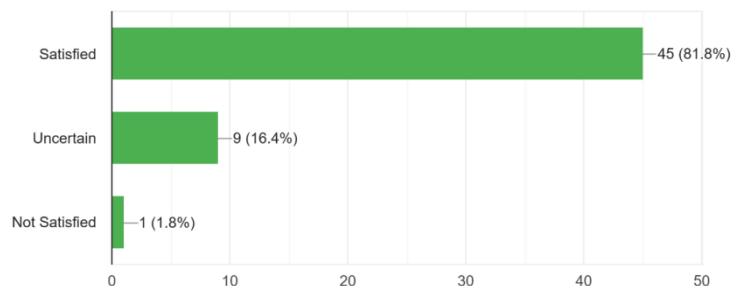


9. Mentoring among personnel is highly evident	89.1%	9.1%	1.8%
Average	78.38%	20.02%	1.6%

The data showed that the satisfaction relative to employees' engagement and productivity was 78.38% with satisfaction, 20.02% which was uncertain, and dissatisfied with an average of 1.6%.

It could be inferred from the data that there was significantly high satisfaction rate when it comes to employees' engagement and productivity. Uncertain and dissatisfied responses implied that interventions and enhancement relative to employees' engagement and productivity should be addressed and prioritized as well.

1. All personnel grow and transform to become better
55 responses



This chart indicates that 81.8% of respondents are satisfied with the growth and transformation of personnel, while 16.4% are uncertain, and 1.8% are not satisfied. The high satisfaction rate suggests a strong culture of development, but the uncertainty and dissatisfaction highlight areas for potential improvement. Enhancing training programs, mentorship, and career growth opportunities may further support personnel development.

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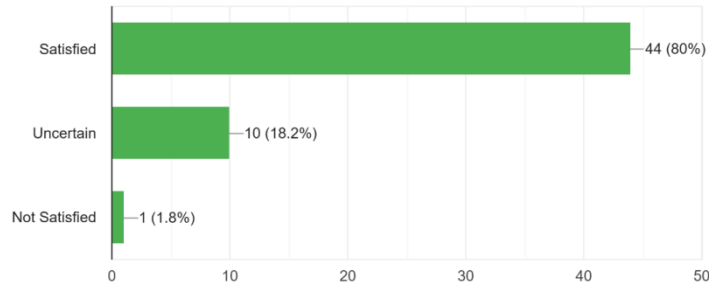
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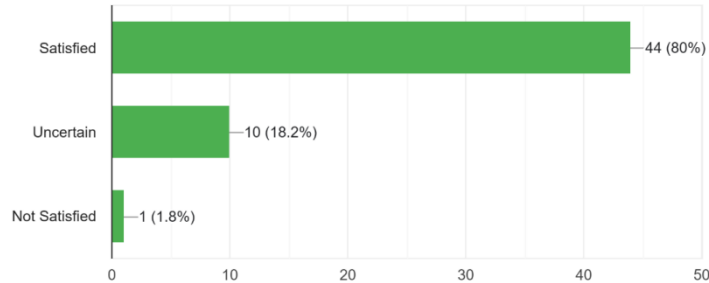


2. All personnel are goal-oriented and results-driven employees
55 responses



The survey shows that 80% of respondents believe personnel are goal-oriented and results-driven, while 18.2% are uncertain, and 1.8% are not satisfied. This indicates a strong focus on productivity, but some employees may need clearer goals or motivation.

3. There is an ownership of organizational success by all personnel
55 responses



The chart indicates that the majority (80%) of personnel feel a sense of ownership in the organization's success, demonstrating a strong commitment to collective goals. However, 18.2% remain uncertain, suggesting potential gaps in engagement or communication. A small portion (1.8%) do not feel this sense of ownership, highlighting an area for possible improvement.

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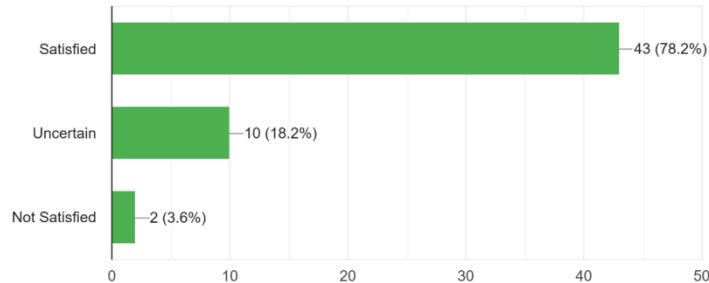
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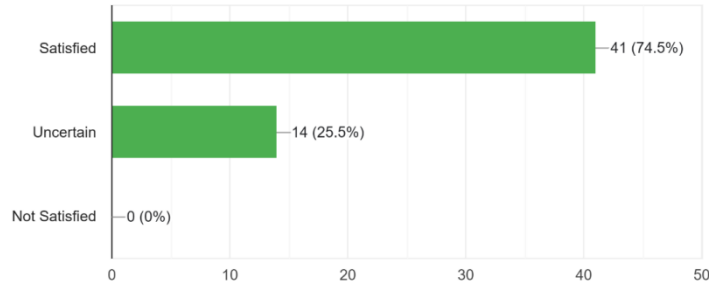


4. All personnel have initiative in doing their tasks
55 responses



The data shows that 78.2% of personnel demonstrate initiative in their tasks, reflecting a proactive workforce. However, 18.2% are uncertain, and 3.6% are not satisfied, indicating that some employees may require additional motivation or clearer expectations.

5. All personnel share their best talent and skills
55 responses



The majority (74.5%) believe that personnel share their best talents and skills, indicating a collaborative work environment. However, 25.5% are uncertain, suggesting that there may be opportunities to further encourage skill-sharing among employees.

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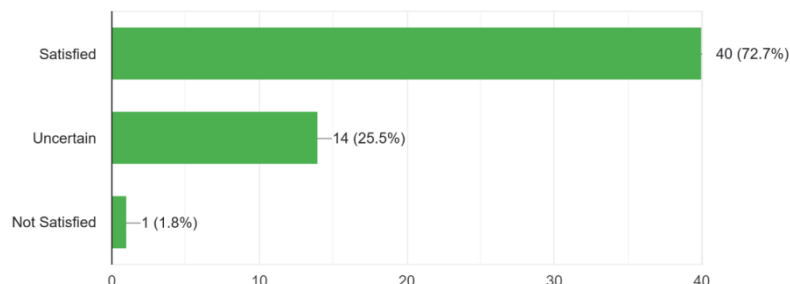
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6. Less supervision is required among personnel

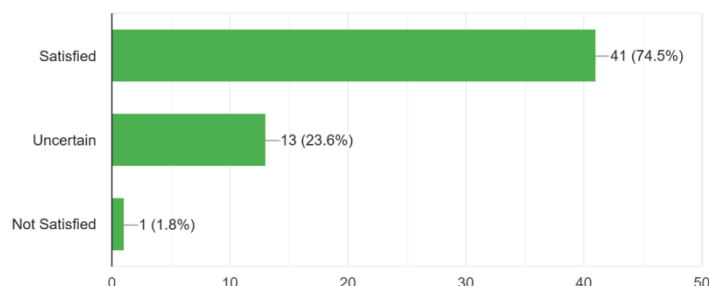
55 responses



A significant majority (72.7%) agree that personnel require less supervision, reflecting strong independence and responsibility. However, 25.5% remain uncertain, indicating potential areas for improvement in autonomy and trust.

7. All personnel are efficient

55 responses



The survey results indicate that a majority (74.5%) of respondents believe personnel are efficient in their roles. However, a notable portion (23.6%) remains uncertain, which may suggest inconsistencies in performance or a need for clearer benchmarks of efficiency. While only 1.8% express dissatisfaction, the presence of uncertainty highlights an opportunity for

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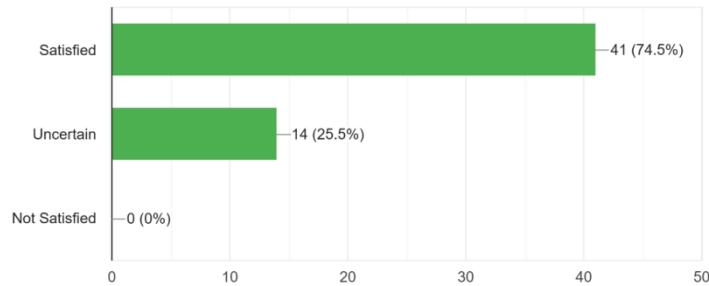
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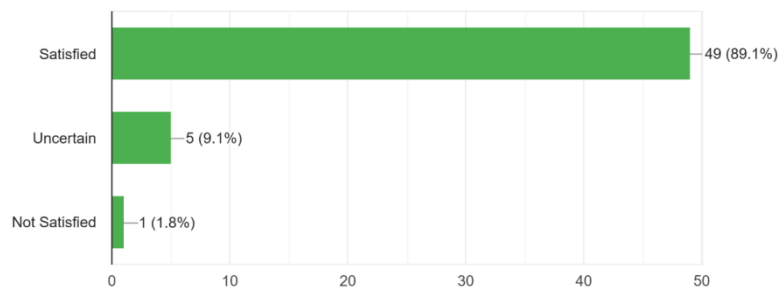
improving workflow optimization, resource allocation, or staff training to ensure that all personnel consistently meet efficiency expectations.

8. Highly equipped personnel are always available
55 responses



The survey shows that 74.5% are satisfied with the availability of highly equipped personnel, while 25.5% are uncertain. No dissatisfaction was reported, but the uncertainty suggests room for improvement in ensuring consistent personnel readiness.

9. Mentoring among personnel is highly evident
55 responses



The survey results show that mentoring among personnel is highly evident, with 89.1% expressing satisfaction. This suggests a strong culture of knowledge-sharing and professional development. However, 9.1% remain uncertain, indicating that some employees may not

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consistently experience mentor ship program opportunities. A small 1.8% are dissatisfied, highlighting minimal concerns that could be addressed to further strengthen mentoring initiatives.

CONCLUSION

Based on the findings of the study, the following conclusions were drawn:

1. The study reveals that the level of practice in wellness and safety programs of SDO is relatively high, supported by management and employee participation. However, improvements are needed in monitoring, resource allocation, and communication strategies to maximize program effectiveness.
2. The work culture in SDO is generally positive, characterized by leadership support, teamwork, and a learning environment. Nonetheless, challenges such as stress, burnout, and fairness concerns highlight areas requiring intervention to create a healthier and more inclusive workplace.
3. Employee engagement and productivity are satisfactory, with a strong sense of ownership and commitment to organizational goals. On the other hand, further improvements in training, autonomy, and efficiency can enhance workforce performance.
4. Based on the findings, a mental health program should be developed to foster a vibrant and healthy workplace, addressing stress management, work-life balance, and overall employee well-being.

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