



**PSYCHOSOCIAL WORK ENVIRONMENT AND MENTAL HEALTH
AMONG EMPLOYEES IN A MANUFACTURING COMPANY
IN BINAN CITY LAGUNA**

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ABSTRACT

The main focus of the study was to determine the relationship between psychosocial work environment and mental health among employees of a manufacturing company in Biñan City Laguna. The proposed action plan to maintain safe and healthy Working Environment and to maintain positive mental health was the output of the study. This study utilized the descriptive correlational design. Through simple random sampling technique, the respondents of the study were 121 employees of manufacturing company in Biñan City Laguna. Standard questionnaires such as the Job Demand Control Support, Effort Reward Imbalance and Acutha Menon Positive Mental Health Scale were used as survey instrument for gathering of data.

Using the four-point Likert Scale, the simple mean and Pearson product, findings revealed that the level of Psychosocial Work Environment and Mental health level were high among the employees of manufacturing company in Biñan City Laguna. Psychosocial work environment specifically Decision latitude had significant relationship with mental health as to Social well-being. Psychosocial work environment as Social Support had significant relationship with Mental Health as to Productivity and Work Contribution. Psychosocial work environment as to Commitment had significant relationship with Mental Health as to Productivity and Coping Ability.

Keywords: Psychosocial Work Environment, Mental Health, Manufacturing Employees

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INTRODUCTION

In a rapidly changing world, mental health has emerged as one of the main concerns and causes of disease and disability, not just in the Philippine economy but also in a global group corporate structure. Being healthy includes not just being physically fit but also having good mental and emotional health. Physical health comes in second to mental health in importance. It is a state of wellness characterized by self-awareness, the capacity to handle everyday challenges, and the capacity to operate effectively and productively.

As Roelen et al. (2018) cited, mental health issues were the major causes of illness in the workplace. The World Health Organization estimated that 15 to 30 percent of workers have experienced mental health issues during their working life, and the Organization for Economic Co-operation and Development (OECD) reported that 30 to 40 percent of all cases of sickness absence and work disability within its member countries are related to mental health issues. Workplace mental health was important for both employees and the business, and it was becoming a top concern in many nations, including the Philippines.

According to International Labour Organization Country Office for the Philippines (2022), in 38.8 million workforces, 17 out of 18 persons in the nation reported working in an unfavorable environment that could pose risk to their mental health. Most of the problems faced by employees are related to working environment. Workplace mental health problems have an impact on productivity, raise the unemployment rate, decrease ability to work and reduce labor force participation.

For the World Health Organization (2017), there were numerous workplace hazards for mental health that may exist in the workplace. The interactions between various forms of work, the administrative and organizational environment, employee abilities and skills, and the assistance provided to staff members to carry out their jobs were the main sources of mental health risk. Problems with physical and mental health may result from an unfavorable work

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environment. Other factors included insufficient health and safety policies, inadequate management and communication techniques, a lack of employee support, strict working hours, unclear tasks or organizational goals, and limited participation in decision-making.

A systematic review of Bonde (2008); Stanfeld and Candy (2006), and a prospective study from Ferrie et al. (2006); Melchor et al. (2007) as cited in Martin et al. (2016) showed that exposure to psychosocial hazards at work increases the risk of developing or exacerbating mental health problems. Over the past 40 years, the study of the association between psychosocial risks and mental wellbeing has remained a focus for a number of disciplinary views. As a result, there was a strong evidence and substantial body of information that employees' experience with their work and workplaces had direct and indirect influences on a variety of employee mental health indicators.

The development and implementation of workplace mental health policies can assist in promoting employee health benefits, boosting workplace and employee productivity, and determining the causes and effects of mental health problems in the workplace. In addition to encouraging employees to optimize their health potential, develop resilience, and enhance long-term recovery from mental health concerns, raising mental health awareness gave them a platform to engage in activities, education, and training.

In order to create a secure and healthy workplace, it was essential to promote mental wellness. Every October 10, mental health in the workplace was observed to promote awareness on mental wellbeing issues and mobilize efforts in support of better mental health. The "Comprehensive Mental Health Act of 2017" (House Bill No. 6452), aimed to incorporate mental health services into the delivery system for general healthcare, particularly the initiative of the Departments of Health, Interior, and Local Government.

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MATERIALS AND METHODS

This study was a Quantitative research and the method used by the researcher was descriptive correlational design that sought to identify the relationship of the psychosocial work environment on employees' mental health. This research design allowed the researcher to easily determine the statistical relationship between two variables and also allowed to carry out shallow data gathering using different methods such as surveys. This design was appropriate because it can be used to establish relationships between two variables like what the researcher needs to identify or investigate in this study.

The researcher participants were the employees in a manufacturing company. The researcher used simple random sampling for quantitative approach. Simple random sampling is a probability technique that selects individuals from a population. Every numbered population element has an equal probability of being selected. The researcher adopted this sampling technique because it is a fair method of sampling and it helps to reduce any bias involved in the study.

The sample size yielded an achieved statistical power of 0.988 based on the 0.15 effect size of a two-tailed multiple regression analysis of 2 predictor variables, as per computation using G-Power.

The researcher used a standardized survey questionnaire to measure the level of Psychosocial Work Environment and level of Mental Health. The Job Demand Control Support Questionnaire (DCSQ), Effort Reward Imbalance (ERI) Questionnaire and Acuthla Menon Centre Positive Mental Health Scale (AMCPMH-Scale).

Job Demand Control Support (DCSQ) was 17-item short which includes three scales of psychological demands (5items), decision latitude (7 items) and social support at work (5 items).

Effort Reward Imbalance (ERI) is a standardized self-report measure consisting of three psychometric scales: Effort, Reward and Over commitment. Short version which consist of 16

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items. Achutha Menon Centre Positive Mental Health Scale (AMCPMH-Scale) is a short unidimensional scale for the assessment of positive mental health which consists of 20 Likert type items which consist of 4 factor scales; self-realization; coping ability; worth of others and productivity and work contribution.

The standardized survey questionnaires were used to help reveal the main nuances of the relevant work environments, the elements about which the employees felt most agree or disagree, and their perceptions of those affecting their mental health. The vital goals of the questionnaire were to collect accurate data with maximum reliability and validity, and to obtain information relevant to the objectives of the survey.

The questionnaire gathered responses using 4-point Likert Scale. A numerical score was associated with each response and showed the level of agreement and disagreement according to the following: (1.00-1.74) Often/Very High, (1.75-2.49) Sometimes/High, (2.50-3.24) Seldom /Low, (3.23-4.00) Never/Very Low, for the level of mental health among employees was (1.00-1.79) Always, (1.80-2.59) Often, (2.60-3.39) Some of the time, (3.40-4.90) Rarely, (4.20-5.00) Never.

The following are the statistical treatments that were applied to the study by the statistician using Statistical Package for Social Science (SPSS): the mean and the point Likert Scale were used to describe the level of Psychosocial Work Environment and Mental Health among employees in a manufacturing company in Biñan City, Laguna; to establish the significant relationship between psychosocial work environment and mental health, the Pearson product moment correlation was used.

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RESULTS AND DISCUSSION

Discussion presents the interpretation and analysis of data gathered to discuss the answers to the research problem of the study. The study attempted to determine the relationship between Psychosocial Work Environment and Mental Health among employees of manufacturing company in Biñan City Laguna.

Table 1.1

Level of Psychosocial Work Environment among Employees in a Manufacturing Company in Biñan City Laguna in terms of Psychological Demand

Indicators in terms of Psychological Demand	\bar{x}	VI	EI
The job requires to work to fast	1.72	Often	Very High
The job requires to work intensively	1.86	Sometimes	High
The job requires too much effort	1.69	Often	Very High
The jobs require enough time to get the job done	1.57	Often	Very High
The job often involve conflicting demands	2.07	Sometimes	High
GENERAL ASSESSMENT	1.78	Sometim es	High

Legend: 1.00 - 1.74 Often/ Very High 2.50 - 3.24 Seldom / Low
1.75 - 2.49 Sometimes / High 3.25 - 4.00 Never/ Very Low

Table 1.1 shows the level of psychosocial work environment among employees in a manufacturing company in Biñan City, Laguna in terms of **Psychological Demand**.

The general assessment was **1.78** which was interpreted as **High**. The indicator "The job often involve conflicting demands" had the highest computed mean of **2.07** which was

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interpreted as **High**, while the indicator “The job require enough time to get the job done” had the least computed mean of **1.57** and was interpreted as Very **High**.

It implies that working involving high psychological demand is not a good thing, the higher the psychological demand the more exhausting and deleterious it to mental health.

To support this, Bakker et al. (2017) noted that job demands ended up being the most significant correlates of exhaustion and the most significant predictors of absence duration (an indication of health problems). High levels of fatigue or persistent health issues prevented workers from having the energy they needed to complete their work tasks.

Table 1.2

Level of Psychosocial Work Environment among Employees in a Manufacturing Company in Biñan City Laguna in terms of Decision Latitude

Indicators in terms of Decision Latitude	\bar{x}	VI	EI
The job involves learning new things	1.61	Often	Very High
The job involves high level of skills or expertise	1.79	Sometim es	High
The job requires initiative	1.52	Often	Very High
The job involves non-repetitive work	2.17	Sometim es	High
The jobs allows to take own decision	1.89	Sometim es	High
I have the freedom to decide how to perform my work	1.83	Sometim es	High
GENERAL ASSESSMENT	1.80	Someti mes	High

Legend: 1.00 - 1.74 Often/ Very High 2.50 - 3.24 Seldom / Low
1.75 - 2.49 Sometimes / High 3.25 - 4.00 Never/ Very Low

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Table 1.2 shows the level of psychosocial work environment among employees in a manufacturing company in Biñan City Laguna in terms of **Decision Latitude**.

The general assessment was **1.80** which was interpreted as **High**. The indicator "The job involve non-repetitive work" had the highest computed mean of **2.17** which was interpreted as **High**, while the indicator "The job requires initiative" had the least computed mean of **1.52** and was interpreted as **Very High**.

It can be concluded that Decision Latitude causes a high level of Psychosocial Work Environment among employees in a manufacturing company in Biñan City Laguna. It is evident that the higher the Decision Latitude of employees the greater the involvement in work interest and control in addressing problems in the workplace.

As evidence for this, Gardell (as cited in Johnson et al., 2020) in his research study found that employees who had more self-determination and control over their work showed a stronger interest and involvement in addressing and resolving workplace issues. Also, highlighted Arosson's (as cited in Johnson et al., 2020) work that made a distinction between two types of control, vertical level "control over" and horizontal level "control in." He notes that while workers may experience an increase in their own "control in" the workplace, management still maintains a monopoly over knowledge by increasing its influence or "control over" the work organization. He also noted that, it was feasible that working under extremely difficult conditions was not only engaging, but also draining over time, even when there were plenty of job resources accessible.

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Table 1.3

Level of Psychosocial Work Environment among Employees in a Manufacturing Company in Biñan City Laguna in terms of Social Support

Indicators in terms of Social Support	\bar{x}	VI	EI
There is a calm and pleasant atmosphere at work	2.02	Agree	High
I get on well with others at work	1.83	Agree	High
My co-worker support me	1.75	Agree	High
My co-workers are helpful	1.76	Agree	High
I get on well with my supervisors	1.71	Strongly Agree	Very High
I enjoy working with my co-worker	1.77	Strongly Agree	Very High
GENERAL ASSESSMENT	1.81	Agree	High

Legend: 1.00 - 1.74 Strongly Agree/ Very High 2.50 - 3.24 Disagree / Low
1.75 - 2.49 Agree / High 3.25 - 4.00 Strongly Disagree / Very Low

Table 1.3 shows the level of psychosocial work environment among employees in a manufacturing company in Biñan City Laguna in terms of **Social Support**.

The general assessment was **1.81** which was interpreted as **High**. The indicator "There is a calm and pleasant atmosphere at work" had the highest computed mean of **2.02** which was interpreted as **High**, while the indicator "I get on well with my supervisors" had the least computed mean of **1.71** which was interpreted as **Very High**.

Social Support causes a high level of Psychosocial Work Environment among employees in a manufacturing company in Biñan City Laguna. It is evident that the higher the social support received by the workers creates a positive working environment.

In support to this, Holland and Collins (2020) noted on their study the value of social support to an individual's health and wellness at work. There was evidence to show that

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employees may be more willing to support coworkers if they already have close relationships with them or if they believed their support will be returned. Workplace social support was a support received from organizational sources such as supervisory staff and co-workers.

In addition, Casademunt et al. (2018 as cited in Charoensukmongkol & Phungsoonthorn, 2020) quoted a study by Lucia that showed coworker and supervisor support to be two significant sources of social support in the workplace. Considering that managers and coworkers may be extremely important in offering knowledge and emotional support to aid employees in coping with uncertainty during a crisis.

Additionally, Rich et al. (2010 as cited in Nguyen et al., 2020) that found highly engaged workers frequently exhibited their vigor, devotion, and fascination at work when they were in an environment that fostered positive interactions with their managers and coworkers. When employees report higher levels of social support, they produced more, according to research on the impact of social support on productivity.

Table 1.4

Level of Psychosocial Work Environment among Employees in a Manufacturing Company in Biñan City Laguna in terms of Effort and Reward

Indicators in terms of Effort and Reward	\bar{x}	VI	EI
I have constant time pressure due to a heavy workload	2.60	Agree	High
I have many interruptions and disturbances while performing my job	2.30	Disagree	Low
Over the past few years, my job has become more and more demanding	2.68	Agree	High
I receive the respect I deserve from my supervisor or a respective relevant person	2.99	Agree	High
The job promotion prospects are poor	2.44	Disagree	Low

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I have experienced or I expect to experience an undesirable change in my work	2.49	Disagree	Low
My job security is poor	2.80	Agree	High
Considering all my efforts and achievements, I receive the respect and prestige I deserve at work	3.00	Agree	High
Considering all my efforts and achievements, my job promotion prospects are adequate	2.69	Agree	High
Considering all my efforts and achievements, my salary / income is adequate	2.69	Agree	High
<hr/>			
GENERAL ASSESSMENT	2.67	Agree	High

Legend: 1.00 - 1.74 Strongly Disagree/ Very Low 2.50 - 3.24 Agree / High
1.75 - 2.49 Disagree / Low 3.25 - 4.00 Strongly Agree / Very High

Table 1.4 shows the level of psychosocial work environment among employees in a manufacturing company in Biñan City Laguna in terms of **Effort and Reward**.

The general assessment was **2.67** which was interpreted as **High**. The indicator "Considering all my efforts and achievements, I receive the respect and prestige I deserve at work" had the highest computed mean of **3.00** which was interpreted as **High**, while the indicator "I have many interruptions and disturbances while performing my job" had the least computed mean of **2.30** which was interpreted as **Low**.

It can be concluded that Effort and Reward cause high level of Psychosocial Work Environment among employees in a manufacturing company in Biñan City Laguna. It is evident that the higher the effort given by the worker should be compensated by corresponding rewards.

In support to this Siegrist's Effort-Reward Imbalance Model emphasizes reciprocity, implying that work effort should be compensated by suitable rewards. Siegrist (2017) hypothesized that high effort, whether intrinsic or extrinsic, combined with little or no reward (such as money, esteem or status control) resulted in higher levels of stress and illness. This

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model provided insights into the psychosocial workplace environment and its impact on workers' long-term mental health and wellbeing.

Table 1.5

Level of Psychosocial Work Environment among Employees in a Manufacturing Company in Biñan City Laguna in terms of Commitment

Indicators in terms of Commitment	\bar{x}	VI	EI
I get easily overwhelmed by the time pressures at work.	2.5	Agree	High
As soon as I get up in the morning I start thinking about work problems.	2.31	Disagree	Low
When I get home, I can easily relax and switch off work.	2.72	Agree	High
People close to me say I sacrifice too much for my job.	2.60	Agree	High
Work rarely lets me go, it is still on my mind when I go to bed.	2.44	Disagree	Low
If I postpone something that I was supposed to do today I'll have trouble sleeping at night.	2.42	Disagree	Low
GENERAL ASSESSMENT	2.50	Agree	High

Legend: 1.00 - 1.74 Strongly Disagree/ Very Low 2.50 - 3.24 Agree / High
1.75 - 2.49 Disagree / Low 3.25 - 4.00 Strongly Agree / Very High

Table 1.5 shows the Level of Psychosocial Work Environment among employees in a manufacturing company in terms of **Commitment**.

The general assessment was **2.50** which was interpreted as **High**. The indicator "When I get home I can easily relax and switch off work" had the highest computed mean of **2.72** which was interpreted as **High**, while the indicator "As soon as I get up in the morning, I start thinking about work problems" has a least computed mean of **2.31** which was interpreted as **Low**.

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It can be concluded that Commitment causes high level of Psychosocial Work Environment among employees in a manufacturing company in Biñan City Laguna. It is evident that employees who experienced balance commitment at work tends to have a positive working environment.

In support to this, Violanti et al (2018) Violanti et al (2018) study found that employees frequently overcommit to their work, which can seriously reduce work efficacy. Overcommitting involved aiming for approval based on how much effort was required to receive recognition. Also, overcommitted employees could find it difficult to let go of work even when they were not at work or reporting for duty.

The findings suggest that manufacturing company's workers in Biñan City, Laguna, observe a high level of psychological demand, decision latitude, social support, effort, reward, and commitment due to the level of psychosocial work environment. Even when several PWE indicators show a very slight negative observance, the employees are still able to maintain a solid work-life balance. Additionally, when individuals are under a lot of pressure at work, it can lead to stress. However, employees can reduce this stress by taking on more responsibility and building excellent relationships with their coworkers and managers.

Moreover, Roelen et al. (2018) cited, mental health issues were the major causes of illness in the workplace. The World Health Organization estimated that 15 to 30 percent of workers have experienced mental health issues during their working life, and the Organization for Economic Co-operation and Development (OECD) reported that 30 to 40 percent of all cases of sickness absence and work disability within its member countries were related to mental health issues. Workplace mental health was important for both employees and the business, and it was becoming a top concern in many nations, including the Philippines.

Furthermore, Stansfeld and Canday (2006 as cited in Roelen et al., 2018) study, found that characteristics such as high psychological demands, limited decision-making options, and a mix of high effort and low return were potential risk factors for mental health issues.

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Table 2.1

Mental Health Level among Employees in a Manufacturing Company in Biñan City Laguna in terms of Emotional Well-being

Indicators in terms of Emotional Well-being	\bar{x}	VI	EI
Do you feel that you are useful person?	1.83	Often	High
How often do you feel good about yourself?	1.92	Often	High
Are you able to make up your own mind about things?	1.95	Often	High
When you make plans, are you able to follow them?	2.30	Often	High
When you compare yourself with friends and acquaintances, does it make you feel good about who you are?	2.73	Some of the time	Neither High or Low
How often do you feel proud about your accomplishments in life?	2.07	Often	High
GENERAL ASSESSMENT	2.13	Often	High

Legend: 1.00 - 1.79 Always/ Very High
1.80 - 2.59 Often / High
2.60 - 3.39 Some of the time / Neither High or Low
3.40 - 4.19 Rarely / Low
4.20 - 5.00 Never / Very Low

Table 2.1 shows the mental health level among employees in a manufacturing company in Biñan City Laguna in terms of their **Emotional well-being**. The general assessment was **2.13** which was interpreted as **High**. The indicator “When you compare yourself with friends and acquaintances, does it make you feel good about who you are?” had the highest computed mean of **2.73** which was interpreted as **Some of the Time**, while the indicator “Do you feel that you are useful person?” had the least computed mean of **1.83** which was interpreted as **Often**.

Emotional Well-being contributes high Mental Health Level among employees in a manufacturing company in Biñan City Laguna. It is evident that being useful person often contributes a high level of mental health among employees.

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In support to this, Diener and Seligman (2004 as cited in Lahat & Ofek, 2020) quoted that a person's sense of well-being was a reflection of their health, social connections, and enjoyment at work and was viewed as a sign of life satisfaction. Moreover, Seligman (2002 as cite in Lahat & Ofek, 2020) defined well-being as "people's positive judgment of their life, encompassing positive emotion, involvement, satisfaction, and significance." A vital component of total health was emotional well-being. Employees with strong emotional health were in charge of their emotions, thoughts, and actions. They can handle both professional and personal obstacles. They were able to maintain perspective and have positive self-esteem.

Table 2.1

Mental Health Level among Employees in a Manufacturing Company in Biñan City Laguna in terms of Emotional Well-being

Indicators in terms of Emotional Well-being	\bar{x}	VI	EI
Do you feel that you are useful person?	1.83	Often	High
How often do you feel good about yourself?	1.92	Often	High
Are you able to make up your own mind about things?	1.95	Often	High
When you make plans, are you able to follow them?	2.30	Often	High
When you compare yourself with friends and acquaintances, does it make you feel good about who you are?	2.73	Some of the time	Neither High or Low
How often do you feel proud about your accomplishments in life?	2.07	Often	High
GENERAL ASSESSMENT	2.13	Often	High

Legend: 1.00 - 1.79 Always/ Very High 3.40 - 4.19 Rarely / Low
1.80 - 2.59 Often / High 4.20 - 5.00 Never / Very Low
2.60 - 3.39 Some of the time / Neither High or Low

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Table 2.1 shows the mental health level among employees in a manufacturing company in Biñan City Laguna in terms of their **Emotional well-being**. The general assessment was **2.13** which was interpreted as **High**. The indicator "When you compare yourself with friends and acquaintances, does it make you feel good about who you are?" had the highest computed mean of **2.73** which was interpreted as **Some of the Time**, while the indicator "Do you feel that you are useful person?" had the least computed mean of **1.83** which was interpreted as **Often**.

Emotional Well-being contributes high Mental Health Level among employees in a manufacturing company in Biñan City Laguna. It is evident that being useful person often contributes a high level of mental health among employees.

In support to this, Diener and Seligman (2004 as cited in Lahat & Ofek, 2020) quoted that a person's sense of well-being was a reflection of their health, social connections, and enjoyment at work and was viewed as a sign of life satisfaction. Moreover, Seligman (2002 as cite in Lahat & Ofek, 2020) defined well-being as "people's positive judgment of their life, encompassing positive emotion, involvement, satisfaction, and significance." A vital component of total health was emotional well-being. Employees with strong emotional health were in charge of their emotions, thoughts, and actions. They can handle both professional and personal obstacles. They were able to maintain perspective and have positive self-esteem.

Table 2.2

Mental Health Level among Employees in a Manufacturing Company in Biñan City Laguna in terms of Coping Abilities

Indicators in terms of Coping Abilities	\bar{x}	VI	EI
Do you tend to worry what other people think of you?	2.95	Some of the time	Neither High or Low

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Have the people whom you thought you knew well ever surprised you by their behavior?	2.82	Some of the time	Neither High or Low
Do you find it difficult to select the most appropriate way out when you are in difficult situation?	2.85	Some of the time	Neither High or Low
While dealing with severe stress, do you experience breakdown?	3.53	Rarely	Low
Do stresses retard your growth?	3.26	Some of the time	Neither High or Low
GENERAL ASSESSMENT		3.08	Some of the time Neither High or Low

Legend: 1.00 - 1.79 Always/ Very High
 1.80 - 2.59 Often / High
 2.60 - 3.39 Some of the time / Neither High or Low
 3.40 - 4.19 Rarely / Low
 4.20 - 5.00 Never / Very Low

Table 2.2 shows the mental health level among employees in a manufacturing company in Biñan City Laguna in terms of their **Coping Abilities**.

The general assessment was **3.08** which was interpreted as **Neither High or Low**. The indicator “While dealing with severe stress do you experience breakdown?” had a highest computed mean of **3.53** which was interpreted as **Rarely**, while indicator “Do stress retard your growth” had a least computed mean of **3.26** which was interpreted as **Some of the time**.

It can be concluded that, Coping Abilities contributes Neither High or Low Mental Health level among employees in a manufacturing company in Biñan City Laguna. It is evident that employees do not experience breakdown or retard their growth when experiencing severe stress at work.

In support to this, Tahara et al. (2021) cited that coping was the process through which a person addressed particular external and/or internal pressures that were thought to be challenging or exceeding their capacity. Utilizing coping mechanisms in demanding circumstances may stop a mental health crisis.

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Table 2.3

Mental Health Level among Employees in a Manufacturing Company in Biñan City Laguna in terms of Social Well-being

Indicators in terms of Social Wellbeing	\bar{x}	VI	EI
Is it growing experience for you to be with others?	2.28	Often	High
Would people describe you as a person willing to share your time with others?	2.16	Often	High
Even if you are in an unfamiliar situation, do you believe there will be people to help you?	2.38	Often	High
How often you find something to laugh about?	2.26	Often	High
GENERAL ASSESSMENT	2.27	Often	High

Legend: 1.00 - 1.79 Always/ Very High 3.40 - 4.19 Rarely / Low
1.80 - 2.59 Often / High 4.20 - 5.00 Never / Very Low
2.60 - 3.39 Some of the time / Neither High or Low

Table 2.3 shows the Mental Health Level among employees in a manufacturing company in Biñan City Laguna in terms of their **Social Well-being**.

The general assessment was **2.27** which was interpreted as **High**. The indicator "Even if you are in an unfamiliar situation, do you believe there will be people to help you?" had the highest computed mean of **2.38** which was interpreted as **Often**, while indicator "Would people describe you as a person willing to share your time with others" had the least computed mean of **2.16** which was interpreted as **Often**.

Social Well-being contributes high mental health level among employees in a manufacturing company in Biñan City Laguna. It is evident that high Social well-being is one

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element to having positive and healthy mental health especially when having good relationship at work.

In support to this, Officevibe (as cited in CNBC Work, 2022), said that 70% of employees said that relationships at work were the most crucial component of a happy work life. And also in Gallup research analysis found that people who have positive relationships at work were 50% more likely to report having high social well-being.

Table 2.4

Mental Health Level among Employees in a Manufacturing Company in Biñan City Laguna in terms of Productivity and Work Contribution

Indicators in terms of Productivity & Work Contribution	\bar{x}	VI	EI
How do you assess your work performance at work?	1.87	Good	High
How do you assess the support you receive at your workplace?	2.56	Good	High
What is your opinion about effort-reward balance at work?	2.39	Good	High
Do you perform better than expected while analyzing your work outcomes?	2.08	Good	High
How do you rate your readiness to work?	1.83	Good	High
GENERAL ASSESSMENT	2.15	Good	High

Legend: 1.00 - 1.79 Very Good/ Very High 3.40 – 4.19 Poor/ Low
1.80 - 2.59 Good / High 4.20-5.00 Very Poor/ Very Low
2.60 - 3.39 Satisfactory / Neither High or Low

Table 2.4 shows the mental health level among employees in a manufacturing company in Biñan City Laguna in terms of their **Productivity and Work Contribution**.

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The general assessment was **2.15** which was interpreted as **High**. The indicator "How do you assess the support you receive at your workplace?" had the highest computed mean of **2.56** which was interpreted as **Good**, while indicator "How do you rate your readiness to work?" had the least computed mean of **1.83** which was interpreted as **Good**.

It can be concluded that positive mental health contributes high level of productivity and work contribution among employees in a manufacturing company in Biñan City Laguna. It was evident that employee's good performance at work and readiness to work contributes by a good or positive mental health level.

In support of this, Adams (2019) study emphasized that strong relationship between positive well-being and productivity and health. Employees who were in good physical, mental, and emotional health were more likely than those who were not to perform to their full potential at work. Employees that were happy and healthy live better lives, are less likely to be sick or hurt, and were more productive at work.

The findings imply that employees' good emotional health, appropriate coping mechanisms, good social well-being, and outstanding work attitudes all contribute to employees' proper or positive mental health.

According to Davenport et al's. (2016) study mentioned that positive mental health has been linked to benefits in both job and non-work areas. People with good mental health reportedly performed better at work, have better social interactions, and were in better physical health. Additionally, supportive workplaces can improve employee mental health and fostered expert agreement on strategic initiatives that a company can implement to support good mental health in the workplace.

The succeeding table (Table 3) shows the relationship between level of observance of psychosocial work environment and mental health level among employees of manufacturing company in Biñan City Laguna.

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The study revealed that there was a significant relationship between **Psychosocial Work Environment** as **Decision Latitude** and **Mental Health** as to **Social Wellbeing**. Moreover, there was a significant relationship between **Psychosocial Work Environment** as **Social Support** and **Mental Health** as to **Productivity and Work Contribution**. Additionally, there was a significant relationship between **Psychosocial**

Work Environment as **Commitment** to **Mental Health** as **Coping Ability** and **Productivity and Work Contribution**. As shown in their probability values of 0.008, 0.022, 0.011 and 0.01 respectively, were less than the level of significance at 0.5, thus rejecting the null hypothesis.

Meanwhile, there was no significant relationship between **Psychosocial Work Environment** as **Psychological Demand** and **Effort Reward** to **Mental Health**. As shown in their probability values of 0.249, 0.661, 0.08, 0.169, 0.365, 0.52, 0.157 and 0.336 were greater than the level of significance at 0.5, thus accepting the null hypothesis.

In support to this, Konze et al. (2017) study on previous meta-analytic results have given conflicting evidence on job control as a moderator that buffered the negative effects of job demands on psychological well-being. Looking at the moderating role of job control on the negative impacts of quantitative workload and emotional dissonance as separate work-related demands on emotional dissonance over time in order to clarify the contradictory findings.

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Table 3

Test of Significant Relationship between Level of Observance of Psychosocial Work Environment and Mental Health Level among Employees of Manufacturing Company in Biñan City Laguna

Psychosocial Work Environment	Mental Health	R value	P-value	Remarks	Decision
Decision Latitude	Emotional Well-being	0.034	0.712	Not Significant	Accept Ho
	Coping Abilities	-0.27	0.767	Not Significant	Accept Ho
	Productivity & Work Contribution	.238 **	0.008	Significant	Reject Ho
	Contribution	0.95	0.302	Not Significant	Accept Ho
Psychological Demand	Emotional Well-being	0.106	0.249	Not Significant	Accept Ho
	Coping Abilities	-0,04	0.661	Not Significant	Accept Ho
	Productivity & Work Contribution	0.16	0.08	Not Significant	Accept Ho
	Contribution	0.126	0.169	Not Significant	Accept Ho
Social Support	Emotional Well-being	-0.55	0.547	Not Significant	Accept Ho
	Coping Abilities	00.124	0.177	Not Significant	Accept Ho
	Productivity & Work Contribution	0.139	0.129	Not Significant	Accept Ho
	Contribution	.207*	0.022	Significant	Reject Ho
Effort & Reward	Emotional Well-being	-0.083	0.365	Not Significant	Accept Ho
	Coping Abilities	-0.059	0.52	Not Significant	Accept Ho
	Productivity & Work Contribution	-0.129	0.157	Not Significant	Accept Ho
	Contribution	-0.088	0.336	Not Significant	Accept Ho
Commitment	Emotional Well-being	-0.116	0.205	Not Significant	Accept Ho
	Coping Abilities	-.232*	0.011	Significant	Reject Ho
	Productivity & Work Contribution	-0.017	0.86	Not Significant	Accept Ho
	Contribution	.235**	0.01	Significant	Reject Ho

Additionally, according to Grailey et al. (2021), study cited that the psychological health of an individual can be significantly impacted by the employment environment. This has been proven using the Job Demand Control Model, which held that higher job strain resulted from high job demands and limited decision-making latitude. Additionally, lessening job stress and raising

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employee wellness may inspire greater commitment to the organization, enhancing productivity, and lengthening career spans.

Moreover, Ogunyemi et al. (2019) revealed on the JDC model of Karasek that job demands were demanding tasks requiring the exertion of a significant amount of effort or workload within a relatively short period of time could be psychologically upsetting to employees and were the primary cause of mental exhaustion at work

In addition, Brown, et al. (2011 as cited in Beloor, et al., 2017) emphasized that high employee commitment towards an organization increased job satisfaction, job performance, and overall productivity among employees and also lowered employee turnover, leave-intention, and absenteeism. Increased organizational commitment can also lead to higher productivity.

Lastly, according to Canadian Centre for Occupational Health Safety (2022) stated on their study that workers who felt they have strong psychological support and high coping skills have higher levels of job connection, commitment, satisfaction, and involvement as well as a desire to stay with the company.

CONCLUSION

Based on the abovementioned findings of the study, the following conclusions have been obtained:

All factors and indicators causes a high level of Psychosocial Work Environment among employees in a manufacturing company in Biñan City Laguna. It was evident that even the demand of work is high, employees manage to maintain a positive working environment.

Moreover, Emotional Well-being, Social Well-being and Productivity and Work contribution contributes a high level of mental health among employees in a manufacturing company in Biñan City Laguna. It was evident that having a positive mental health deliver optimal performance at work. Meanwhile, Coping Ability neither contributes a high level or low level of mental health among employees in a manufacturing company in Biñan City Laguna. It was evident that even

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employees encountered a difficult situation and severe stress they tend to manage and maintain good coping mechanism.

Additionally, Psychosocial Work Environment as Decision Latitude has significant relationship between Mental Health as Social Well-being. Psychosocial Work Environment as Social Support has significant relationship between Mental Health as Productivity. Psychosocial Work Environment as Commitment has significant relationship between Mental Health as Coping Ability and Productivity. Meanwhile, Psychosocial Work Environment as Psychological Demand and Effort Reward has no significant relationship between Mental Health among employees in a manufacturing company in Biñan City Laguna.

The proposed company action plans is a helpful resource for promoting a safe and healthy working environment, a support to promote a positive mental health among employees and to maintain a harmonious employee-employer relationship and to achieve organization's objectives.

RECOMMENDATIONS

Based on the outlined findings and finalized conclusions, the following recommendations are highly encouraged:

The Human Resource, in cooperation with the department managers and support of the management, must give attention to the organization's measures of Psychosocial Work Environment since all these minor components when combined together determines the negative and positive effects of working environment among employees.

Moreover, The Human Resource in cooperation with Occupational Health and Safety Group may consider to produce an operational strategy for workplace design and facilitate improvement on the quality of working environment.

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Additionally, The Occupational Health and Safety may consider to establish Mental Health Policy at the workplace that will serve as a guide to promote and maintain positive and healthy mental state of employees.

Furthermore, The Occupational Health and Safety may consider to raise a mental health awareness program or seminar to give in-depth background and education about mental health concern in the workplace that will be beneficial to employees and organization.

The company in cooperation with the Human Resource may consider to adapt the proposed action plan of the researcher since the areas and activities formulated were based on the actual findings of the study.

Further, Future researcher may consider to pursuing this study by considering other Working Environment elements that may contribute to deleterious of mental health and well-being of employees.

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