



PaDaBa: A Holistic Program to Employee Well-Being at Camarines Sur Polytechnic Colleges, Philippines

¹Ma. Francia Sazon Dechavez*

Corresponding Author: *mafrancia@cspc.edu.ph

¹ Camarines Sur Polytechnic Colleges, Philippines

ARTICLE INFO

Article history

Received 25 June 2026

Revised 9 August 2026

Accepted 13 August 2026

ABSTRACT

This study examined the well-being of CSPC using a multidimensional framework encompassing physical, emotional, social, and spiritual dimensions. It aimed to assess employees' well-being profile, describe the well-being activities implemented by the institution in terms of purpose, duration, participation, and resources, determine participants' valuation of these activities, and propose an enhanced well-being program. An explanatory sequential mixed methods design was employed. The quantitative results revealed that employees demonstrated an overall high level of well-being ($M=3.42$), with social and spiritual dimensions rated high, while physical and emotional dimensions were rated moderate. The findings further indicate that institutional well-being activities were generally very satisfactory in purpose, with physical activities conducted at very high frequency, while emotional and spiritual activities were less frequent. Participation among employees was moderate despite high institutional encouragement, and resources were generally adequate, although budget allocation was only moderately sufficient. In qualitative phase, participants were interviewed to explore their valuation of well-being activities. Thematic analysis revealed that employees highly value physical well-being initiatives. Particularly preventive health measures and fitness activities. However, gaps were identified in emotional, social, and spiritual dimensions, which were perceived as underdeveloped, unstructured, or limited. Participants expressed the need for more inclusive, consistent, and holistic well-being programs. The study concludes that while CSPC demonstrates a strong commitment to employee well-being, current initiatives are predominantly focused on

physical health. A more integrated and comprehensive approach is necessary to address all dimensions of well-being. Based on the findings, a holistic well-being program is proposed to enhance employee well-being.

Keywords

Emotional Well-Being
Employee Well-Being
Physical Well-Being
Social Well-Being
Spiritual Well-Being

This is an open-access article under the [CC-BY-SA](#) license.



Introduction

Employee well-being has become increasingly significant in today's rapidly evolving work environment, where rising job demands, technological changes, and workplace stressors challenge employees' overall health. As emphasized by Elufioye [1], understanding and fostering well-being is now more critical than ever. It is widely recognized as a key factor in organizational success, sustainability, and competitiveness [2]. Employee well-being is a multidimensional concept that encompasses physical, mental, emotional, social, and spiritual health, reflecting an individual's ability to function effectively, cope with stress, and contribute meaningfully to the organization [3],[4].

Globally, employee well-being aligns with development frameworks such as the United Nations Sustainable Development Goals, particularly SDG 3, which focuses on promoting good health and well-being for all. This highlights that well-being is not only an organizational concern but also a societal priority. The WHO [4] defines well-being as a holistic state in which individuals realize their potential, manage daily stressors, and contribute to their communities, emphasizing the need for supportive and health-promoting work environments.

In the Philippines, the government has implemented legal measures to protect and promote employee well-being. Republic Act No. 11058 mandates employers to ensure occupational safety and health standards, providing a safe and hazard-free work environment (Republic Act No. 11058, 2018). Republic Act No. 11165, or the Telecommuting Act, supports flexible work arrangements that enhance work-life balance and reduce stress associated with commuting [5]. Additionally, the Labor Code of the Philippines [6] ensures fair compensation, humane working conditions, and social protection. These frameworks demonstrate the government's commitment to safeguarding workers' rights and promoting dignified employment conditions.

Employee well-being plays a vital role in both individual and organizational outcomes. High levels of well-being are associated with improved morale, increased engagement, reduced absenteeism, and enhanced productivity [7]. Employees who feel supported and valued are

more likely to perform effectively and contribute positively to their organizations. Conversely, poor well-being can lead to stress, burnout, decreased motivation, and reduced performance, ultimately affecting organizational effectiveness. Moreover, supportive work environments contribute to the recovery and inclusion of individuals with mental health conditions, improving confidence and social functioning [8].

As workplaces evolve, organizations must adopt more integrative approaches to supporting employee well-being. Factors such as hybrid work models, digital transformation, and changing employee expectations require flexible and adaptive strategies. Well-being is no longer limited to health benefits; it is influenced by leadership style, organizational culture, and human resource practices [9]. Sustainable human resource management has been shown to enhance employee well-being while contributing to organizational resilience and corporate social responsibility [9]. Additionally, emerging challenges such as workplace spirituality and work-life boundaries necessitate more comprehensive well-being frameworks [10].

Leadership and workplace culture are critical determinants of employee well-being. Supportive leadership, open communication, and fair compensation systems foster a positive work environment and enhance employee satisfaction [11]. In contrast, high stress levels and low psychological safety can reduce motivation and performance [12]. Research suggests that organizations must go beyond compliance with labor standards and actively cultivate inclusive and supportive environments to promote well-being.

Recent studies highlight the growing importance of addressing mental health in the workplace. Stress, anxiety, and depression significantly impact employee well-being and productivity, leading to increased absenteeism and reduced performance [13]. Organizations are encouraged to implement strategies that support mental health and foster a culture of care. In higher education institutions, human resource practices focused on employee retention and well-being have demonstrated the potential to improve workplace outcomes [14]. Furthermore, socially responsible leadership contributes to innovation, collaboration, and overall organizational success [15].

The COVID-19 pandemic further exposed the vulnerabilities of employee well-being, particularly in academic settings. Increased workloads, uncertainty, and emotional strain negatively affected employees' mental, emotional, and physical health, with long-term implications for productivity and retention [16]. These challenges underscore the importance of resilience and organizational support in maintaining well-being during crises.

Employee well-being is composed of several interrelated dimensions. Physical well-being involves maintaining good health through proper nutrition, exercise, and rest. Regular physical activity has been shown to improve well-being, job performance, and work engagement [17]. Workplace wellness programs that promote physical activity can enhance

health outcomes and work ability [18]. However, high work demands may limit employees' ability to engage in physical activities, highlighting the need for organizational support [19].

Emotional well-being focuses on individuals' ability to manage emotions and cope with stress. Research indicates that interventions such as mindfulness training, resilience-building programs, and self-care initiatives can significantly improve emotional well-being and reduce stress and anxiety [13], [20]. Supportive leadership also plays a crucial role, as empathetic leaders contribute to a positive emotional climate in the workplace [21]. However, employees in high-demand roles, such as educators, often face elevated risks of emotional strain due to heavy workloads and role conflicts [22].

Social well-being refers to the quality of relationships and interactions within the workplace. Positive social connections enhance employee satisfaction, engagement, and overall well-being [23]. Social support from colleagues and supervisors fosters collaboration and trust, while poor working conditions can lead to social isolation and emotional exhaustion [24]. Creating a culture of openness and inclusivity is therefore essential in promoting social well-being.

Spiritual well-being involves a sense of purpose, meaning, and connection to personal values. Research suggests that spiritual well-being contributes to job satisfaction, resilience, and engagement [25]. Practices such as mindfulness, reflection, and spiritual leadership can enhance employees' sense of purpose and belonging [26], [27]. Employees who engage in spiritual or reflective practices often experience lower stress levels and greater life satisfaction [28].

A holistic approach to employee well-being integrates all these dimensions and acknowledges their interconnectedness. However, implementing effective well-being programs presents several challenges. Barriers such as lack of management support, limited resources, poor communication, and resistance to change can hinder program effectiveness [29],[30]. Additionally, the sustainability of well-being programs is often challenged by shifting organizational priorities and lack of continuous evaluation [7].

Research emphasizes the importance of organizational-level interventions rather than focusing solely on individual resilience. While wellness programs can improve short-term outcomes, long-term effectiveness requires structural changes, including reduced workloads, improved policies, and supportive leadership [22]. Studies show that comprehensive interventions combining multiple strategies have the most significant and lasting impact on employee well-being [31].

Technological advancements also play a role in promoting employee well-being. Digital tools and mobile applications provide accessible solutions for managing stress and enhancing work-life balance [32]. Additionally, remote work and digital communication platforms can

support psychological well-being by fostering connectedness, particularly during periods of limited physical interaction [33].

In conclusion, employee well-being is a multifaceted and dynamic concept that is essential for both organizational success and societal development. It requires a comprehensive approach that integrates supportive policies, effective leadership, positive workplace culture, and sustainable interventions. By prioritizing employee well-being, organizations can enhance productivity, improve job satisfaction, and contribute to broader goals of economic growth and social development. Understanding and promoting well-being is therefore crucial in creating a healthy, resilient, and engaged workforce.

Theoretical and Conceptual Framework

This study is anchored on the Well-being Theory of Corey Keyes which views well-being as a multidimensional construct of emotional, psychological, and social domains. In this study, these domains are operationalized through the variables of physical, emotional, social, and spiritual well-being. Emotional well-being reflects employees' feelings and stress levels, while psychological well-being is linked to personal growth and sense of purpose, represented through spiritual well-being. Social well-being highlights the importance of relationship and support systems within the workplace. Physical well-being serves as a foundational component that supports overall functioning

Meanwhile, this study also utilizes a model that recognizes the impact of holistic health on productivity and job satisfaction. The biopsychosocial spiritual model serves as a comprehensive theoretical approach that integrates biological, psychological, and spiritual dimensions, offering a multidimensional perspective on employee well-being.

The biopsychosocial spiritual model [34], emphasizes the integration of physical health (biological), mental health (psychological), and spiritual fulfillment as key factors in overall well-being. It operates on the premise that these dimensions are interconnected; improving one aspect can positively influence the others. This holistic approach contrasts with traditional views that often compartmentalize well-being into discrete categories.

The biopsychosocial spiritual model comprises a biological aspect that highlights the importance of physical health in the workplace. Another aspect is that psychological well-being encompasses emotional resilience, stress management, and mental health status. Lastly is the integration of spirituality into the workplace is often a sensitive topic, yet it is essential for fostering a sense of belonging and purpose among employees. Spiritual well-being can enhance an individual's emotional health and promote resilience. According to Hsieh et al. [35], employees who perceive their workplace as supportive of their spiritual needs report higher levels of job satisfaction and organizational commitment. Organizations can foster an inclusive

culture that allows discussions of values, purpose, and personal growth, further enhancing spiritual well-being.

Adopting the biopsychosocial spiritual model in research allows for a more profound exploration of employee well-being. It encourages the examination of how interactions between biological, psychological, and spiritual factors influence well-being outcomes. Moreover, institutions can utilize the biopsychosocial spiritual model to assess their current policies and programs. For instance, a thorough needs assessment could identify gaps in physical wellness initiatives, psychological support, or activities that foster spiritual engagement. Subsequently, organizations can devise targeted interventions that address these needs, resulting in a more holistic approach to employee well-being.

Moreover this study also employed the Self-Determination Theory (SDT), this theory was developed by Deci and Ryan, this a widely recognized framework that emphasizes the role of intrinsic motivation and psychological needs in influencing individual behavior and well-being. In the context of employee well-being, SDT provides valuable insights into how fulfilling psychological needs can enhance motivation, job satisfaction, and overall well-being. This discussion explores the application of SDT to employee well-being, highlighting its key components and potential implications for organizations. SDT posits that there are three basic psychological needs essential for fostering motivation and well-being: autonomy, competence, and relatedness.

The integration of SDT into employee well-being strategies offers several implications for institutions looking to enhance motivation and satisfaction among their workforces. Institutions can structure work environments that prioritize autonomy, competence, and relatedness. This can be achieved by designing jobs that allow for meaningful decision-making, providing varied challenges that foster skill development, and promoting a culture of open communication and collaboration.

In addition, by understanding the intrinsic motivations of employees, organizations can implement policies that are aligned with these motivations. Recognizing employees' contributions, offering opportunities for personal growth, and integrating meaningful work into daily tasks can boost motivation and, consequently, well-being. Also, fulfilling employees' psychological needs leads to not only higher well-being but also improved organizational outcomes, such as reduced turnover rates and enhanced performance. Institutions that focus on meeting these needs are likely to experience a more committed and productive workforce.

In conclusion, Self-Determination Theory provides a robust theoretical framework for understanding employee well-being through the lens of intrinsic motivation and the fulfillment of psychological needs. By fostering autonomy, competence, and relatedness, organizations can cultivate a work environment that enhances employee motivation, satisfaction, and overall

well-being. Adopting this approach not only benefits employees but also contributes to healthier, more productive organizational outcomes. Emphasizing the principles of SDT can effectively create a positive workplace culture that values employee needs and aspirations.

Fig. 1 illustrates the interconnectedness of various dimensions of well-being through biological, social, spiritual and psychological factors. By integrating these frameworks, the researcher can provide a more comprehensive understanding of the factors that influence well-being in the context of employee health programs.

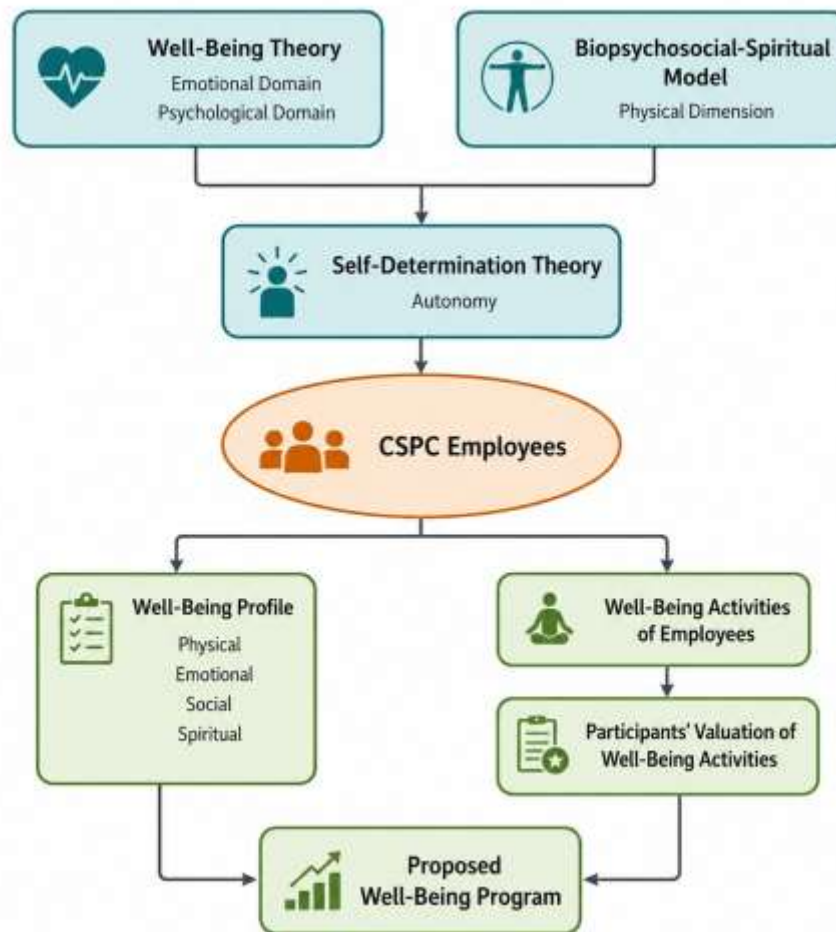


Fig. 1. Analytical Framework

A. Objectives of the Study

In the light of a thorough review of existing literature, this study sought to highlight best practices in promoting well-being and offer actionable recommendations for Camarines Sur Polytechnic Colleges as an institution endeavoring to create healthier and more productive workplaces. This research explored the multidimensional nature of employee well-being. Specifically, it sought:

1. to assess the well-being profile of the CSPC employees in terms of: physical; emotional; social; and spiritual

2. to describe the well-being activities undertaken by the institution in terms of: purpose, duration, participation; and resources
3. to determine the participants' valuing of the well-being activities.
4. to develop a well-being program for the employees.

Methods

This study used an explanatory sequential mixed methods design, beginning with a quantitative phase followed by a qualitative phase to further explain and contextualize the findings [36]. In the quantitative phase, a descriptive survey was administered to 215 regular CSPC employees (teaching and non-teaching) to assess their well-being across four dimensions (physical, emotional, social, and spiritual) and to evaluate institutional well-being activities in terms of purpose, duration, participation, and resources. Data were collected online using Google Forms, analyzed using descriptive statistics (mean and standard deviation), and processed through MS Excel.

In the qualitative phase, 10 purposively selected employees who had participated in at least one well-being activity were interviewed to explore their perceptions and experiences. Data were gathered through semi-structured interviews conducted online or face-to-face, audio-recorded with consent, and analyzed using thematic analysis [37]. Cross-case thematic analysis was also used to compare perspectives from employees, program leaders, and management. The research instruments included a validated and reliability-tested survey questionnaire, using a 5-point Likert scale, and an expert-validated interview guide. Reliability was assessed using Cronbach's alpha and a pilot test was conducted prior to full data collection.

The data presented in this section came from the results of the survey conducted to identify the well-being profile of the employees. In addition, the thematic analysis results were also presented based on the conducted semi-structured interview to employees who got a lowest in the well-being profile survey and an interview with the project leader. All participants were informed of the study's objectives, procedures, and their right to withdraw at any time. Prior to data collection, participants were provided with an informed consent form. Ethical standards established by the institution and relevant research ethics boards were followed throughout the phases of the study.

Results and Discussion

Table 1 shows that employees reported an overall high level of well-being ($M = 3.42$, $SD = 0.64$). Social well-being obtained the highest mean (3.73), followed by spiritual well-being (3.67), both rated high. Emotional (3.20) and physical well-being (3.06) were rated at moderate levels among the four assessed dimensions overall.

Table 1. The Well-being Profile of the Employees (n = 215)

Well-being Dimension	Mean	Standard Deviation	Qualitative Description
Physical	3.06	0.65	Moderate Well-being
Emotional	3.20	0.70	Moderate Well-being
Social	3.73	0.58	High Well-being
Spiritual	3.67	0.61	High Well-being
Overall Mean	3.42	0.64	High Well-being

Legend: 4.50-5.00=Very High Well-being 3.50-4.49=High Well-being 2.50-3.49=Moderate Well-being 1.50-2.49=Low Well-being 1.00-1.49=Very Low Well-being

The findings indicate that CSPC employees generally experience high overall well-being ($M = 3.42$, $SD = 0.64$), with consistent responses across dimensions, suggesting positive functioning in physical, emotional, social, and spiritual domains. This reflects employees' active engagement in health-promoting behaviors, effective stress management, meaningful work, and supportive relationships, contributing to productivity, resilience, and a positive organizational climate. These results align with studies showing that employee well-being enhances productivity, job satisfaction, and organizational effectiveness [38]-[40], as well as innovation and commitment through strengthened psychological and social capital [41], [42].

Across dimensions, social well-being ($M = 3.73$, $SD = 0.58$) and spiritual well-being ($M = 3.67$, $SD = 0.61$) were notably high, indicating strong interpersonal relationships, sense of belonging, and alignment of personal values with work, which foster engagement, collaboration, and resilience [43]. In contrast, physical well-being ($M = 3.06$, $SD = 0.65$) and emotional well-being ($M = 3.20$, $SD = 0.65$) were moderate, suggesting inconsistent health practices and emotional regulation due to workload, time constraints, and limited support systems. These findings are supported by research highlighting barriers to physical activity and the impact of workload and stress on emotional exhaustion and burnout [44].

While the results affirm that CSPC provides a generally supportive environment for employee well-being, they contrast with studies indicating that higher education employees often experience poor well-being due to job demands and institutional stressors [45], [46]. Overall, the study underscores the importance of strengthening physical and emotional support systems while sustaining strong social and spiritual foundations to promote holistic employee well-being.

Table 2. The Well-being Activities Undertaken by the Institution

Indicator	Mean	Interpretation
Purpose of the Well-being Activities	3.42	Very Satisfactory
Duration of the Well-being Activities	3.14	Moderate Frequency
Participation of the Employees	3.75	Often
Resources of the Well-being Activities	4.06	Adequate

Legend: 4.50-5.00= Excellent/ Very High Frequency/Always/ Very Adequate; 3.50-4.49=Very Satisfactory/ High Frequency/ Often/ Adequate; 2.50-3.49= Satisfactory/ Moderate Frequency/ Sometimes/ Moderately Adequate; 1.50-2.49=Unsatisfactory/ Low Frequency/ Rarely/ Inadequate; 1.00-1.49=Very unsatisfactory/ Very Low Frequency/ Never/ Very Inadequate

The findings indicate that institutional well-being activities are generally effective, achieving a very satisfactory level ($M = 3.42$), particularly in promoting physical health and supporting spiritual reflection, while also contributing to social relationships and emotional well-being. However, employees perceive that these activities are more focused on physical health, with limited and less consistent initiatives addressing emotional, social, and spiritual dimensions, thereby constraining holistic development such as stress coping, interpersonal connection, and personal fulfillment.

This highlights the need for a more integrated and comprehensive well-being program. These results align with studies showing that well-being interventions positively impact employees' health, performance, and workplace outcomes [47]-[49], although effects of psychological interventions may be modest [50]. Additionally, well-being programs and work-life balance initiatives are linked to improved engagement, retention, and reduced stress.

In terms of frequency, well-being activities are moderately implemented ($M = 3.14$), with physical activities conducted regularly, while social and emotional activities occur occasionally, and spiritual activities are least frequent. This uneven distribution suggests that programs are often event-based rather than continuous, reinforcing the need for structured and consistent initiatives across all well-being dimensions. These findings are consistent with research demonstrating that regular physical activity improves well-being and productivity [51], and that mindfulness interventions benefit employees, especially those experiencing stress, although the limited spiritual activities contrast with evidence linking workplace spirituality to life satisfaction.

Employee participation in well-being activities is moderate ($M = 3.75$), despite strong institutional encouragement ($M = 4.06$), indicating that factors such as workload, time constraints, and personal interest influence engagement. This supports prior research identifying barriers such as lack of time, scheduling difficulties, and workload demands, while contrasting with studies attributing low participation to lack of interest or poor program communication. Enhancing participation is crucial, as engagement in well-being and leisure activities contributes to improved organizational behavior and psychological functioning.

Finally, resources for implementing well-being activities are generally adequate ($M = 4.06$), including personnel, facilities, and institutional support, although budget allocation remains a relative limitation. This suggests that sufficient funding and staffing are critical for sustaining diverse and engaging programs. The findings align with studies emphasizing the importance of management support, funding, and organizational commitment in successful well-being initiatives [52], as well as the role of employer-supported programs in enhancing employee well-being. Overall, the study underscores the importance of a holistic, well-resourced, and consistently implemented approach to employee well-being.

Table 3. Themes on the Participants Valuing of the Well-being Activities

Theme	Subtheme	Collective Description
<i>Pag-ataman sa Lawas</i> (Physical Care)	<i>Kamalayan sa Kalusugan</i> (Health Awareness)	Employees recognize the importance of preventive health measures and view the annual physical exam as a necessity.
	<i>Marhay na Lawas, Matibay na Buhay</i> (Improved Physical Condition)	The willingness of the employees to join in the physical activities like Zumba, but the schedule limits them to participate. But, they see it as an activity that promotes a healthy lifestyle.
	<i>Alalay para sa Kusog asin Proteksyon</i> (Support for Physical Well-being)	The institution gives importance to the physical well-being of the employees that demonstrate organizational commitment.
	<i>Puso na Nagahanap</i> (Lack of Emotional Support)	Emotional needs are under-addressed, due to non-structured activities.
<i>Punuan</i> (Perceived Gap in Holistic Well-being)	<i>Kulang na Pakikipagkapwa, Pagkasararo ang Hanap</i> (Absence of Social Well-being Initiatives)	Social well-being is not systematically promoted, limiting opportunities for collaborative engagement. But, because colleagues found support from their colleagues they were able to achieve good interpersonal relationships.
	<i>Espiritwal na Paghorop-horop</i> (Spiritual Development)	Spiritual well-being was not given emphasis in promoting the well-being of the employees. Hence, they find spiritual solace outside the institution.

The findings highlight *Pag-ataman sa Lawas* (Physical Care) as a dominant theme, showing that employees strongly value and appreciate institutional efforts promoting physical health, particularly activities like walking and Zumba, which are perceived as beneficial to maintaining a healthy lifestyle. Despite this positive perception, actual participation is sometimes limited by work demands, indicating a gap between awareness and engagement. Subthemes such as *Kamalayan sa Kalusugan* (Health Awareness) and *Marhay na Lawas, Matibay na Buhay* (Improved Physical Condition) reveal that employees recognize the importance of preventive healthcare, including annual physical examinations, and associate participation in physical activities with improved fitness and well-being. Additionally, *Alalay para sa Kusog asin Proteksyon* (Support for Physical Well-being) emphasizes that employees perceive strong institutional support through resources and initiatives, reinforcing trust and the value of these programs.

These findings align with studies showing that physical activity improves mental health, cognitive function, and overall health outcome, although engagement may remain limited among sedentary individuals.

However, the theme of *Punuan* (Perceived Gap in Holistic Well-being) reveals an imbalance, where physical well-being is prioritized while emotional, social, and spiritual dimensions are underdeveloped. The subtheme *Puso na Nagahanap* (Lack of Emotional Support) indicates limited or poorly communicated mental health initiatives, leaving employees without structured support for stress management. Similarly, *Kulang na Pakikipagkapwa* (Absence of

Social Well-being Initiatives) points to insufficient opportunities for organized social interaction, despite the presence of informal support within offices.

The subtheme *Espiritwal na Paghorop-horop* (Spiritual Development) further shows minimal institutional focus on spiritual growth, with only occasional activities like *Visita Iglesia*. Overall, while employees acknowledge the benefits of existing programs, the findings suggest the need for a more holistic approach to well-being. This contrasts with studies emphasizing the importance of comprehensive wellness programs, including stress management, mindfulness, and multidimensional support, in improving employee well-being, job satisfaction, and organizational commitment, although some research notes that such initiatives may sometimes be perceived as superficial.

The proposed well-being program is developed based on the profile of the CSPC employees along with their physical, emotional, social and spiritual dimensions. The profile indicates an overall high level of general well-being, with strong outcomes in social and spiritual dimensions. However, moderate well-being in physical and emotional dimensions implies that these dimensions require strategic enhancement of well-being activities.

Moreover, the moderate findings in physical and emotional dimensions indicate that while the employees are coping effectively, additional structured interventions are necessary to prevent burnout and improve resilience. Furthermore, the strong social and spiritual findings demonstrate that employees already benefit from meaningful relationships and value alignment within the institution. Thus, the proposed well-being program seeks not only to address gaps but also to strengthen these areas.

In addition, the qualitative findings further revealed that employees value the activities that promote connection, reflection, and stress management. Participants described the existing initiatives as meaningful and beneficial but emphasized the challenges such as time constraints, workload pressure, and inconsistent participation. These findings guided the formulation of the structured, holistic, and sustainable well-being program designed to address identified gaps while reinforcing the existing strengths.

Moreover, the proposed program integrates flexible scheduling, accessible formats, and leadership involvement to ensure inclusivity and sustainability. Also, the proposed program aligns with a preventive framework, recognizing that the moderate well-being (physical and emotional) will have an opportunity to be addressed. By strengthening physical health practices and emotional coping mechanisms.

A. Integration of Quantitative and Qualitative Findings

The quantitative and qualitative findings of this study collectively provide a comprehensive understanding of the well-being of CSPC employees, highlighting the interconnections among the physical, emotional, social, and spiritual dimensions of well-being. The quantitative results

indicate an overall high level of the general well-being with a mean score of 3.42 and a standard deviation of 0.64. Strong outcomes in the social ($M=3.73$, $SD = 0.58$) and spiritual dimensions ($M=3.67$, $SD = 0.61$). In contrast, physical ($M=3.06$, $SD=0.65$) and emotional well-being ($m=3.20$, $SD=0.70$) were moderate, reflecting areas where employees' engagement in health-promoting behaviors and emotional coping mechanisms could be enhanced. The low standard deviations in most dimensions suggest that employees' perceptions are relatively consistent, while the slightly higher variability in physical and emotional dimensions points to differences in individual experiences and engagement levels.

Meanwhile, the qualitative findings complement these results by providing contextual insights into employees' lived experiences and perceptions. Employees expressed appreciation for the institution's efforts to support physical well-being through initiatives such as annual physical exams and group activities like Zumba. However, participants also noted gaps in the emotional, social, and spiritual dimensions of well-being, emphasizing limited structured programs for stress management, social connection, and spiritual reflection. Employees recognized the value of activities that foster physical health, social interaction, and personal reflection, but noted that inconsistent scheduling, high workload, and time constraints limits the participation.

The emergence of quantitative and qualitative data reveals a coherent narrative; while CSPC employees enjoy strong social and spiritual well-being, their physical and emotional health require more consistent and structured support. Quantitative measures of physical activity and emotional well-being align with qualitative reports of partial engagement and insufficient interventions, highlighting the need for preventive and sustained programs. Similarly, the high quantitative scores for social and spiritual well-being correspond to qualitative descriptions of positive interpersonal relationships, a sense of belonging, and meaningful work alignment.

Together, these findings suggest that the institution's well-being initiatives are generally effective in fostering social and spiritual well-being but are also consistent in promoting physical and emotional health. Employees perceive and value the existing activities but also identify areas for improvement, particularly in structured emotional support, opportunities for reflection, and engagement in regular physical activity. This integrated understanding informed the development of a holistic and sustainable well-being program, designed to address gaps in physical and emotional well-being while reinforcing the strengths in social and spiritual dimensions. The proposed program emphasizes preventive strategies, flexible scheduling, accessible formats, and leadership involvement to ensure inclusivity, consistent participation, and long-term impact on employee health, satisfaction and work performance.

B. Proposed Well-being Program for the Employees

The proposed well-being program is developed based on the profile of the CSPC employees along with their physical, emotional, social and spiritual dimensions. The profile indicates an overall high level of general well-being, with strong outcomes in social and spiritual dimensions. However, moderate well-being in physical and emotional dimensions implies that these dimensions require strategic enhancement of well-being activities.

In this light, the program “**Pangataman sa Lawas asin Damayan an Kapwa para sa Banaag na Komunidad**” also known as **PaDaBa** has been developed, which means Care for the Body and Support for Others toward an Enlightened Community. This program is grounded in the Filipino value *bayanihan*, that emphasizes communal unity, shared responsibility, and mutual care. It recognizes that well-being is not solely an individual concern but a collective endeavor. It also emphasizes the innate trait among Filipino culture of treating others - kapwa as extension of oneself which is customary being hospitable in nature. When the employees take care of their physical health and extend support to their colleagues, they contribute to a healthier, more resilient, and more compassionate work environment.

This proposed program adopts a holistic framework, addressing the four interconnected dimensions of well-being. The physical dimension promotes healthy lifestyle habits and preventive care. Emotional dimension, strengthens the coping skills and psychological resilience of the employees. The social dimension which enhances teamwork, empathy, and peer support. And spiritual dimension, nurtures meaning, values and purpose in life.

By integrating culturally responsive approaches with evidence-based well-being strategies, the program aims to move the employees from functional well-being to optimal flourishing. It seeks to institutionalize a culture of care where well-being activities are not occasional events but sustained institutional practices.

Conclusion

This study examined the well-being profile of CSPC employees, the well-being activities implemented by the institution, and the employees’ perceptions of these initiatives. Overall, the findings revealed that employees demonstrate a high level of general well-being or a mean score of 3.42, indicating that they can function positively across physical, emotional, social and spiritual dimensions. The study further showed that the institution’s well-being activities are generally very satisfactory in achieving their intended purpose, particularly in promoting physical health and supporting spiritual growth.

Additionally, despite the presence of institutional encouragement, employees’ participation in well-being activities is only occasional, implying that factors such as workload, time constraints and personal priorities may limit engagement. Moreover, while most resources for well-being activities are deemed adequate, budget allocation remains only

moderate sufficient, which may restrict the expansion and sustainability of more comprehensive initiatives. Meanwhile, the qualitative findings reinforced these results, revealing that employees highly value physical well-being activities, particularly those related to preventive health and exercise. However, it was also expressed the need for more structured and accessible activities focusing on emotional support, social interaction, and spiritual development. The employees recognized the benefits of existing initiatives but emphasized that a more balanced and inclusive approach is necessary to address the diverse well-being needs.

In conclusion, while CSPC demonstrates a clear commitment to employee well-being, particularly in physical and organizational support, there is a need to strengthen and integrate programs across all dimensions of well-being. A more holistic, and consistent approach that equally prioritizes physical, emotional, social, and spiritual aspects that will enhance employee engagement, and improve overall well-being.

Conflict of Interest

The authors declare no conflict of interest.

References

- [1] O. A. Elufioye, N. L. Ndubuisi, R. E. Daraojimba, K. F. Awonuga, L. O. Ayanponle, and O. F. Asuzu, "Reviewing employee well-being and mental health initiatives in contemporary HR practices," *International Journal of Science and Research Archive*, vol. 11, no. 1, pp. 828–840, 2024, doi: 10.30574/IJSRA.2024.11.1.0153.
- [2] C. W. Rudolph, M. K. Shoss, and H. Zacher, "Dynamic and reciprocal relations between job insecurity and physical and mental health," *Journal of Applied Psychology*, vol. 110, no. 7, pp. 948–962, 2025, doi: 10.1037/apl0001259.
- [3] S. W. Warner and M. D. Decker, "The importance of employee well-being in organizational performance," *Journal of Workplace Behavioral Health*, vol. 35, no. 3, pp. 215–234, 2020.
- [4] World Health Organization, "Mental health at work," 2024. [Online]. Available: <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>. [Accessed: Aug. 15, 2026].
- [5] Republic of the Philippines, *Republic Act No. 11165: An Act Institutionalizing Telecommuting as an Alternative Work Arrangement for Employees in the Private Sector*, Dec. 20, 2018. [Online]. Available: <https://www.officialgazette.gov.ph/2018/12/20/republic-act-no-11165/>.
- [6] Republic of the Philippines, *Presidential Decree No. 442: Labor Code of the Philippines*, May 1, 1974. [Online]. Available: <https://www.officialgazette.gov.ph/1974/05/01/presidential-decree-no-442-s-1974/>.
- [7] J. Niebuhr, S. Schaeffer, and P. Schulte, "Sustainability of well-being programs in education: Challenges and strategies," *International Journal of Educational Management*, vol. 34, no. 4, pp. 691–704, 2020.
- [8] S. P. Robbins, *The Truth About Managing People—and Nothing but the Truth*. Upper Saddle River, NJ, USA: FT Press, 2002.
- [9] S. M. Madero-Gómez, Y. L. Rubio Leal, M. Olivas-Luján, and M. Yusliza, "Companies could benefit when they focus on employee well-being and the environment: A systematic review of sustainable human resource management," *Sustainability*, vol. 15, no. 6, Art. no. 5435, 2023, doi: 10.3390/su15065435.
- [10] A. N. A. Syahir, M. S. Z. Abidin, C. Z. Sa'ari, and M. Z. A. Rahman, "Workplace spirituality and its impact on employee well-being: A systematic literature review of global evidence," *Journal of Religion and Health*, vol. 64, no. 5, pp. 3313–3345, 2025, doi: 10.1007/s10943-025-02350-2.

- [11] M. R. M. Bernardo, L. D. Manansala, and E. B. Valeroso, "Social capital's mediation in compensation workers' financial to personal well-being in CALABARZON, Philippines," *The QUEST: Journal of Multidisciplinary Research and Development*, vol. 2, no. 2, 2023, doi: 10.60008/thequest.v2i2.122.
- [12] C. V. De Leon, "The influence of workplace stress and psychological safety on the well-being of Filipino employees," *American Journal of Human Psychology*, vol. 3, no. 1, pp. 107–112, Jun. 2025, doi: 10.54536/ajhp.v3i1.4179.
- [13] H. Jones, S. Gait, and P. J. Tyson, "Enhancing resilience, coping and self-talk of employees in large organisations: The development and mixed methods piloting of an online mental health and well-being toolkit," *Journal of Workplace Learning*, vol. 36, no. 2, pp. 129–145, 2024, doi: 10.1108/JWL-04-2023-0058.
- [14] E. Richardson *et al.*, "Employee insight: Predicting, visualizing, and mitigating intent to leave," *Journal of Education Human Resources*, vol. 43, no. 2, pp. 365–389, 2025, doi: 10.3138/jehr-2023-0059.
- [15] M. Kyambade, R. Namuddu, J. Mugambwa, and A. Namatovu, "I can't express myself at work: Encouraging socially responsible leadership and psychological safety in higher education setting," *Cogent Education*, vol. 11, no. 1, Art. no. 2373560, 2024, doi: 10.1080/2331186X.2024.2373560.
- [16] D. K. Culpepper and M. A. Goodman, "Thriving heroes: Constructing the ideal worker during the COVID-19 pandemic," *Journal of Education Human Resources*, vol. 43, no. 1, pp. 76–95, 2025, doi: 10.3138/jehr-04_Culpepper_Goodman_4.
- [17] Y. N. Li, J. N. Y. Zhu, Q. Su, and Q. Xu, "A daily exercise prescription when work gets tough: The moderating effect of work demands on the relationship between daily physical exercise and next-day well-being and job performance," *Journal of Occupational Health Psychology*, vol. 29, no. 5, pp. 342–358, 2024, doi: 10.1037/ocp0000385.
- [18] M. Marín-Farrona, B. M. Wipfli, S. S. Thosar, and P. D. Loprinzi, "Effectiveness of worksite wellness programs based on physical activity to improve workers' health and productivity: A systematic review," *Systematic Reviews*, vol. 12, Art. no. 87, 2023, doi: 10.1186/s13643-023-02258-6.
- [19] T. J. S. Koch, H. Nesher Shoshan, J. Völker, and S. Sonnentag, "Psychological detachment matters right after work: Engaging in physical exercise after stressful workdays," *International Journal of Stress Management*, vol. 31, no. 3, pp. 266–278, 2024, doi: 10.1037/str0000312.
- [20] D. Hegney, L. Tsai, M. Craigie, C. Crawford, S. Jay, and C. Rees, "Experiences of university employees of the impact of a mindful self-care and resiliency program on their well-being," *Higher Education Research & Development*, vol. 40, no. 3, pp. 524–537, 2021, doi: 10.1080/07294360.2020.1764508.
- [21] P. G. Jansen, M. E. G. van der Velde, and S. Beekhoven, "The influence of supportive leadership on employees' emotional well-being," *Journal of Managerial Psychology*, vol. 34, no. 7, pp. 485–497, 2019.
- [22] G. Kinman and S. Wray, "Well-being in academic employees—A benchmarking approach," in *Handbook of Research on Stress and Well-Being in the Public Sector*, R. J. Burke and S. Pignata, Eds. Cheltenham, U.K.: Edward Elgar Publishing, 2020, pp. 152–166, doi: 10.4337/9781788970358.00019.
- [23] R. Z. A. R. Ibrahim *et al.*, "Psychosocial work environment and teachers' psychological well-being: The moderating role of job control and social support," *International Journal of Environmental Research and Public Health*, vol. 18, no. 14, Art. no. 7308, 2021, doi: 10.3390/ijerph18147308.
- [24] P. Boreham, J. Povey, and W. Tomaszewski, "Work and social well-being: The impact of employment conditions on quality of life," *The International Journal of Human Resource Management*, vol. 27, no. 6, pp. 593–611, 2016, doi: 10.1080/09585192.2015.1027250.
- [25] A. Rego, N. Ribeiro, and E. Pina, "Spiritual well-being as a predictor of job engagement among school teachers," *Journal of Educational Psychology*, vol. 109, no. 5, pp. 700–711, 2017.
- [26] D. van Dierendonck and I. Nuijten, "The impact of spiritual leadership on job satisfaction: The role of trust and compassion," *Administrative Sciences*, vol. 9, no. 3, Art. no. 72, 2019.
- [27] C. Johnson and T. Haines, "The impact of mindfulness on spiritual well-being in educators," *International Journal of Educational Research*, vol. 105, Art. no. 101732, 2021.
- [28] T. Koburtay, D. Jamali, and A. M. Aljafari, "Religion, spirituality, and well-being: A systematic literature review and futuristic agenda," *Business Ethics, the Environment & Responsibility*, vol. 32, no. 1, pp. 341–357, 2023, doi: 10.1111/beer.12478.

- [29] E. K. Kelloway and A. Day, "Building healthy workplaces: The challenges of implementing employee well-being initiatives," *Journal of Organizational Behavior*, vol. 39, no. 4, pp. 439–456, 2018.
- [30] S. Newell, J. R. Harvey, and T. Andersson, "Cultural barriers to well-being initiatives in organizations: Understanding resistance to change," *Journal of Occupational Health Psychology*, vol. 24, no. 4, pp. 487–500, 2019.
- [31] P. Avola, T. Soini-Ikonen, A. Jyrkiäinen, and V. Pentikäinen, "Interventions to teacher well-being and burnout: A scoping review," *Educational Psychology Review*, vol. 37, no. 1, Art. no. 11, 2025, doi: 10.1007/s10648-025-09986-2.
- [32] D. Plotkina, T. Valentini, and H. Castéran, "App yourself: A meta-analysis of the effectiveness of well-being mobile apps on employee well-being and mental health," *International Journal of Stress Management*, vol. 32, no. 1, pp. 31–46, 2025, doi: 10.1037/str0000345.
- [33] B. Wu-Ouyang, "Exploring the impact of work from home on the effects of social media: A moderated mediation analysis of psychological well-being," *Psychology of Popular Media*, vol. 15, no. 3, pp. 318–328, 2026, doi: 10.1037/ppm0000608.
- [34] M. Kotzé, P. Nel, and P. Smit, "Psychometric properties of a workplace spirituality measure," *SA Journal of Industrial Psychology*, vol. 48, Art. no. a1923, 2022, doi: 10.4102/sajip.v48i0.1923.
- [35] H. Hsieh, S. O'Brien, and L. Liu, "Spiritual well-being and job satisfaction in the workplace: A systematic review," *Journal of Business Ethics*, vol. 152, no. 1, pp. 127–141, 2022.
- [36] J. W. Creswell and C. N. Poth, *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*, 4th ed. Thousand Oaks, CA, USA: SAGE Publications, 2018.
- [37] V. Braun and V. Clarke, "Using thematic analysis in psychology," *Qualitative Research in Psychology*, vol. 3, no. 2, pp. 77–101, 2006, doi: 10.1191/1478088706qp0630a.
- [38] S. P. Barnes and J. E. Lang, "Supporting school staff: Insights from employee health and well-being programs," *Journal of School Health*, vol. 93, no. 9, pp. 842–852, 2023, doi: 10.1111/josh.13377.
- [39] A. Jarosik-Michalak, J. Olkowicz, and A. Kozłowski, "Managing employee well-being in a turbulent environment of organizations," *Scientific Papers of Silesian University of Technology, Organization and Management Series*, no. 197, pp. 167–181, 2024, doi: 10.29119/1641-3466.2024.197.11.
- [40] D. Mendoza-Ocasal, E. Navarro, J. Ramirez, J. Garcia-Tirado, and F. Román, "The effect of subjective well-being at work in successful organizational management," *Intangible Capital*, vol. 20, no. 2, pp. 361–375, 2024, doi: 10.3926/ic.2408.
- [41] D. Lewicka, K. Krot, L. Petryshyn, and H. U. Rehmann, "Relationship between institutional trust, intraorganisational collaboration and commitment to strategic business development," *Scientific Papers of Silesian University of Technology, Organization and Management Series*, no. 186, pp. 317–328, 2023, doi: 10.29119/1641-3466.2023.186.23.
- [42] I. Urbanaviciute, K. Massoudi, C. Toscanelli, and H. De Witte, "On the dynamics of the psychosocial work environment and employee well-being: A latent transition approach," *International Journal of Environmental Research and Public Health*, vol. 18, no. 9, Art. no. 4744, 2021, doi: 10.3390/ijerph18094744.
- [43] E. C. Fradelos *et al.*, "The relationship between spirituality, stress, and depression among health professionals in Greece," *Healthcare*, vol. 13, no. 13, Art. no. 1484, 2025, doi: 10.3390/healthcare13131484.
- [44] A. Safi and M. Hossain, "Promoting workplace physical activity among university employees: The impact of motivational and educational banners on stair use," *Discover Public Health*, vol. 22, Art. no. 197, 2025, doi: 10.1186/s12982-025-00586-7.
- [45] T. Civil, V. Virtanen, R. Tuominen, and L. Postareff, "Higher education educators' wellbeing: The influence of self-care practices," *Educational Research*, vol. 67, no. 3, pp. 329–347, 2025, doi: 10.1080/00131881.2025.2523793.
- [46] L. Meiring, R. van Eeden, and A. Wilson Fadji, "A qualitative study on the feasibility of a yoga-based PPI for promoting well-being at a South African HEI," *SA Journal of Industrial Psychology*, vol. 51, Art. no. a2249, 2025, doi: 10.4102/sajip.v51i0.2249.
- [47] B. Dreer and N. Gouasé, "Interventions fostering well-being of schoolteachers: A review of research," *Oxford Review of Education*, vol. 48, no. 5, pp. 587–605, 2022, doi: 10.1080/03054985.2021.2002290.
- [48] N. A. B. M. Zabuddin, M. A. A. B. Jamaludin, M. A. Pasha, and A. Salam, "Overweight and obesity and its associated factors among office staff at a higher education institute in Malaysia,"

Bangladesh Journal of Medical Science, vol. 22, no. 4, pp. 833–841, 2023, doi: 10.3329/bjms.v22i4.67122.

- [49] R. Shiri, R. Nikunlaakso, and J. Laitinen, “Effectiveness of workplace interventions to improve health and well-being of health and social service workers: A narrative review of randomised controlled trials,” *Healthcare*, vol. 11, no. 12, Art. no. 1792, 2023, doi: 10.3390/healthcare11121792.
- [50] S. Carolan, P. R. Harris, and K. Cavanagh, “Improving employee well-being and effectiveness: Systematic review and meta-analysis of web-based psychological interventions delivered in the workplace,” *Journal of Medical Internet Research*, vol. 19, no. 7, Art. no. e271, 2017, doi: 10.2196/jmir.7583.
- [51] J. N. Powers, C. V. Farewell, E. Mauirro, D. Brogden, and J. E. Puma, “The NIOSH Worker Well-Being Questionnaire (WellBQ): A psychometric assessment with the early childhood education workforce,” *Early Childhood Education Journal*, vol. 53, no. 3, pp. 799–807, 2025, doi: 10.1007/s10643-024-01631-x.
- [52] K. A. Leger, S. Lee, K. D. Chandler, and D. M. Almeida, “Effects of a workplace intervention on daily stressor reactivity,” *Journal of Occupational Health Psychology*, vol. 27, no. 1, pp. 152–163, Feb. 2022, doi: 10.1037/ocp0000297.

Authors



Ma. Francia Sazon Dechavez  is a Registered Guidance Counselor and Instructor I at Camarines Sur Polytechnic Colleges, where she also serves as Program Chair of the Bachelor of Human Services program. She holds a Ph.D. in Counselor Education and has extensive experience teaching psychology, counseling, research, and community extension. Her professional interests include mental health, psychological first aid, counselor education, and psychoeducational interventions, complemented by active participation in academic presentations and training programs. (email: mafrancia@cspc.edu.ph).