

Psychological Well-being and Demographic Factors among Private Company Employees in a Highly Urbanized City, Western Visayas, Philippines



ISSN 2672-3107 (Print) • ISSN 2704-288X (Online)
Volume 7 Number 3 July-September 2024

<https://doi.org/10.52006/main.v7i3.1027>

Mary Edillis O. Moleño¹ and Araceli C. Doromal²

^{1,2}University of Negros Occidental-Recoletos, Bacolod City, Philippines

Article history:

Submitted: November 28, 2024

Revised: December 8, 2024

Accepted: December 12, 2024

Keywords:

Psychological well-being

Private sector

Quantitative

Western Visayas

Philippines

ABSTRACT. Employee well-being is crucial for organizational success, influenced by factors like workplace design, leadership, and organizational culture, with the latter significantly impacting mental health. Psychological well-being is multifaceted, shaped by individual demographics (age, sex), job resources and stressors, and organizational factors. In the Philippines, well-being is recognized as crucial, with the government issuing guidelines for mental health in the workplace. This study examines the psychological well-being of 101 employees in three private companies in Central Visayas, Philippines, revealing moderate levels across all dimensions, which indicates a generally positive work environment with room for improvement. Contrary to expectations, demographic factors like age and tenure are not significantly correlated with well-being. However, a significant relationship between sex and psychological well-being highlights potential gender-based disparities. These findings underscore the need for personalized well-being initiatives and further research with larger, more diverse samples to explore the complex factors contributing to employee well-being in the Philippines, particularly gender differences, and to develop tailored interventions.

1.0. Introduction

A healthy work environment, encompassing job satisfaction, social support, and safety (Putra et al., 2024), is crucial for employee well-being and, consequently, organizational success (Mohan & Lone, 2021). The COVID-19 pandemic further emphasized the importance of inclusive workplaces in fostering well-being (Kashyap & Eugene, 2024). Various factors influence this multifaceted concept, including workplace design (Kapri et al., 2023), leadership styles, job quality, and organizational culture, with the latter significantly impacting employee mental health (Monteiro & Joseph, 2023). Additionally, effective well-being measures like mental health interventions contribute positively (Shalini & Mary, 2024). To cultivate a sustainable culture of health and well-being, organizations can adopt the WHO Workplace Model (Jain, 2022) and implement practical strategies such as addressing mental health challenges and providing support resources (Randall, 2023).

Psychological well-being in the workplace is a multifaceted phenomenon shaped by a

complex interplay of individual, occupational, and organizational factors. Demographic characteristics, such as age and sex, significantly influence well-being, with research by Tay et al. (2014) indicating that older workers generally report higher satisfaction and lower stress. However, the impact of work itself cannot be understated, as job resources and stressors (Sonntag et al., 2023; Kniffin et al., 2020) play a crucial role, and their effects may vary across different demographic groups. Additionally, organizational factors like leadership and work transitions (Guillaume et al., 2017) can moderate the relationship between demographics and well-being, highlighting the importance of a supportive work environment. To enhance well-being, interventions focused on stress management and cultivating positive work characteristics are essential (Lorente et al., 2018; Richardson, 2017).

In the Philippine context, psychological well-being in the workplace has been recognized as a crucial aspect of employee welfare. This growing concern prompted the Department of Labor and Employment (DOLE) to issue Department Order No. 208 (Labor Law, 2024), which provides guidelines for mental health policies and programs in the workplace. This reflects the understanding that

*Correspondence: edhzmoleño@gmail.com
Mary Edillis O. Moleño, University of Negros Occidental-Recoletos, Bacolod City, Philippines



© Moleño and Doromal (2024). **Open Access.** This article published by Philippine Social Science Journal (PSSJ) is licensed under a Creative Commons Attribution-Noncommercial 4.0 International (CC BY-NC 4.0). You are free to share (copy and redistribute the material in any medium or format) and adapt (remix, transform, and build upon the material).

Under the following terms, you must give appropriate credit, provide a link to the license, and indicate if changes were made. You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use. You may not use the material for commercial purposes. To view a copy of this license, visit: <https://creativecommons.org/licenses/by-nc/4.0/>

well-being encompasses various factors affecting employees' lives (Damianus et al., 2020). Research in the Philippines highlights the significant impact of fairness, age, leadership styles, and organizational factors on employee well-being (Asio & Jimenez, 2020). These findings and the government's proactive measures underscore the importance of creating a supportive work environment that fosters positive mental health outcomes for Filipino employees.

In the context of a private printing press company in a highly urbanized city in Central Visayas, Philippines, a concerning pattern has emerged: promising employees leave for personal reasons, often citing the need for better mental well-being and work-life balance. This trend has caught the attention of the human resources department, particularly as the company traditionally prioritizes performance metrics over employee well-being. Witnessing this firsthand, the researcher, a member of the HR team, aims to investigate the factors influencing psychological well-being within this specific context. By understanding the unique challenges faced by employees of these selected private companies, the research seeks to provide baseline data that can be used to create a more supportive work environment. The ultimate goal is to enhance employee well-being, which leads to improved job satisfaction, productivity, and overall quality of life.

The literature on the psychological well-being of private employees in the Philippines and its association with demographics is limited, with most studies focusing on specific employee groups such as teachers (Villarosa & Ganotice, 2018; Areola et al., 2021), non-teaching personnel (Bartolome, 2023), and private school teachers (Advincula, 2020). There is a need for more comprehensive research that includes a wider range of private employees and explores the impact of demographics such as age, gender, and marital status on their psychological well-being. Furthermore, recent changes in the work environment have created a gap in the literature regarding their impact on the psychological well-being of private sector employees in the Philippines (Arbiol et al., 2022; Hipolito, 2023). Further research is needed to address these gaps and provide a more nuanced understanding of the psychological well-being of private employees in selected private companies in highly urbanized areas.

Thus, this study examined the psychological well-being of employees in private companies within a highly urbanized city in Central Visayas, Philippines, during the 2024 fiscal year. Well-being was assessed across six dimensions: autonomy, environmental mastery, personal growth, positive relationships, purpose in life, and self-acceptance. The study also investigated the relationship between these dimensions and employee demographic factors

(age, sex, civil status, job designation, and length of service). Findings from this research informed the development of an employee wellness program tailored to address the specific psychological well-being needs of employees in these companies.

2.0. Framework of the Study

The paper theorized that factors like an employee's age, sex, marital status, job title, and length of service can influence their psychological well-being. This suggests that various demographic and work-related factors can contribute to an individual's mental health in the workplace.

The study is anchored on Social Identity Theory, a cornerstone of social psychology (Hogg, 2016; Scheepers & Ellemers, 2019). The theory explains how individuals derive part of their self-concept from affiliation with social groups, impacting intergroup dynamics and individual behaviors. This theory proposes that people categorize themselves and others into groups and strive to maintain a positive social identity through favorable in-group comparisons and the pursuit of positive distinctiveness. The framework not only explains the dynamics of intergroup relations and behaviors within groups but also emphasizes the profound influence of social identities stemming from factors like demographics (age, sex, marital status) and occupational roles (job title, length of service), on employees' sense of self and well-being within the workplace.

In the context of this study, workplace in-group/out-group dynamics, driven by factors like age, sex, and marital status, can create feelings of exclusion and isolation for those in the out-group. This can adversely impact their self-esteem, job satisfaction, and overall well-being. Moreover, social comparisons within the workplace, based on factors like job designation and length of service, can engender feelings of inadequacy, unfairness, or being undervalued, negatively affecting employees' self-worth, motivation, confidence, and overall well-being. Conversely, an individual's identification with a valued group in the workplace can foster positive self-esteem and well-being. In contrast, identification with a marginalized group can lead to negative self-perception and psychological distress.

Therefore, Social Identity Theory offers a valuable framework for comprehending the intricate ways demographic and occupational factors influence an employee's psychological well-being. By recognizing and addressing the potential negative impacts of in-group/out-group dynamics and social comparisons, organizations can cultivate a more inclusive and supportive work environment that promotes the well-being of all employees, irrespective of their background or position.

3.0. Methodology

Research Design. This study employed a quantitative research design, utilizing descriptive and correlational approaches to statistically measure variables and answer theory-guided research questions and hypotheses. The descriptive component focused on the demographics and psychological well-being of employees in selected private companies in a highly urbanized city in Central Visayas, Philippines, providing a numerical description of trends, attitudes, and opinions. The correlational component established the relationship between employee demographics and psychological well-being, examining how factors such as age, sex, civil status, and years of service may influence well-being.

Table 1
Distribution of the Respondents

Company	N	n	%
A	60	38	37.63
B	80	50	49.50
C	20	13	12.87
Total	160	101	100

Respondents. The study participants were 101 employees of selected private companies in a highly urbanized city in Central Visayas during the fiscal year 2024. A stratified random sampling technique was utilized to ensure proportional representation of different employee groups within the selected

companies. Table 1 shows the distribution of the respondents per company.

Research instrument. To assess the degree of employee psychological well-being in selected private companies in a highly urbanized city in Central Visayas, the study utilized the 42-item Psychological Well-Being (PWB) questionnaire developed by Ryff and Keyes (1995). This standardized instrument assesses six dimensions of well-being: autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance. Participants will respond to items on a 6-point Likert scale ranging from strongly agree to strongly disagree, with the overall PWB score calculated by summing the scores across all items.

This open-access questionnaire, utilized within the creative commons community, had been validated by experts and yielded a reliability coefficient of 0.82 (Tajonera & Lamig, 2021).

Data collection procedure. After obtaining permission from participating companies and ensuring enumerator training, informed consent was obtained from all employees, detailing the study's purpose, procedures, and their right to withdraw. Data collection was conducted at convenient times and locations, and hard copies of the questionnaire were provided. Data collection was minimized to relevant information, with real names anonymized using alphanumeric codes. Physical data was stored securely, and electronic data was encrypted with restricted access, ensuring deletion upon completion. Responses were then tabulated and analyzed using appropriate statistical methods.

Data analysis procedure. Descriptive and correlational analyses were used to analyze the quantitative data. Descriptive statistics, including the mean, standard deviation, frequency counts, and percentage distribution, were used to summarize the employee profile and their degree of psychological well-being. A Kolmogorov-Smirnov test revealed that the psychological well-being variable was not normally distributed (KS=0.123, p=0.001). Therefore, non-parametric tests, specifically the Rank Biserial and Spearman Rank correlations, were used

Psychological Well-being Scale Per Dimension

Mean Scores	Verbal Interpretation
6 - 13	Very low autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance
14 - 20	Low autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance
21 - 27	Moderate autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance
28 - 35	High autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance
36 - 42	Very high autonomy, environmental mastery, personal growth, positive relations, purpose in life, and self-acceptance

General Psychological Well-being Scale

Mean Scores	Verbal Description	Verbal Interpretation
42 - 83	Very Low	Assessment of one's life in terms of relatedness with others and self-referent attitude is very low. The individual shows disinterest in others and oneself.
84 - 125	Low	Assessment of one's life in terms of relatedness with others and self-referent attitude is low. The individual shows little interest in significant relationships and has a low positive evaluation of one's life.
126 - 167	Moderate	Assessment of one's life in terms of relatedness with others and self-referent attitude is moderate. The individual can fairly view the relationship with others and oneself favorably.
168 - 209	High	Assessment of one's life in terms of relatedness with others and self-referent attitude is high. The individual finds value in relationships and positively evaluates one's life.
210 - 252	Very High	Assessment of one's life in terms of relatedness with others and self-referent attitude is very high. The individual highly values significant relationships and assesses one's life in a very positive manner.

to determine the relationship between employee demographics (age, sex, civil status, designation, and length of service) and their psychological well-being.

4.0. Results and Discussion

Profile of the Respondents

As shown in Table 2, the respondents are almost evenly distributed in terms of sex, age, and civil status. Of 101 respondents, 53 (52.5%) are male and 48 (47.5%) are female. Fifty-four respondents (53.5%) are 36 years old and below, while 47 respondents (46.5%) are older than 36 years old. Forty-three respondents (42.6%) are single, while 58 (57.4%) are married. However, the respondents are unevenly distributed in terms of the number of years in service. Of 101 respondents, 65 (64.4%) have less than 5 years in service, and only 36 (35.6%) have been in service for 5 years and above.

The high proportion (64.4%) of employees with less than 5 years of service raises concerns about potential vulnerabilities to stress and job insecurity. This demographic suggests a workforce that may be less resilient and more susceptible to the pressures of a dynamic private sector environment (Foster et al., 2020; Jang et al., 2019). To mitigate these potential risks and foster psychological well-being, companies should prioritize organizational support, career development, and mentoring programs (Maziriri et al., 2019; Roemer & Harris, 2018; Squires, 2019). Equipping employees with effective coping strategies to manage work-related stress is also crucial. By proactively addressing these needs, companies can create a more supportive and empowering workplace that promotes employee well-being and organizational success (Jang et al., 2019).

General Psychological Well-Being of Employees

Table 3A shows that employees generally report moderate psychological well-being (M=150.59, SD=19.36), indicating positive self-perception and relationships with others, regardless of demographics or job characteristics like age, sex, civil status, job designation, and length of service. This suggests that a supportive and inclusive work environment or other external factors contribute positively to employees' well-being.

This study's finding of moderate psychological well-being (PWB) among employees in private companies aligns with existing literature highlighting PWB's positive association with job performance and satisfaction (Bansal, 2022; Clay et al., 2019; Malagsic et al., 2021). The observed positive self-perception and strong relationships among employees may be attributed to factors like supportive organizational culture and social support, echoing previous research

Table 2
Profile of the respondents

Variable	n	%
Sex		
Male	53	52.5
Female	48	47.5
Age		
Younger (36 years and below)	54	53.5
Older (Over 36 years old)	47	46.5
Civil Status		
Single	43	42.6
Married	58	57.4
Years in Service		
Shorter (<5 yrs)	65	64.4
Longer (≥5 yrs)	36	35.6
Whole	101	100.0

(Bandyopadhyay, 2018; Petalla & Madrigal, 2017).

Furthermore, this study's context in private companies underscores the importance of diversity and inclusion in promoting PWB (Jaiswal & Dyaram, 2020; Teo et al., 2022). Inclusive leadership, "psychological" diversity (Dagar, 2024), and mature-age HR practices within private company settings can further enhance employee well-being and organizational success (Mishra & Venkatesan, 2023).

Table 3A
Degree of psychological well-being of employees

Variable	Psychological Well-being		
	M	SD	Int
Sex			
Male	155.19	20.76	Moderate
Female	145.52	16.44	Moderate
Age			
Younger	150.56	17.16	Moderate
Older	150.64	21.80	Moderate
Civil Status			
Single	153.07	16.75	Moderate
Married	148.76	21.04	Moderate
Years in Service			
Shorter	148.34	17.17	Moderate
Longer	154.67	22.48	Moderate
Whole	150.59	19.36	Moderate

Dimensions of Psychological Well-Being of Employees

The findings further reveal that employees demonstrate moderate levels across all dimensions of psychological well-being, including autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. These moderate scores suggest that employees experience a balanced level of psychological well-being, with a mixture of strengths and areas for potential development.

Moderate autonomy. The finding of moderate autonomy (M=23.73, SD=4.97) among employees in private companies suggests a balance between independent work and external pressures, allowing for self-direction while meeting expectations. This level of autonomy is generally beneficial for psychological well-being, potentially reducing

work-family conflict (Zakhem et al., 2022) and promoting job satisfaction (Sung et al., 2022). However, organizations must cultivate a supportive environment with clear expectations, feedback, and opportunities for employee voice (Sharma & Sharma, 2024). Recognizing individual factors like resilience and belonging (Fotiadis et al., 2019) is also crucial. By fostering an environment that balances independence with social interaction and psychological detachment, companies can leverage moderate autonomy to enhance well-being and drive success (Hirschle & Gondim, 2020).

Moderate environmental mastery. The finding of moderate environmental mastery (M=25.57, SD=4.23) suggests that employees in private companies are generally competent in managing daily tasks but may struggle with complex situations, potentially leading to stress and decreased job satisfaction. This highlights the need for organizational support structures, resources, and training to empower employees in navigating challenges and enhancing their sense of control (Maco & Kwon, 2024; Kamil et al., 2024). A workplace culture that encourages problem-solving, collaboration, and open communication can improve employee well-being, motivation, and engagement (Kamil et al., 2024; Rahi, 2022). By fostering a supportive environment that promotes self-efficacy (Malagsic et al., 2021), sustainable practices, and

a sense of organizational support, companies can enhance psychological empowerment and even encourage pro-environmental behavior (Caesens et al., 2020; Singh et al., 2019; Maco & Kwon, 2024).

Moderate personal growth. The finding of moderate personal growth (M=24.64, SD=4.55) suggests employees desire self-improvement but may experience inconsistencies in their progress, potentially impacting their well-being. To foster growth, organizations should provide resources like skill development opportunities, clear career paths, regular feedback, and supportive leadership (Korwa et al., 2024). Encouraging a collaborative approach where employees actively participate in their development through goal-setting and self-reflection can enhance a supportive environment (Dhanial et al., 2021). This aligns with research emphasizing the integration of skill enhancement, well-being, and organizational culture while acknowledging the challenge of aligning learning with individual needs (Caporarello et al., 2020). Implementing developmental HR practices, fostering a “green” development climate, and providing resources at all levels can contribute to well-being and performance (Bish, 2021; Xu et al., 2021).

Moderate positive relations with others. The finding of moderate positive relations with others (M=25.72, SD=4.33) suggests that while employees in private companies experience fulfilling relationships, challenges with deeper connections may still impact their well-being. To foster a supportive workplace culture, organizations should prioritize team-building activities, mentoring programs, open communication, and diversity and inclusion initiatives (Jes Bella, 2023; Karuna Sri et al., 2024). Promoting meaningful connections and a sense of belonging can help employees overcome challenges with intimacy and compromise, leading to increased job satisfaction and overall well-being, influenced by factors like psychosocial relationships and social support (Putra et al., 2024). Encouraging open communication, active listening, and empathy can further contribute to a supportive environment. Additionally, promoting a culture of trust,

Table 3B
Degree of psychological well-being of employees

Variable	Autonomy			Environmental Mastery			Personal Growth		
	M	SD	Int	M	SD	Int	M	SD	Int
Male	24.87	4.94	Mo	26.00	4.24	Mo	25.83	4.76	Mo
Female	22.48	4.74	Mo	25.10	4.21	Mo	23.33	3.95	Mo
Age									
Younger	24.46	5.55	Mo	25.39	3.95	Mo	24.61	3.69	Mo
Older	22.89	4.10	Mo	25.79	4.56	Mo	24.68	5.41	Mo
Civil Status									
Single	24.30	5.00	Mo	25.77	4.35	Mo	24.33	4.18	Mo
Married	23.31	4.95	Mo	25.43	4.17	Mo	24.88	4.82	Mo
Years in Service									
Shorter	23.75	4.98	Mo	25.51	3.91	Mo	24.20	4.13	Mo
Longer	23.69	5.01	Mo	25.69	4.80	Mo	25.44	5.18	Mo
Whole	23.73	4.97	Mo	25.57	4.23	Mo	24.64	4.55	Mo

Table 3C
Degree of psychological well-being of employees

Variable	Positive Relations			Purpose in Life			Self Acceptance		
	M	SD	Int	M	SD	Int	M	SD	Int
Male	25.91	4.61	Mo	25.26	4.32	Mo	27.32	5.21	Mo
Female	25.52	4.05	Mo	23.69	4.24	Mo	25.40	4.70	Mo
Age									
Younger	25.48	3.99	Mo	24.26	4.02	Mo	26.35	3.97	Mo
Older	26.00	4.72	Mo	24.81	4.69	Mo	26.47	6.09	Mo
Civil Status									
Single	26.07	3.69	Mo	24.53	4.77	Mo	28.07	4.62	Hi
Married	25.47	4.77	Mo	24.50	4.03	Mo	25.17	5.02	Mo
Years in Service									
Shorter	25.26	3.93	Mo	23.80	3.74	Mo	25.82	4.82	Mo
Longer	26.56	4.92	Mo	25.81	5.05	Mo	27.47	5.31	Mo
Whole	25.72	4.33	Mo	24.51	4.34	Mo	26.41	5.04	Mo

teamwork, and psychological diversity, particularly in healthcare settings, is crucial for enhancing well-being and promoting employee health (Dagar, 2024; Persson et al., 2018).

Moderate purpose in life. The finding of moderate purpose in life (M=24.51, SD=4.34) suggests that employees in private companies, while possessing some direction, may still be searching for deeper meaning, potentially impacting their well-being. To address this, organizations should foster a sense of purpose by connecting work to a larger mission, providing growth opportunities, and encouraging employee voice (Steger, 2019). This can enhance job satisfaction and engagement (Soren & Ryff, 2023) while also contributing to work-life balance, which can be negatively impacted by excessive focus on work meaning (Jasinenko & Steuber, 2022). Highlighting the meaning of work can further strengthen the link between purpose and satisfaction (Klussman et al., 2021). It is important to note that while purpose-driven organizations often experience greater success (Johnson et al., 2019), and meaningful work is linked to work-to-life enrichment (Johnson & Jiang, 2017), organizations should strive for a balanced approach that supports employees in finding fulfillment both in their work and personal lives.

Moderate self-acceptance. The finding of moderate self-acceptance (M=26.41, SD=5.04) suggests that employees in private companies generally possess a healthy, though not perfect, level of self-acceptance, acknowledging both their strengths and weaknesses. To further support employees, organizations should promote a culture of self-compassion and acceptance by providing opportunities for self-reflection and feedback, fostering a growth mindset, and encouraging mindfulness and self-compassion practices (Lefebvre et al., 2020). This can lead to increased self-esteem, resilience, and overall well-being (Geh, 2023; Andersson et al., 2022), as self-acceptance has been linked to reduced stress and improved mental health in the workplace, enhancing work engagement and meaning in life (Jennings et al., 2023). Organizations can foster self-acceptance through supportive leadership styles and creating environments that value individual differences, as perceived organizational support positively influences self-adjustment and well-being (Satria et al., 2023). By actively promoting self-acceptance and creating a supportive environment, organizations can contribute to improved employee outcomes (Dodson & Heng, 2022; Andersson et al., 2022).

Relationship between demographics and psychological well-being of employees

The data in Table 4 showed that there was no significant relationship between psychological well-being and age [rs(99)=0.083, p=0.408], civil status [rs(99)=-0.159, p=0.111], years in service [rs(99)=0.060, p=0.551]. However, there was a significant relationship between psychological well-being and sex [rs(99)=-.249*, p=0.012].

The findings suggest that age, civil status, and years of service do not significantly influence employee psychological well-being, indicating these factors are not reliable predictors of mental health needs. However, the significant relationship between sex and psychological well-being highlights the need for gender-specific mental health support within organizations (Ramya, 2024; Murphy, 2024). To enhance overall well-being, companies should prioritize inclusive workplace cultures that address gender-specific challenges, fostering a supportive work environment (Kamil et al., 2024; Bandyopadhyay, 2018) and implementing comprehensive mental health programs with tailored interventions (Elufioye et al., 2024). While individual support is important, addressing systemic issues and creating an inclusive culture is crucial for promoting employee well-being and organizational effectiveness (Terry, 2024).

Table 4
Relationship between demographics psychological well-being of employees

Variable	r _s	df	p
Sex	-0.249*	99	0.012
Age	0.083	99	0.408
Civil Status	-0.159	99	0.111
Years in Service	0.060	99	0.551

Note: *relationship is significant when p≤0.05

Overall, this study partially supports Social Identity Theory within private companies, revealing areas for refinement and contextualization. While moderate levels of psychological well-being among employees align with the theory's proposition that individuals derive self-concept from social group affiliation, the non-significant relationship between age, civil status, length of service, and well-being suggests these factors may not be strong predictors of mental health in this context. Conversely, the significant relationship between sex and psychological well-being highlights the need to consider gender-specific challenges and support systems, potentially refining the theory's application in workplace settings. These findings emphasize the importance of diversity and inclusion in promoting well-being while underscoring the complexity of social identity's influence and the need for further research to explore these nuances in diverse workplace settings.

5.0. Conclusion

Employees experience consistent, moderate levels of psychological well-being across all dimensions, indicating a positive work environment that could be further enhanced through personalized initiatives promoting growth and self-acceptance. The lack of correlation between well-being and factors like age or tenure suggests that individual experiences are more influential in this workplace, highlighting the need for tailored approaches. Notably, a significant relationship between sex and well-being emphasizes the importance of understanding and addressing gender-specific needs to ensure equitable well-being for all employees.

6.0. Limitations of the Findings

The findings of this study are limited by several factors. Firstly, the small sample size of 101 employees from only three companies in Central Visayas limits the generalizability of the findings to other populations and contexts. Secondly, the cross-sectional nature of the study restricts the ability to draw causal inferences about the relationships between demographics and psychological well-being. Thirdly, the reliance on self-reported data through the PWB questionnaire may be subject to response bias and social desirability effects. Finally, the study did not explore in-depth the specific workplace factors or individual experiences that contribute to psychological well-being, potentially overlooking crucial nuances in understanding employee well-being.

7.0. Practical Value of the Paper

This study offers valuable insights for religious and nonprofit organizations seeking to enhance their financial stability and autonomy. It emphasizes the importance of understanding donor motivations to cultivate strong relationships and loyalty while highlighting the need for income diversification to mitigate reliance on traditional funding sources and enhance resilience. By raising awareness of resource dependency risks and advocating for collaboration between lay members and clergy in financial decision-making, this study provides a benchmark for best practices in donor management and financial governance. It encourages organizations to adapt these principles to their contexts for improved operational strategies and long-term sustainability.

8.0. Directions for Future Research

To further enhance understanding of employee well-being in the Philippines, future research should prioritize larger, more diverse samples, longitudinal designs, and qualitative methods to explore the complex interplay of demographics, workplace

factors, and individual experiences. This includes deeper investigations into gender-specific needs and the impact of COVID-19, ultimately leading to the development and evaluation of tailored interventions that promote holistic well-being and address potential inequalities within the workplace.

9.0. Declaration of Conflict of Interest

The researchers disclosed no conflicts of interest.

REFERENCES

- Advincula, R. (2020). Burnout and psychological well-being of private school teachers: Role of self-awareness as mediator. <https://doi.org/10.35542/osf.io/eupmt>
- Andersson, C., Mellner, C., Lillengren, P., Einhorn, S., Bergsten, K.L., Stenström, E., & Osika, W. (2022). Cultivating compassion and reducing stress and mental ill-health in employees—A randomized controlled study. *Frontiers in Psychology*, *12*. <https://doi.org/10.3389/fpsyg.2021.748140>
- Arbiol, J., Gonzales, E., & Cabajes, A. (2022). Psychological well-being of employees of a Philippine State University in times of COVID-19 pandemic. *Southeastern Philippines Journal of Research and Development*, *27*(1), 75-84. <https://doi.org/10.53899/spjrdv27i1.190>
- Areola, E. M. Q., PhD, H. S. G., Perono, I. R., & Ilagan, J. C. (2021). The need for intervention for psychological well-being (PsWB) of Gen-Y employees in selected business process outsourcing in the philippines. *Journal of Sustainable Community Development (JSCD)*, *3*(1), 29-49. <https://doi.org/10.32924/JSCD.V3I1.27>
- Asio, J. M. R., & Jimenez, E. (2020). Professional development, organizational climate, supervisory rapport and overall satisfaction of employees: An attitudinal study. *Asio, JMR, & Jimenez, EC (2020). Professional development, organizational climate, supervisory rapport and overall satisfaction of employees: An attitudinal study. International Journal of Scientific Research in Multidisciplinary Studies*, *6*(4), 34-40. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3624812
- Bandyopadhyay, G. (2018). Determinants of psychological well-being and its impact on mental health. https://doi.org/10.1007/978-981-10-6104-2_5
- Bansal, A. (2022). Impact of psychological well-being on job performance of employees. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.4321607>

- Bartolome, M. C. B. (2023). employee engagement, psychological well-being, and work stress among non-teaching personnel during Covid-19 pandemic. <https://doi.org/10.47119/ijrp1001301820235343>
- Bish, A. (2021). Developmental HR practices as tools to support employee well-being. *Handbook on Management and Employment Practices*. https://doi.org/10.1007/978-3-030-24936-6_18-1
- Caesens, G., Bouchat, P., & Stinglhamber, F. (2020). Perceived organizational support and psychological empowerment: A multi-sample study. *Journal of Occupational & Environmental Medicine*. <https://doi.org/10.1097/JOM.0000000000001889>
- Caporarello, L., Manzoni, B., & Panariello, B. (2020). Learning and development is the key. How well are companies doing to facilitate employees' learning? *International Conference on Methodologies and Intelligent Systems for Technology Enhanced Learning*. https://doi.org/10.1007/978-3-030-23990-9_10
- Clay, G., Coussens, A., Henderson, H., & Jackman, P. (2019). An examination of social support, personality and psychological wellbeing in police employees. https://repository.lincoln.ac.uk/articles/conference_contribution/An_examination_of_social_support_personality_and_psychological_wellbeing_in_police_employees/25175204/1?file=44457821
- Dagar, C. (2024). Workplace well-being: Making a case for "psychological" diversity and inclusion. *Development and Learning in Organizations: An International Journal*. <https://doi.org/10.1108/dlo-03-2023-0083>
- Damianus, A., Magallanes, T., Foronda, G. S. L., & Encarnacion, M. J. (2020). Employees' workplace well-being and work engagement of divine word colleges' employees in Ilocos region, Philippines. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 70-84. <https://ssrn.com/abstract=3780563>
- Dhania, D. R., Suhariadi, F., Fajrianti, ..., & Prihatsanti, U. (2021). Personal growth initiative in work setting: A scoping review. *Proceedings of the 2nd International Conference on Psychological Studies*. <https://doi.org/10.5220/0010811500003347>
- Dodson, S. J., & Heng, Y. T. (2022). Self-compassion in organizations: A review and future research agenda. *Journal of Organizational Behavior*. <https://doi.org/10.1002/job.2556>
- Elufioye, O. A., Ndubuisi, N. L., Daraojimba, R. E., Awonuga, K. F., Ayanponle, L. O., & Asuzu, O. F. (2024). Reviewing employee well-being and mental health initiatives in contemporary HR Practices. *International Journal of Science and Research Archive*, 11(1), 828-840. <https://doi.org/10.30574/ijrsa.2024.11.1.0153>
- Foster, K., Roche, M., Giandinoto, J. A., & Furness, T. (2020). Workplace stressors, psychological well-being, resilience, and caring behaviours of mental health nurses: A descriptive correlational study. *International Journal of Mental Health Nursing*, 29(1), 56-68. <https://doi.org/10.1111/inm.12610>
- Fotiadis, A. K., Abdulrahman, K., & Spyridou, A. (2019). The mediating roles of psychological autonomy, competence, and relatedness on work-life balance and well-being. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.01267>
- Geh, G. (2023). Resilience, stress, self-compassion, self-esteem, and financial well-being among corporate employees. *International Journal of Research Publication and Reviews*. <https://doi.org/10.55248/gengpi.2023.42006>
- Guillaume, Y. R., Dawson, J. F., Otaye-Ebede, L., Woods, S. A., & West, M. A. (2017). Harnessing demographic differences in organizations: What moderates the effects of workplace diversity? *Journal of Organizational Behavior*, 38(2), 276-303. <https://doi.org/10.1002/job.2040>
- Hipolito, M. F. G. (2023). Keeping up with the new normal: The impact of working-from-home on the psychological well-being of workers during the COVID-19 pandemic. *International Journal of Research and Review*, 10, 64-72. <https://doi.org/10.52403/ijrr.20230309>
- Hirschle, A. L. T., & Gondim, S. M. G. (2020). Estresse e bem-estar no trabalho: Uma revisão de literatura. *Ciência & Saúde Coletiva*, 25(7), 2721-2736. <https://doi.org/10.1590/1413-81232020257.27902017>
- Hogg, M. A. (2016). *Social identity theory* (pp. 3–17). Springer International Publishing. https://doi.org/10.1007/978-3-319-29869-6_1
- Jain, A. (2022). Secrets toward building a sustainable health and well-being culture. *Indian Journal of Occupational and Environmental Medicine*, 26, 1–2. https://doi.org/10.4103/ijoom.ijoom_101_22
- Jaiswal, A., & Dyaram, L. (2020). Perceived diversity and employee well-being: mediating role of inclusion. *Personnel Review*, 49, 1121-1139. <https://doi.org/10.1108/pr-12-2018-0511>
- Jang, M. H., Gu, S. Y., & Jeong, Y. M. (2019). Role of coping styles in the relationship between nurses' work stress and well-being across career. *Journal of Nursing Scholarship*. <https://doi.org/10.1111/jns.12345>

- doi.org/10.1111/jnu.12523
- Jasinenko, A., & Steuber, J. (2022). Organizational purpose: Definition, measurement and the ambivalent effect on employee well-being. *Academy of Management Proceedings*. <https://doi.org/10.5465/ambpp.2022.17387abstract>
- Jennings, R. E., Lanaj, K., & Kim, Y. J. (2023). Self-compassion at work: A self-regulation perspective on its beneficial effects for work performance and well-being. *Personnel Psychology*. <https://doi.org/10.1111/peps.12504>
- Jes Bella, D. K. (2023). Exploring the impact of workplace relationships and employee job satisfaction. *International Journal of Scientific Research in Modern Science and Technology*. <https://doi.org/10.59828/ijrsmst.v2i8.136>
- Johnson, M. J., & Jiang, L. (2017). Reaping the benefits of meaningful work: The mediating versus moderating role of work engagement. *Stress and Health*, 33, 288–297. <https://doi.org/10.1002/smi.2710>
- Johnson, S.S., Spehr, M., Rowan, R., Berghoff, J., Kelley, J., & Sisodia, R. (2019). Editor's desk: The potential and promise of purpose-driven organizations. *American Journal of Health Promotion*, 33, 958 - 973. <https://doi.org/10.1177/0890117119855446>
- Kamil, N. L., Beh, L., Lai, S., Abd Rahman, N. H., & Mohd Ali, M. A. (2024). Fostering psychological well-being and igniting work motivation in employees: Gender as moderator. *Psychological Thought*. <https://doi.org/10.37708/psyc.v17i1.854>
- Karuna Sri, S., Srikanth, D. T., & Deepthi, S. T. (2024). An overview on employee well-being and job satisfaction: Strategies for organizational success. *International Journal of Scientific Research in Engineering and Management*.
- Kashyap, B., & Eugene, D. J. (2024). Towards organizational flourishing: Prioritizing employee well-being. *International Journal of Southern Economic Light*.
- Kapri, V., Gulati, R., & Omar, A. (2023). Healthy workplaces: Offices that support employee health and well-being. *International Journal for Research in Applied Science and Engineering Technology*.
- Klussman, K., Nichols, A. L., & Langer, J. (2021). Meaning, purpose, and job satisfaction. *Journal of Personnel Psychology*, 20, 97-101. <https://doi.org/10.1027/1866-5888%2FA000268>
- Kniffin, K. M., Narayanan, J., Ansel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P. A., Bapuji, H., Bhave, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L. L., Johns, G., Kesebir, S., Klein, P.G., Lee, S.Y., Ozelik, H., Petriglieri, J. L., Rothbard, N. P., Rudolph, C.W., Shaw, J. D., Sirola, N., Wanberg, C. R., Whillans, A., Wilmoth, M. P., & Vugt, M. V. (2020). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *The American psychologist*. <https://psycnet.apa.org/buy/2020-58612-001>
- Korwa, I. A., Ibrahim, M. B., Irawan, A., Yendra, Y., & Lina, R. (2024). Holistic approaches to employee growth and performance improvement. *Advances: Jurnal Ekonomi & Bisnis*. <https://doi.org/10.60079/ajeb.v2i1.190>
- Labor Law. (2024). Mental health workplace policy. <https://laborlaw.ph/mental-health-workplace-policy/>
- Lefebvre, J., Montani, F., & Courcy, F. (2020). Self-compassion and resilience at work: A practice-oriented review. *Advances in Developing Human Resources*, 22, 437 - 452. <https://doi.org/10.1177/1523422320949145>
- Lorente, L., Tordera, N., & Peiró, J. M. (2018). How work characteristics are related to European workers' psychological well-being. A comparison of two age groups. *International Journal of Environmental Research and Public Health*, 15(1), 127. <https://doi.org/10.3390/ijerph15010127>
- Maco, M., & Kwon, J. (2024). Fostering pro-environmental behavior at work: A self-determination theory perspective. *Business Ethics, the Environment & Responsibility*. <https://doi.org/10.1111/beer.12665>
- Malagsic, M., Petalla, M., & Doromal, A. (2021). Self-efficacy and work commitment of the private senior high school teachers in time of pandemic. *International Journal of Sciences: Basic and Applied Research (JSBAR)*, 60, 345-359. <https://rb.gy/s3isn>
- Maziriri, E. T., Chuchu, T., & Madinga, N. W. (2019). Antecedents of psychological well-being among workers within small and medium enterprises. *SA Journal of Industrial Psychology*. <https://doi.org/10.4102/sajip.v45i0.1691>
- Mishra, H., & Venkatesan, M. (2023). Psychological well-being of employees, its precedents and outcomes: A literature review and proposed framework. *Management and Labour Studies*, 48, 7 - 41. <https://doi.org/10.1177/0258042X221117960>
- Mohan, D. H., & Lone, Z. A. (2021). Psychological well-being of employees. *International Journal of Emerging Technologies and Innovative Research*, 8(4), 53–62. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3831947
- Monteiro, E., & Joseph, J. (2023). A review on the

- impact of workplace culture on employee mental health and well-being. <https://doi.org/10.47992/IJCSBE.2581.6942.0274>
- Murphy, K. A. (2024). Assessment of employee well-being on organisational effectiveness & productivity: A literature review. *International Journal of Business and Management*, 19(3), 1–26.
- Persson, S. S., Lindström, P. N., Pettersson, P., & Andersson, I. (2018). Workplace relationships impact self-rated health: A survey of Swedish municipal health care employees. *Work*, 60 1, 85-94. <https://doi.org/10.3233/WOR-182721>
- Petalla, M. B., & Madrigal, D. V. (2017). Teaching standards competence and efficiency performance of the basic education teachers. University of Negros Occidental-Recoletos, Bacolod City, Philippines. *Journal of Institutional Research in South East Asia*-Vol. 15 No. 3 Dec 2017
- Putra, A. S., Kusumawati, E. D., & Kartikasari, D. (2024). Unpacking the roots and impact of workplace well-being: A literature review. *International Journal of Multidisciplinary Approach Research and Science*.
- Rahi, S. (2022). Investigating the role of employee psychological well-being and psychological empowerment with relation to work engagement and sustainable employability. *International Journal of Ethics and Systems*. <https://doi.org/10.1108/ijoes-12-2020-0200>
- Ramya, N. (2024). Exploring support initiatives for women: Their impact on well-being and mental health in it & its organizations. *Educational Administration: Theory and Practice*. <https://doi.org/10.53555/kuey.v30i5.3876>
- Randall, C. A. (2023). Mental health in the workplace: Strategies for promoting employee well-being. *Global International Journal of Innovative Research*, 1(1), 23–30. <https://doi.org/10.59613/global.v1i1.4>
- Richardson, K. M. (2017). Managing employee stress and wellness in the new millennium. *Journal of occupational health psychology*, 22(3), 423. <https://doi.org/10.1037/ocp0000066>
- Roemer, A., & Harris, C. (2018). Perceived organisational support and well-being: The role of psychological capital as a mediator. *SA Journal of Industrial Psychology*. <https://doi.org/10.4102/SAJIP.V44I0.1539>
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of Personality and Social Psychology*, 69(4), 719. <https://doi.org/10.1037//0022-3514.69.4.719>
- Satria, F. D., Wicaksono, B. P., & Satwika, P. A. (2023). Perceived organizational support dan self-compassion pada penyesuaian diri karyawan. *Jurnal Ilmiah Psikologi Candrajawa*. <https://doi.org/10.20961/jip.v8i2.59763>
- Scheepers, D., & Ellemers, N. (2019). Social identity theory. *Social Psychology in Action*. https://doi.org/10.1007/978-3-030-13788-5_9
- Shalini, M., & Mary, R. (2024). A study on the well-being measures implemented for the employees at Sara Leather Industries, Ranipet. *International Journal for Multidisciplinary Research*.
- Sharma, A., & Sharma, H. (2024). Job autonomy and employee psychological well-being: The mediating effect of employee voice. *South Asian Journal of Human Resources Management*, 23220937241257279. <https://doi.org/10.1177/23220937241257279>
- Singh, S. K., Pradhan, R. K., Panigrahy, N. P., & Jena, L. K. (2019). Self-efficacy and workplace well-being: Moderating role of sustainability practices. *Benchmarking: An International Journal*. <https://doi.org/10.1108/BIJ-07-2018-0219>
- Soren, A., & Ryff, C. D. (2023). Meaningful work, well-being, and health: Enacting a eudaimonic vision. *International Journal of Environmental Research and Public Health*, 20. <https://doi.org/10.3390/ijerph20166570>
- Squires, V. (2019). The well-being of the early career teacher: A review of the literature on the pivotal role of mentoring. *International Journal of Mentoring and Coaching in Education*, 8, 255–267. <https://doi.org/10.1108/ijmce-02-2019-0025>
- Steger, M. F. (2019). Meaning in life and in work. *The Oxford Handbook of Meaningful Work*. <https://doi.org/10.1093/oxfordhb%2F9780198788232.013.12>
- Sonnentag, S., Tay, L., & Neshor Shoshan, H. (2023). A review on health and well-being at work: More than stressors and strains. *Personnel Psychology*. <https://doi.org/10.1111/peps.12572>
- Sung, M., Yoon, D., & Han, C.S. (2022). Does job autonomy affect job engagement? Psychological meaningfulness as a mediator. *Social Behavior and Personality: An International Journal*. <https://doi.org/10.2224/sbp.11275>
- Tajonera, C. F. J. P., & Lamig, R. K. Y. (2021). The influence of emotional well-being and spiritual wholeness on midlife positive functioning of middle-aged professionals. *Philippine Social Science Journal*, 4(1), 20-30. <https://doi.org/10.52006/main.v4i1.314>
- Tay, L., Ng, V., Kuykendall, L., & Diener, E. (2014). Demographic factors and worker well-being: An empirical review using representative data

- from the United States and across the world. *The role of demographics in occupational stress and well-being*, 235-283. <https://doi.org/10.1108/S1479-355520140000012007>
- Teo, S., Bentley, T., Nguyen, D. T., Blackwood, K., & Catley, B. (2022). Inclusive leadership, matured age HRM practices, and older worker well-being. *Asia Pacific Journal of Human Resources*. <https://doi.org/10.1111/1744-7941.12304>
- Terry, P. E. (2024). Research findings journalists cannot resist: A tale of three mental health and well-being studies. *American Journal of Health Promotion*, 38, 459–463. <https://doi.org/10.1177/08901171241232248>
- Villarosa, J. B., & Ganotice, F. A. (2018). Construct validation of Ryff's psychological well-being scale: Evidence from Filipino teachers in the Philippines. *Philippine Journal of Psychology*. <http://www.philjol.info/index.php/PJP>
- Xu, Q. J., Yunlu, D. G., & Kim, S. (2021). An examination of mediating processes of work and nonwork support for employee development. *Human Resource Development Quarterly*. <https://doi.org/10.1002/HRDQ.21424>
- Zakhem, N. B., Farmanesh, P., Zargar, P., & Kassar, A. (2022). Well-being during a pandemic: An empirical research examining autonomy, work-family conflict and informational support among SME employees. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.890265>

Additional Author's Information:

MARY EDILLIS O. MOLEÑO
edhzmoleno@gmail.com
<http://orcid.org/0009-0001-5181-6021>

ARACELI C. DOROMAL
jguevarra6@gmail.com
<https://orcid.org/0000-0002-6581-2590>