

# Employee Engagement, Psychological Well-being, and Work Stress among Non-Teaching Personnel During Covid-19 Pandemic

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## Abstract

The emergence of the pandemic, specifically COVID-19 declared a public health concern and caused several changes to the community, which led to organizations, institutions, classes, and school activities being restricted. Consequently, employees and workers may or may not be able to adjust and cope with the sudden change of work environment – from the traditional office set-up to working from their own homes, many of them may have experienced stress, low levels of psychological well-being, and engagement towards their work. The current study examined and addressed pressing issues towards non-teaching personnel experienced during the transition from the traditional work set-up to the popular set-up of work that is from home. The study observed a quantitative descriptive method of research – questionnaire or surveys were given to both private and public sectors the demographic profile was one of its requirements before proceeding with the standardized tests used. Out of one hundred five (105) respondents, they have been seen to be vigor, dedicated, and have high levels of absorption towards the change, most of them also experience moderate to high employee engagement and moderate stress. Moreover, the research indicated that gender differences are not related to work engagement, psychological well-being, and work stress, but other factors mentioned in the demographic profile have been widely significant to the variables as it provides insight into how the organization can be sufficient to the coping, resiliency, setting of goals and boundaries that are subjected to change with the implementation of the proposed management program. Lastly, the organization included in the study must be open to change and open to the idea of responding to the proposed management program for the better of both employees and organization management. Also, some organizations may continuously follow influential and generalized guidelines in managing their employee engagement, psychological well-being, and work stress.

**keywords:** *employee engagement; psychological well-being; work stress*

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## **I. Main text**

The emergence of the Novel Corona Virus – COVID-19 was declared a public health emergency last January 2020 but was reported seen first in Wuhan, China on December 2019 as recorded by the World Health Organization (WHO). According to them, the pandemic caused several changes to the community quarantine which led to organizations, institutions, classes, and school activities being restricted, consequently, employees and workers must adjust to the sudden change of working from their homes.

Since schools have been one of the utmost affected industries where a lot of measurement has been imposed to still prioritize education, non-teaching personnel in a school setting was also assessed with their conditions regarding employee engagement, psychological well-being, and work stress where these factors have become one of the foremost primary concerns in organizations. This is because many companies have been forced to lock down, limiting their employees' access to information and resources, based on the study of Chanana & Sangeeta (2020).

Employee engagement is defined in the paper by De-La-Calle-Durán et al., (2021) as a satisfactory, fulfilling state of mind associated with work that is characterized by three concepts which include dedication, vigor, and absorption. Engagement, as opposed to a brief and specific state, refers to a more lasting and pervasive efficient-cognitive state that is not centered on a single event, object, behavior, or individual. Thus, Employee engagement is a mental state in which employees feel an emotional connection with their employer and job. They are motivated to perform their duties, and they are engaged with the company's goals and values.

Another impact of COVID-19 on the non-teaching personnel is the sudden changes in their psychological well-being, wherein, as defined by the Pade, H., et al., (2020), is a state of happiness and contentment, with low levels of distress, and overall good physical, and mental health, positive outlook, and good quality of life (QOL). Saraswati and Lie (2020), reported that people who have high psychological well-being scores remain to be happy, capable, well-supported, and content with their lives.

Lastly, the study by Francisco, E. M. (2021) said that the initial impact that contributes to the stress of the employees is the increased workload that non-teaching personnel must deal with. The fact that their responsibilities have been expanded means that they must do more things at once, which can be overwhelming for some people. Another important factor is the lack of resources and support from their colleagues. Many schools are short-staffed and understaffed because they were infected by COVID-19. This has led to an increase in absenteeism among non-

teaching personnel because they do not feel supported by their colleagues at work.

In keeping with the topic, the researcher examined the relationship existing among employee engagement, level of psychological well-being, and work stress experienced by the respondents working in public and private schools. Overall, this research may address one of the pressing issues that non-teaching personnel experienced during the transition from the traditional work setup to the online work setup or known as the work-from-home setup. Furthermore, this research may inculcate valuable insights from the quantitative responses obtained from the questionnaires. Also, the study could give a significant impact on the field of Psychology, especially, in the field of Organizational Management Psychology and Industrial/Organizational Psychology as it includes the underlying cognitive, affective, and behavioral aspects of the respondents to create more appropriate research-based teaching and learning practices.

### **OBJECTIVES OF THE STUDY**

The study explored the correlation between psychological well-being, employee engagement, and work stress towards the progress of the Stress Management Program. Specifically, it sought to describe the profile of the respondents in terms of sex, age, civil status, highest educational attainment, length of service, and department included; determined the respondents' engagement, psychological well-being, and work stress; measured if there are differences among the different factors of the study when grouped according to their profile; tested possible relationships among the three variables and proposed a stress management program to promote overall well-being by giving employers and workers with a mechanism to reduce and prevent stress in the workplace.

### **LITERATURE REVIEW**

#### **Employee Engagement**

Employee engagement is defined in the study of EPRA International Journal of Economics, Business and Management Studies. (2019c) as an employee's physical, emotional, intellectual, and cognitive well-being and commitment to the organization's vision and mission to meet predetermined goals and objectives. While according to the study of Tao, W. et al., (2022), two definitions have been provided to describe employee engagement. The first kind of definition considers employee engagement as a complicated matter with lots of factors, meaning that it includes

cognition (thinking), emotions (feeling), and behaviors (doing). The second kind of definition considers employee engagement as a complete construct, which means that it defines only one thing—an optimistic mind state, a dedication in willingness, and the contrary of burnout. According to Memon, M. A. (2019) the term employee engagement encompasses a range of positive attitudes toward the organization, including satisfaction with managers, communication, and resources; Worker's engagement and mental well-being are therefore related to different variables such as civic behavior, high achievement levels, and personal well-being. In conclusion, engagement between the two variables enables strategies between the job and engagement could help examine performance outcomes.

Engagement of workers is being used in this research which pertains to employees' work engagement. This variable, as defined by Kaur, P. (2020) is the emotional commitment an employee has to the organization and its goals. This simply suggests how much an employee is committed to helping their organization achieve its goals which are demonstrated by how employees think, feel, and act towards their organization, their work, and their team. In addition, according to Van Den Heuvel, M. et al., (2020), Engaged workers are enthusiastic and productively connected to their work activities and believe they can handle the responsibilities of their position. According to Chanana et al., & Sangeeta (2020), engagement is a satisfying, enthusiastic mind state that is related to one's job that is noticeable by the worker's devotion, absorption, and energy as well as a more experienced affective-cognitive state that is not centered on one thing, event, person, or activity. Employee engagement described by Sungmala, N., & Verawat, A. (2021). expounds that employee engagement is satisfaction and involvement as well as your work energy. For Cenkci, A. T. et al., (2020) employee engagement refers to having a state of mind which is positive and motivational that lasts long.

Employee engagement is essential for a company's financial health and improves productivity and human resource health according to Prasad, K., & Mangipudi, M. R. (2021) Additionally, they said that organizations use a variety of methods to achieve optimal employee engagement strategies such as incentives, promotions, training, and team-building techniques. Prasad et al. (2020) reported in their study on gamification that they used game mechanics in non-gaming situations, contexts, interesting and challenging employees to engage emotionally, physically, and mentally, intellectually to increase productivity. According to their study, the main concerns for remote working are peer and employee trust, as well as other challenges such as shifting time zones, home distractions, working too much, bad habits, and so on. Ha, N. N. (2021) assessed workplace isolation among telecommuters in a study involving a US

customer service organization. Emerson's social exchange theory was used by several researchers to study remote working and workplace isolation. This helped businesses develop effective management strategies for remote workers. According to Neill, M. S., & Bowen, S. A. (2021) Technology and supervisor access are directly correlated, and the higher the level of employee communication, the better the problems of remote workers are solved. Prasad and others, (2020) discussed motivational exercises, behavioral modification, and gamification as methods for engaging workers. According to Saks, A.M. (2019), the organization's pay structure and other resources have a direct impact on employee engagement. To have high employee engagement, workers must be physically and emotionally absorbed. Representative commitment requires the accessibility of actual assets to fulfill a worker's work needs, as well as hierarchical help in view of the investigation by Tang, Y. et al., (2019).

Saks (2019) emphasized a strong and positive correlation between work engagement and organizational commitment, although their antecedents differ in many ways. He proceeded to say that a representative's mental prosperity is a significant figure rousing them. Several studies have found that better employee engagement leads to higher productivity and profits in areas such as the loyalty of the customers, business, growth, and profitability. Many studies resulted in studies that when regarding employee engagement, workers tend to express themselves cognitively, emotionally, and physically when it comes to their role performances; as seen in Khan's model and tested by Chua, J., & Ayoko, O. B. (2021) results showed that there are some factors including safety, meaningfulness, and availability of psychological condition are positively related with worker's engagement.

According to Chanana, N., & Sangeeta. (2020) who cited the study of Patro, to be able to improve employee engagement's effective purpose, every individual should remember the six C's – confidence, clarity, convey, credibility, connect, and career. Employees who tend to have more energy about their work increase productivity at work, which in turn increases customer satisfaction and profits. Communication and self-assurance between organizations and employees are also crucial. According to the research conducted by Hota, P. (2022) his collaboration between the business and the employee is necessary because both can perform at their best. Belief, dependability, commitment, and open lines of communication between an organization and its members are the foundations of employee engagement. By enhancing employee decision-making, employee commitment, and senior leadership transparency, organizations can boost engagement in the job. The level of enthusiasm of such workers and their dedication to their job is known as employee engagement. Based on Marikyan, et al., (2022), employee engagement

is a strategic way to increase the likelihood of a business becoming successful by growing individual and organizational effectiveness, employee well-being, and productivity.

As of now, research on representative commitment results fundamentally centered around two viewpoints - individual execution and hierarchical execution, among which, shows a relationship that is considered positive. The relationship that the employer and his employees have is aligned on norms of reciprocity, according to social exchange theory; Alfes and co. According to Mihalache, M., & Mihalache, O. R. (2021), employees tend to respond with more effort on behalf of the employer in the form of greater commitment when they feel that their bosses treat them well and value them. Employee engagement is connected to intrinsic motivation, which has positive effects. An unsustainable extrinsic reward system where employees are only motivated to work because of cash incentives or because they fear being jobless would be avoided by focusing on developing employees' intrinsic motivation. According to Kolomitro, et al., (2019) these could be the root causes of employee burnout and disengagement.

Moreover, as employee engagement is central to our work existence, Hostensky, et al., (2022) argued that people's lives are marked by work as a source of well-being, malaise, blessing, emancipation and alienation, success, or failure. However, if an employee has a well-off balanced engagement, communication, and stress levels such activities and procedures would override work stress-related problems. The correlation between employee engagement and social exchange framework can be signaled by employees who may have implicit psychological contact with well-being, thus, the management of the institutions would call for care for its employees, it can be argued that if employees perceive that the organization invests in them and provides them with a safe work environment, employees will reciprocate more of their resources into their job performance, hence, greater work and employee engagement happen. Employee engagement is often evident when the employee enjoys independence while making decisions without consulting much with the superiors, this experience enables communication and socialization, therefore, commitment is a sign that the employee trusts the values of the organization and therefore wants to contribute to the achievement of the goals and mission. Zaitouni, M., et al., (2022) showed through empirical findings that meaningful engagement improves psychological well-being while reducing despair, anxiety, and hostility. The structure of employee engagement influences and can influence psychological well-being because it is associated with adaptation and self-actualization. According to De Oliveira, et al., (2020) research, an engaging job environment fosters a leader-employee relationship marked by confidence, appreciation, and trust to achieve psychological well-being (2022).

In the local context, Corona Virus Disease 2019 COVID-19 has an effect which forced the way for institutions such as schools to declare and suspend a public health emergency, according to Savic D. (2020) survey, work-from-home employees, teaching and non-teaching personnel defined by four fundamental characteristics: an individual who is an employee of a company or a member of the staff of an organization, actual work engagement with a physical or organization specific task, work performed outside the company's premises, and electronic communication with the employer Felstead A and Henseke G (2017), discovered that employees who work from home tend to have a more balanced. Moreover, claimed by Purwanto et al. (2020), noted that those who work from home may lose their motivation. According to Parilla et al. (2022), employees should be pleased that their organizations have allowed them to work from home during the crisis, it demonstrates that their employers care about their well-being and are prepared to give extended help to their employees, which will promote long-term growth. The day-by-day demand of the COVID-19 crisis has intensified for all employees across the globe; they end up in a situation wherein they must face complex roles as an employee, family members, sons, or daughters to their parents, and such. Another thing, the new work-from-home setup used digital platforms, which these employees would need to adapt and learn to use in a matter of time, as stated in the study of Karl, K. et al., (2021).

Boonsiritomachai, W., & Sud-On, P. (2021) from the diverse views and understanding of employee engagement, the meaning of engagement in the Philippine setting evolves within conceptual elements: attachment, discretionary effort, motivation, and goal achievement. The study found that laborer engagement is about more than just providing what the association necessities, it manifests itself evidently through attendance in recognized activities. Engaged employees are apprehensive of the bounds of managerial duty and have been shown to volunteer their expertise. Similarly, inspection and arguments supported by factual evidence follow - employee engagement is placed on three mental states: job significance, emotional content, and job security. Bañas, J. L. P. (2022) stated that if employee engagement is prioritized, hence empowered management and organizational style would enable employees to practice autonomy and control their jobs which would be beneficial to both organizations and themselves; increasing their capacity as an individual will improve their well-being. Amethyst Joanne L. Besagas, & Stella Karen M. Branzuela. (2023) through the mediating roles of psychological well-being and employee engagement, perceived work performance increases to a greater degree, it is also discovered that collaborative capacity has a significant effect on employee engagement. Moreover, Dayrit & Lacap (2020), in an organization's employee engagement level, is important and does affect productivity, Therefore, organizations should consider factors that can affect employee

engagement, job stress, and mental well-being.

Furthermore, Afram, J. et al., (2022) the correlation between employee engagement and organizational practices results in a correlation with its regression analysis, therefore, there is a significant relationship between both variables. The same research conducted by Bongcayat and Guhao (2020) attributed that non-teaching personnel's adoption of new ideas and suggestions, tolerance and ambiguity, involvement in activities, open communication within work and group, and influence of decision-making process shows a strong connection with personnel's engagement. Abun et al., (2022), show a correlation that to attain engagement of workers, employees should be treated fairly. Similarly, Abun, et al., (2021) urges that failure to improve the organizational climate such as clarity, standards, responsibility, flexibility, rewards, recognition, and team commitment can diminish the employees' work engagement, as an outcome, failing to achieve company goals, low productivity and quality of rendered service will be greatly affected.

Engagement when it comes to employees is widely affected by the type of leadership possessed by the employer, such that Lacap (2019) described that dramatically changing leadership has a significant impact on employee engagement, and the positive relationship decreases the possibility of employees leaving work and retaining their positions within the organization. Jalil, N. et al., (2023) said that work-life balance can affect mental health hence, programs to improve and promote overall well-being are made to help decrease or reduce work stress in the workplace while improving relationships among employees. Generally, there may be large differences in individual performance between those who telecommute a lot and those who telecommute infrequently, which is likely to affect the results of this practice, in the Philippines, remote working during the outbreak of COVID-19; Moreover, Wang, B. et al., (2021) said that remote working has been mandatory rather than compulsory, hence, the discretion design work – content, organization of tasks, activities, relationships, and responsibilities has been widely affected. Furthermore, similar research has been recorded by Remus et al. (2020) identified a range of motivational, knowledge, social, and physical work characteristics as predicting desirable employee outcomes (e.g. better performance and well-being, positive psychological tests, job satisfaction, etc. Chadee et al., (2021) reflects that being forced into the transition from a traditional workforce to a work-from-home arrangement brings novel experiences, employees' productivity and engagement may decrease due to lack of productivity and lack of technological capabilities to report to work, subsequently, as per Caringal-Go et al., (2021), Filipinos are highly relational they opt to share the opportunities of

both personal experiences and work; hence, employees' work-life balance and psychological well-being may decrease due to the mix-up of thoughts during the work-from-home set-up. To sum up, the decision to deprioritize work because of discrepancies in employee engagement, work-life balance, work stress, and psychological well-being will result in negative impacts as proven by Liu et al. (2020).

### **Psychological Well-Being**

According to Greenier et al (2021), Psychological well-being is an individual's life quality and the state of being satisfied. Several variables have been linked to psychological well-being (PWB): optimism predicts higher well-being when mediated by a sense of self-control; self-esteem predicts higher scores on autonomy, environmental mastery, and purpose in life than unstable self-esteem; and emotional regulation strategies predict well-being as a positive predictor, whereas suppression predicts well-being as a negative predictor. According to Krok & Telka (2019), PWB has been recognized as an individual's life management and the satisfaction of psychological needs, both of which contribute to a higher PWB score. On the other hand, Widha et al. (2021) said that PWB is an individual's evaluation of events/situations they experience, human welfare is not only the aspect of pleasure, but it is more complex with regards to the functioning of the individual. Furthermore, Trainor, L. R., & Bundon, A. (2020) state that PWB is the ability to face challenges too and struggle to function oneself to fully realize unique talents.

Individuals' jobs have been concentrated as variables adding to sorrow and actual side effects, yet restricted research has inspected what work means for positive parts of human working; work and mental prosperity were found to contrast contingent upon whether work is paid or neglected hence, Based on Lastad et al. (2021), PWB Was Found to Contribute to Career Aspirations and Life Purpose while they are on the pandemic, workers were faced with different scenarios – losing their jobs, faced with financial challenges, others being required to work on location to maintain their jobs and the consequences and risks of their exposure to the virus, the safety and stableness of their well-being were decreasing, the link between well-being and situation of workers were significant according to Petts et al. (2021). In the same way, a present study by Hatun, O., & Kurtça, T. T. (2022). According to the findings, COVID-19-related stress had a direct negative impact on life satisfaction and psychological well-being; Stress can have negative effects on psychological well-being and life satisfaction. According to Labrague (2021), workers' higher levels of stress and lower levels of resilience were linked to lower levels of psychological well-being.

As guided by Wang et al. (2021) well-being is conceptualized in terms of three comprehensive processes:

communication (clear information, sharing of feelings, cooperative and survival-based problem solving), organization (adaptability, connectedness, access to social and economic resources), and belief systems (meaning-making, hope, and spirituality). PWB in workers, specifically non-teaching personnel, there is still no agreed standard for evaluating employee well-being Hassan, M. U. (2023) in other words, employee engagement is much connected to employee performance and well-being, thus, it necessarily increases the well-being awareness perceived by employees to improve their performances and engagement (Yu et al., 2021). Moreover, Social research has found that it is related to several employee results, such as commitment to the organization (Olafsen, et al., 2020) mental well-being (Issa, H. 2021), sense of belongingness (Salanova et al., 2021), and work engagement Chanana, N., & Sangeeta. (2020); therefore, outcomes of employee psychological well-being will specifically be symmetrical to the variables mentioned. Jo et al., (2020) suggested that employee's mutual relationship with the organization serves as a basis for employee's mental health as organizations provide the most relevant resources for work stress, relatively, according to the social exchange theory, when employees are being safe and stable with their organization favorable and consequently, the employees tend to voluntarily repay the organization by investing in their resources and deliver quality performance in work (Salanova et al., 2021).

Pancheva et al. (2021) expressed that happiness was not the key message and that happiness can be a result of a good life. Psychological well-being includes definite relationships with people, autonomy, environmental domination, personal development, life purpose, and self-acceptance – as a multi-dimensional structure towards the life attitudes of individuals rather than a plain mixture of positive and negative life satisfaction and emotions. Ozavci et al. (2022) determined that those employees who are working in a well-reviewed company or institution and have a higher position tend to have a positive relationship between life satisfaction and psychological well-being. According to De La Rosa, A. et al., (2022) during the COVID-19 pandemic, susceptible to lower scores of psychological well-being were closely related to women rather than males – psychological impact for women reports of poor health status, unnecessary worry, concern for family members and higher levels of anxiety, depression, and stress. In a similar study by De Los Santos, J. a. A., & Labrague, L. J. (2021), results revealed from their research that women show average to high fear of the virus brought by COVID-19 and that female gender has a relationship to the fright of the virus, which makes their well-being poorer and decreasing.

PWB during the pandemic in the Philippines brought a lack of social interaction to individuals resulting in

long-term distress and a decline in their emotional state and well-being (Buenaventura A. M. & Gatchalian M.D., 2023). Subsequently, Armengol & Ledesma (2019) The impact of PWB on Filipino citizens amid the COVID-19 pandemic caused stress which later turned into anxiety and depression, the researchers see how the psychological effects of poor PWB would affect their life expectancy and purpose in life. Also, Camitan, D. S., & Bajin, L. N. (2021) identified in their research the elements of well-being that are necessary but not enough for individuals whose PWB has decreased over the pandemic; specifically – positive emotions, meaning, and accomplishment. They found that positive emotions such as passion, delight, and contentment help people find meaning in their daily lives and are essential for psychological well-being. Malolos et al. (2021) Many educational programs have already documented the impact of factory closures and pandemics on workers, but how the strategies to implement them also contribute to their mental health and well-being. No studies have examined whether the mental health status of already sick Filipinos has been exacerbated by the pandemic and the government's lack of good mental health policies. Otherwise, employees will not only receive psychological and emotional support but also support for their mental health. then the measures to preserve and maintain the PWB and employment of such employees during the pandemic would be smooth and effective (De los Santos & Labrague, 2021). Also, Nimako B. P., & Basatan T., (2022) stated that if a person has a high level of stress, which significantly affects his psychological well-being will decrease, hence, social support and psychological adjustment would be required for acculturation.

The Psychological well-being of employees as addressed by Arbiol, J. et al., (2022) PWB would vary from the type of personnel type an individual is involved with a company, hence, the mean of people who is in the field of non-teaching job is significantly higher than the those working in the administration and teaching field regarding company engagement, communication, and leadership. In relation to that, non-teaching personnel think that they are more likely could adapt to their work in changing environment and can do their respective job even though there is a pandemic. As an outcome, they gain high scores of well-being as they report they are capable, feeling happy, well-supported, and satisfied with their own lives. The Department of Education (DepEd) through Mental Health and Psychosocial Support Services (MHPSS) conducted sessions for non-teaching personnel about recognizing their PWB and to be able to learn more about normalizing feelings, recognizing common and extreme stress reactions, identifying, and expressing needs also, as to practice positive coping strategies (Fontanos et al., 2020). In a study presented by Leonardo O. Munalim, & Cecilia F. Genuino. (2021) non-teaching employees have shown a higher level of motivation and PWB, they are believed to provide entirely to their emotional fulfillment, professional, and even personal as part

of their workplace in the school. Similarly, Arias, L., & Parameswaran, G. (2021) shared five (5) pillars that would help non-teaching personnel establish such as emotional well-being, inner drive, future focus, relationships, and physical health – such pillars are interlinked and have their building blocks whereas non-teaching jobs need to know certain areas that they could do well, and those areas needed for enhancement.

Overall, non-teaching personnel must address the lacking factor between the skills that are required, their current knowledge, their different conditions, and their psychological well-being. Every employee who can identify the five pillars, work-life balance, high scores for PWB, and motivation could promote a high level of job performance and deliver quality service to their assigned positions and companies McCallum, F. (2020).

### **Work Stress**

Work stress or occupational stress as defined by Queirós, et al., (2020) can be harmful when happen to someone who does their job, but it does not match their resources, skills, and needs. In similar research, consequences of work stress are directly correlated to employees' health state and coping with stressful events. Nikolaidis et al. (2021), added that the harmful effects of work stress on physical well-being and a worker's health show that among the principal consequences are higher risks for diseases, psychological disorders, sleep disturbances, lack of concentration, depression, and anxiety. Relatively, workers that are not capable of coping with stressful situations might face a variety of negative effects in their physical, psychological, or behavioral states. Furthermore, stress in general is viewed and experienced differently ranging from pleasant to unpleasant by people.

Work stress is produced from a lack of regard for physiological, psychological, and social comforts from the equipment and instruments used in work relationships, and other considerations found within the working environment. Chirico, F. et al., (2021) found that low levels of stress, high levels of psychological well-being, and the work satisfaction of older and younger employees plays a central role in delivering the important outcomes associated with the success of their careers. On the other hand, older employees may be more likely to overcome stressful situations than younger employees. Thus, employees may argue about their job satisfaction and relationships with others, as well as the state of their psychological well-being in the workplace, stress, workload, control at work, and home-work balance conditions during the pandemic. In the same study, work-related tasks that potentially impact the stress levels of employees in middle-aged years (30 to 50 years old) reported high-stress levels. Also, a study conducted by Kuo et al. (2020) reported that work stress decreases employees' occupation functions, satisfaction, and

self-motivation.

As we anticipated the COVID-19 pandemic delivered various stress to individuals – producing an increase in anxiety and psychological distress. According to Gamonal-Limcaoco et al. (2022), there are three ways to examine and navigate the changes in the integration of stress – theory of mind, emotion regulation, and memory of past experiences. To examine, employees amidst the pandemic were required to work from their homes to reduce getting infected and to deliver work processes still even without going to their offices, hence, Garcia-Rosales-Asensio, E.,(2020) the traditional system of workforces in virtual organizations has increased employees’ stress. Moreover, it has been seen through a series of research that higher work stress is evident among females while male workers exhibit a lower score of stress (Haque & Yamoah, 2021). Low occupational stress and the workplace’s high levels of support may help in the growth of organizational commitment, resulting in the relationship between organizational commitment and the work stress of workers Liao, H., et al., (2022).

Since the employees or personnel have different reactions towards their emotional and interpersonal work pressure and psychological well-being scores, failure to effectively control this pressure will eventually produce significant results in physical, mental, emotional, physiological, and psychological. When examining work stress, sets of demands must be identified and allowed – occupational and work, home-based or family, and individually generated or internally imposed, hence, when an employee has a problematic area with high-strain jobs, then, they have low control. Generally, an employee who experiences work stress must resolve issues concerning constructive and functional aspects. As mentioned above, in remote work, many employees may have trouble performing work because it is due to their psychosocial stress Schreibauer, E. C., et al., (2020) Simultaneously, the adjustment of the work environment and hardships connected with contact with collaborators make an inclination that the recently utilized work procedures are insufficient and force the need to try different things with new methodologies, which likewise makes it challenging to perform work. Moreover, since the home climate isn't intended for proficient work, it causes many bothers: particularly the requirement for fast contact with associates, yet in addition to working circumstances, the speed of web associations, and the state of hardware, all of which cause pressure (Senanayake , 2021).

Ching (2022) Dedicated workers who are contented with their job will develop and produce a high level of performance. IF employees’ well-being and stressors are being handled within the organization, then quality performance in optimal time and growing interests will be seen. In a local study, Babore, A., et al., (2020) noted that

stress levels had no significant differences with its demographic profile (age, sex, academic rank, length of service, and field); however, Wang, C., et al., (2021) reported moderate levels of stress are related to school's policies and management practices within the organization. Similarly, Cavalcanti, H. G., et al., (2021) revealed a significant difference in the stress level for personnel level but no significant differences in demographic profiles, but beliefs and practices were affected by the scores. Tan (2017) revealed in his research that younger faculty members experience more work stress as they face challenges of balancing their personal and professional commitments, although stress levels may also differ from the term and school year assessed, as workload and job expectancy change over time.

Work-life balance has been found efficient to have an impact on employees in terms of recruitment, retention/turnover, commitment, and satisfaction, reduce absenteeism, work stress levels, work-life conflict, and accident rates; and increased productivity (Sutarto et al., 2022). Ohunakin, F., et al., (2019) suggested that prioritizing the workers' needs will reduce and decrease high levels of stress employees; Sharkey, J. (2019) also concluded that there is a need to pay attention to the work-life balance, psychological well-being, and engagement of its workforce. Esguerra (2020) attested that employees who are in the contractual phase of their employment status have no other choice but to accept loads of workload as compared to older employees who have permanent status; hence, they feel more work stress. In addition, such results can be differentiated due to the reason that older employees are doing their work for a few years already, and they are familiar with routine tasks.

Prasetyo, R., et al., (2021) found a link between stress and job satisfaction. Workers with better experiences are most likely to be happy and satisfied with their jobs, while those with bad experiences are most likely to have work stress and job burnout. Blanco, J., et al., (2021) employees are having a hard time dealing with the new standard set-up during the pandemic situation, if employees are satisfied with their work, they score less on work stress and burnout. To the extent that Songcog & Guhao, Jr. (2020) Work involvement has become a basic role in organizational efficiency in a competitive operating setting where organizations need to be proactive to compete efficiently. Organizations prefer to hire faithful and dedicated staff because they will devote their complete capacity to operate, otherwise, employees in this state will feel work stress. Subsequently, if non-teaching personnel are working in lower-level positions in an institution; there will be less stress compared to those with higher positions Pastor, C. K., et al., (2021).

In other contexts, work stress in the workplace is as follows: work demand, control, support, role, change,

and relationship (Segbenya & Hagsu, 2022). As supported by Tambe (2019) who also found that stressors such as role conflict and role ambiguity are negatively correlated to work engagement. In the Philippines, stress levels of employees, in general, are due to several aspects which may include economic factors, such as inadequate salary compensation and high cost of living Hundani, M. J., & Toquero, C. M. D. (2021) Work stress is also related to employee engagement, if one has high-stress levels then the relationship will be affected Rasool, S. F., et al., (2021). Workplace stress and depression go together as they should be treated properly to maintain a productive workplace, most of the time, the stress in the workplace should be managed using management practices and stress management programs Pastor, C. K., et al., (2021) To sum it up, employees from the non-teaching personnel keep a happy atmosphere in their workplaces, in that way, they can reduce work stress within their capacity (Francisco, E.M., et al., 2021).

## **METHODS**

### **Research Design**

The researcher utilized a correlational research design which was used to gather the needed information from the variables under study. For Manoppo, V. C., et al., (2017) the descriptive method of the use of quantitative data and specific statistical procedures to answer different questions like "how much," "who", "where," "what", and "why" are all part of the research, which entails quantifying and analyzing variables to produce results. Additionally, numerical data can be imposed to explain a problem or phenomenon using a descriptive research design. According to Siedlecki, S. L. (2020) descriptive studies examine a population's characteristics; determine the issues that are prevalent within a group, an organization, or a population; or on the other hand, check out varieties of qualities or practices between establishments.

Furthermore, descriptive studies are valuable in providing facts because it brings essential information about the nature of things, people, events, or phenomena, such as interviewing, observing, filling out test questionnaires, and many more. For large amounts of standardized numerical data that can be coded and statistically analyzed, the research method typically uses formalized data collection procedures.

### **Participants**

From the total population of non-teaching personnel from an educational institution, eighty-nine (89) employees were selected from various departments found in College departments mainly – the Office of the President,

Office of the Executive Vice President, Human Resource Department, Accounting Department, Registrar's Office, Clinic, Principal's Office, Office of Student Affairs, Learning Resource Center, Supplies and Procurement Office, General Services Department, Information and Technology Department, Security, Diliman College, and Mindanao Avenue College, and the 16 participants were from the public school with total respondents of One hundred five (105). The respondents were chosen through a stratified random sampling technique – which is used to give a more precise metric to represent the overall population. With this, the researcher came up with appropriate sample stratification for each department.

### Measures

**Utrecht Work Engagement Scale-9 (UWES-9).** The standard instrument for assessing an employee's level of work-related engagement was this one. Work engagement can be classified and arranged specifically by dedication, absorption, and vigor. It is a work-related state of satisfaction that can be measured by the Utrecht Work Engagement Scale-9 (Schaufeli, Bakker, & Salanova, 2006). Information was gathered in 10 distinct nations (N = 14,521), and results showed that the first 17-thing Utrecht Work Commitment Scale (UWES) can be abbreviated to 9 things (UWES-9). Confirmatory factor analysis showed that the UWES-9 has good factorial validity, and the other three scores on the scale have test-retest reliability and good internal consistency. In addition, the data best suited a two-factor model with a lower Burnout factor (which includes exhaustion and cynicism) and a higher Engagement factor which includes the different indicators. These findings demonstrate that work engagement can be viewed as a beneficial alternative to burnout.

By summing the scores on the scale and then dividing the sum by the number of items on each subscale, we can calculate the mean scale score for the three UWES subscales. The procedure for the total score is identical. Thus, the UWES yields three subscales: energy (VI), commitment (DE), and ingestion (Stomach muscle). All things are scored on a seven-point recurrence rating scale going from 0 (never) to 6 scores. (Kindly see Index C for the full duplicate of the test).

The study of Serrano et al. (2019) sought to examine the psychometric properties of the UWES-9 using structural equation modeling analysis. The sample consisted of 671 employees from various companies in the United Arab Emirates who had been working at their company for more than one year. Results indicated that the instrument had good internal consistency reliability coefficients across all four dimensions of work engagement: vigor ( $\alpha = 0.78$ ),

dedication ( $\alpha = 0.82$ ), absorption ( $\alpha = 0.94$ ), and meaningfulness ( $\alpha = 0.88$ ). Additionally, significant relationships were seen in each variable.

**Index of Psychological Well-being at Work (IPAW).** The index of psychological well-being at work consists of an 80-item scale with five factors including Interpersonal Fit at work, thriving at work, the feeling of competency at work, perceived recognition at work, and desire for involvement at work. The IPAW is an instrument that can be considered a self-report that measures psychological well-being at work. It used Confirmatory factor analysis (CFA) to determine whether the subscales of IPAW had a single underlying factor and whether the subscales were correlated with each other. It also tested whether these subscales differed in whether they were affected by job satisfaction, organizational commitment, and job involvement. The test demonstrated good reliability and validity; Cronbach's alphas ranged from 0.81 to 0.90. The scale showed strong construct validity for cross-cultural comparisons; however, more research is required with larger sample sizes. Correction Key Interpersonal Fit at Work: Items 1, 6, 11, 16, 21 Thriving at Work: Items 2, 7, 12, 17, 22 Feeling of Competency at Work: Items 3, 8, 13, 18, 23 Perceived Recognition at Work: Items 4, 9, 14, 19, 24 Desire for Involvement at Work: Items 5, 10, 15, 20, 25. Scores by dimension and/or total score may be used. Dimensional or total scores are obtained by averaging the scores for dimensional or total questionnaire items. (*Please see Appendix D for the full copy of the test*).

**Workplace Stress Scale.** The Workplace Stress Scale is a psychometric instrument that measures the level of stress experienced by employees in their workplace. The scale is based on the concept of stress as an individual's subjective response to any given situation and consists of four factors: work-home interference, role conflict, role ambiguity, and decision authority. Each factor is measured using a five-point Likert scale from strongly disagree to strongly agree. The Workplace Stress Scale has been shown to have high internal consistency (Cronbach's alpha coefficient of .89), which indicates that it accurately measures its intended constructs. The scale also shows good construct validity, as it correlates highly with other workplace stress scales and measures such as job satisfaction. In addition, the test-retest reliability of this instrument is high ( $r = .85$ ) according to Badu et al. (2020). The scale has good construct validity, internal consistency, and psychometric properties (Cronbach's alpha = 0.972), and it can be accurately used to measure work stress. The overall scores collected from the scale – an overall score of 15 or lower (33% of us are in this category): Chilled out and strongly calm. The stress here is not much of an issue. Total score 16 to 20 (35%): Low. Coping should be difficult, but workers probably have a tough day now and then. Still, count your blessings. Total score 21-25 (21%): Moderate stress. Some things about your job are likely to be stressful, but probably

not much more than most people experience and can cope with. Concentrate on seeing what can be done to reduce items with the worst scores. *(Please see Appendix E for the full copy of the test).*

### **Procedure**

This research started through reading the existing studies and literature about the variables of this research and eventually developed into a subject of interest – which became the basis of the title of this research. The formulated title was presented during the title proposal in the Thesis Writing 1 course of the master’s degree program of Lyceum of the Philippines University – Batangas, going further, the researcher adopted three (3) instruments from other research that was open for public utilization; to ensure ethical procedure in adopting standardized tests and instruments, the researcher asked for permission to utilize the instrument by emailing the authors of the said test. Eventually, as they responded and confirmed the ability to use and disseminate the tests, the researcher had them checked by its research adviser, statistician, and validators, followed by the dissemination of tests.

Before the data gathering procedure, the researcher sought permission to conduct a quantitative survey from the Diliman Educational Corporation (DEC) and Placido del Mundo school directors, principals, and other administrations required. Fortunately, the persons in charge duly approved to conduct of a study in the said institution. Then, the researcher will start to disseminate the survey questionnaire to eighty-nine (89) non-teaching employees in 15 different departments and sixteen (16) non-teaching personnel from Placido del Mundo Elementary School via Google Forms. Along with the instrument, informed consent was attached to inform the participants about the scope of the study and ask for their agreement to take part in the study. After collecting the scales, the responses from the respondents will be carefully recorded, tallied, tabulated, analyzed, and interpreted.

After gathering the quantitative data, with the supervision of the researchers’ adviser and statistician, the non-teaching employees who have answered and participated in the online in-depth surveys will be carefully selected from the sample who voluntarily indicated their mobile number and email address at the latter part of the questionnaire. Due to the right of the participants to be anonymous, their full names are not requested in the said Google Forms, only their demographic profiles were asked.

### **Data Analysis**

The data were analyzed using descriptive statistics for the quantitative part and to define a set of data, rank and the weighted mean will be utilized to determine the highest and lowest value towards employee engagement, work

stress, and psychological well-being. A T-test will be used to find out the significant difference when the variables are grouped according to profile. Lastly, Pearson r correlation will be used as well to identify significant relationships among the given variables.

### **Ethical Consideration**

In compliance with the research ethics, the researcher asked the instrument's authors for their consent for the utilization of tests. To perform the study, the researcher then requested authorization from the appropriate and authorized validators and submitted a letter requesting their consent. After the authorities carefully weighed the nature of the study and the instrument screening, the researcher was permitted to proceed.

An informed consent form is included before the test is administered to explain the study's purpose to the subject and guarantee that privacy and confidentiality will be upheld by research ethics and the Data Privacy Act of 2012.

Also, participants are made aware that their engagement is based upon their willingness to cooperate with the researcher. They are free to stop taking part in this study if they feel uncomfortable doing so.

The respondents must check their email accounts to access the online survey. As a result, some participants may then no longer be considered anonymous to the researcher. To ensure that the respondents' commitment to participate in this study is guaranteed, this is however explicitly stated in the informed consent.

The researcher made sure that no names or other identifiable information will be used in any publications or presentations made using the data they collected as an additional measure of anonymity. The researcher did her best to keep all the study participants' responses private.

As a result, the researcher is guided by the Philippine Psychological Association's Legal and Ethical Considerations code of ethics for research conduct.

## **RESULTS AND DISCUSSION**

**Table 1. Respondent's Demographic profile; N=106**

| <b>Profile</b> | <b>Column A (t)</b> | <b>Column B (%)</b> |
|----------------|---------------------|---------------------|
| <b>Sex</b>     | 37                  | 35.2                |

|                                       |    |      |
|---------------------------------------|----|------|
| Male                                  | 68 | 64.8 |
| Female                                |    |      |
| <b>Age</b>                            |    |      |
| Below 30 years old                    | 28 | 26.7 |
| 31-40 years old                       | 31 | 28.6 |
| More than 40 years old                | 46 | 43.8 |
| <b>Civil Status</b>                   |    |      |
| Single                                | 49 | 46.7 |
| Married                               | 53 | 50.5 |
| Widowed                               | -  | -    |
| Separated                             | 2  | 1.9  |
| Others                                | 1  | 1    |
| <b>Highest Educational Attainment</b> |    |      |
| Bachelor's Degree                     | 74 | 70.5 |
| Master's Degree                       | 16 | 15.2 |
| Doctoral (Ph.D.)                      | 1  | 1.0  |
| Others                                | 13 | 12.4 |
| <b>Length of Service</b>              |    |      |
| 1 – 5 Years                           | 41 | 39.0 |
| 6 – 10 Years                          | 23 | 21.9 |
| 11 – 20 Years                         | 24 | 22.9 |
| 21 – 30 Years                         | 13 | 12.4 |
| 30 Years and above                    | 3  | 2.9  |
| <b>Monthly Income</b>                 |    |      |
| 10,000 below                          | 8  | 4.6  |
| 11,000 – 15,000                       | 31 | 29.5 |
| 16,000 – 20,000                       | 32 | 30.5 |
| 21,000 – 25,000                       | 9  | 8.6  |
| 26,000 and above                      | 24 | 22.9 |
| <b>Type of Organization</b>           |    |      |
| Private                               | 89 | 84.8 |
| Public                                | 16 | 15.2 |

In Table 1, the demographic profile of the employees is presented in a frequency table, as seen, a total population of n=105 was asked to participate in the said study. Most of the participants were more than 40 years old f=46 with 43.8% of the population, n=30; 28.6% were 31-40 years old, and below 30 years old n=28; 26.7%. Regarding sex, most of the populations were female with n=68 and 64.8%, and the remaining were male n=37 with 35.2%.

The participants were also a mixture with regards to civil status, as follows (in largest to least) – married (53, 50.5%), single (49, 46.7%), separated (n=2, 1.69%), and others (n=1, 1.0%). On the other hand, most of the participants were graduates with bachelor's degree (n=74, 70.5%), Master's Degree (n=16, 15.2%), Doctoral (Ph.D.)

(n=1, 1.0%), and others (n=13, 12.4%). Consequently, the employee's length of service also varies from 1 to 5 years to more than 30 years in the same institution they are included until the present, but results show that the majority of the employees have only been serving the institution with 1 to 5 years (n=41, 39.0%), followed by employees with 11-20 years of service (n=24, 22.9%), 6 to 10 years (n=23, 21.9%), 21-30 years (n=13, 12.4%) and 30 years above (n=3, 2.9%).

Although participants of the said research may vary in employee engagement, psychological well-being, and work stress, as they are from different types of organizations, n=89 were from the Private Sector which results in 84.9%, and n=16 were from the public sector with 15.2%. Also, some of them receive different monthly income, as stated, most of them receive 16,000-20,000 pesos a month (n=32, 30.5%); 11,000-15,000 (n=31, 29.5%); 26,000-above (n=24, 22.9%); 21,000-25,000 (n=9, 8.6%) and 10,000-below (n=8, 7.6%).

**Table 2. Respondent's Work Engagement; n=105**

| Subscales                      | Mean of scores | Rank | Intepretation  |
|--------------------------------|----------------|------|----------------|
| Vigor                          | 4.54           | 1    | Average        |
| Dedication                     | 4.00           | 3    | Average        |
| Absorption                     | 4.23           | 2    | Average        |
| <b>Overall Work Engagement</b> | 4.25           |      | <b>Average</b> |

Table 2 comprises the respondents' work engagement subscales which are the following: dedication, vigor, absorption, and overall work engagement. Consequently, all the subscales have been found interrelated with Work Engagement as they are all in the "average" interpretation. This means that the respondents' vigor, dedication, and absorption fall in the middle. They are chilled and not over-engaged with their work, nor have no engagement at all. In vigor with a 4.54 mean, the respondents have an average level of enthusiasm and mental resilience while doing the job, have enough willingness to pursue their work, and are persistent to face difficulties in work. Moreover, dedication with a mean of 4.00 which is stated as "average" means that it allows employees to have an average concentration and focus in doing their respective work, having enough effective and energetic relationships with their co-employees and members of the organization. In addition, absorption with mean=4.23 is also on average. This means that they have an average concentration on work, tasks, and related activities – they are powered by intrinsic motivation. Lastly, overall work engagement with mean=4.25; average – all three elements of work engagement mentioned in this section of the table are all aspects associated with work engagement and employee engagement, all three have been proven to

be having an aim effect on employee engagement within an organization. Whereas there is a positive relationship between the subscales and the overall work engagement of the employees. In relation to the study of Syafril, E. S. (2022) where they also explore the correlation between these subscales and work engagement, it came out with results in a high work engagement in the institution with the public sector and also shows a positive relationship within the subscales and work engagement.

**Table 3. Respondent's Psychological Well-being at Work; n=105**

| Subscales                     | Mean of scores | Rank |
|-------------------------------|----------------|------|
| Interpersonal Fit at Work     | 4.38           | 1    |
| Thriving at Work              | 4.44           | 2    |
| Feeling of Competency at Work | 4.23           | 4    |
| Perceived Recognition at Work | 4.18           | 5    |
| Desire for Involvement        | 4.26           | 3    |

Table 3 represents the respondents' psychological well-being (PWB) at work, with a total of n=105 respondents, a variety of them answered different dimensions which they think are significant for psychological well-being in an organization. The ranking of dimensions is as follows – Interpersonal Fit at work (mean=4.38), Thriving at work (mean=4.34), Overall well-being (mean=4.28), desire for involvement (mean=4.26), feeling competency at work (mean=4.23) and perceived recognition at work (mean=4.18).

All the subscales' mean falls under the interpretation of neither agree nor disagree. This just means that most of the employees neither agree nor disagree that these sub-scales have a relationship to the psychological well-being of non-teaching employees at work. Therefore, has moderate psychological well-being at work.

This means that individuals having strong working relationships together with other employees in the same organization, it is believed to be true that employees who have a strong relationship with other employees ought to share a special bond and perform their best. Liu et al (2021) discussed; 'thriving at work' as having an increased positive psychological state, a sense of vitality, and a learning – continuum. In addition, employees who are in the state of thriving at work are more likely to acquire continuous growth and self-development and promote organizational efficiency and prosperity (Yang, Y., & Li, X. (2021).

Well-being has no definite single definition, but there is a general agreement that overall well-being includes the presence of positive emotions and moods, the absence of negative emotions, satisfaction with life, fulfillment, and

positive functioning Ruggieri, K., et al., (2020). Furthermore, the desire for involvement includes both overall well-being and interpersonal relationship, since the employee is energized, happy, and has strong interpersonal relationships; the urge to do more with his/her workmates will smoothly flow since a sense of fulfillment will be experienced.

According to Fotiadis et al. (2019), results from the study show that psychological autonomy positively affects psychological well-being, work-life balance, and psychological competence. Moreover, psychological relatedness negatively affects both psychological well-being and work-life balance if psychological competence is at the range. The last dimension and lowest in the ranking are the recognition that employees receive at work, in accordance with Xi, Z., (2021) to recognize recognition from employees there are still factors to consider because if an employee will be recognized at work it just means that there has been a consequence done to receive an award (e.g. extra workload). The importance of promoting employee recognition policies in an organization not only affects the well-being but also improves the psychological well-being of the employees.

**Table 4. Respondent's Work Stress; n=105**

| Scale       | Mean of scores | Interpretation |
|-------------|----------------|----------------|
| Work Stress | 22.10          | Moderate       |

*Legend: lower than 15 (Relatively calm), 16 – 20 (low), 21 – 25 (moderate stress)*

Table 4 shows the interpretation for work stress with a mean of 22.10 which concludes that employees are experiencing 'moderate stress' at work. Sariwulan et al. (2019) defines it as a necessary variable to be considered in every institution, especially companies with many employees. The stressful conditions of personnel in the workplace tend to determine commitment to the company and the productivity of the organization. This is due to pressure, stress, undesirable disruptions in the work setting, or an imbalance between the amount of work and the individual's ability to accomplish it. It also shows that work stress is directly significant with leadership style, level of job income, and job satisfaction. In relation, Badu et al. (2020) work with the same study where They measure job stress and employee resilience using the same measure used in this study, the Workplace Stress Scale. Their survey found that respondents experienced moderate to high levels of stress, which impacted employee resilience.

**Table 5. The difference in the Respondents' Work Engagement when Compared according to Profile; n=105**

|                      | Vigor        |         | Dedication |         | Absorption   |         | Overall Work Engagement |         |
|----------------------|--------------|---------|------------|---------|--------------|---------|-------------------------|---------|
|                      | t/f          | p-value | t/f        | p-value | t/f          | p-value | t/f                     | p-value |
| Sex                  | 1.183        | .240    | .269       | .789    | .497         | .621    | .555                    | .580    |
| Age                  | 1.368        | .259    | .834       | .437    | .514         | .600    | .721                    | .489    |
| Civil Status         | .495         | .687    | 2.325      | .079    | .808         | .492    | 1.003                   | .395    |
| Highest Educ. Att    | .858         | .466    | 2.397      | .073    | .365         | .778    | 1.137                   | .338    |
| Length of Service    | <b>3.260</b> | .015    | 1.990      | .102    | <b>3.009</b> | .022    | <b>3.491</b>            | .010    |
| Type of Organization | 1.156        | .250    | -.426      | .671    | .979         | .330    | .658                    | .512    |
| Monthly Income       | <b>3.486</b> | .010    | 2.340      | .060    | 1.555        | .192    | 2.352                   | .059    |

*Legend: The difference is significant at 0.05 alpha level; Those highlighted in green are considered significant.*

Presented on Table 5 shows the work engagement of the respondents when compared according to profile. Results indicate that among the listed dimensions, vigor is significantly influenced by the length of service and monthly income of respondents. As vigor's t/f in the length of service is 3.260 with a p-value of .015 and t/f in monthly income is 3.486 and p-value of .010.

Therefore, the researchers have found that vigor, absorption, and overall work engagement are significantly different compared to the length of service of employees. In vigor, it is evident in the study of Duan et al. (2021) that those with a short length of service in work or temporary employees tend to have higher vigor and energy compared to those with a long length of service or those who are permanent employees. Moreover, for the results of monthly income among the respondents, Sugirtha et al. (2020) stated in their study that vigor varies based on the monthly income of the employees. Vigor is high among employees with a higher salary than those with a smaller amount of income. Absorption, in addition, is significantly influenced by the length of service. In the research of Byun, J., et al., (2020), employees with many years of experience working in the company are more absorbed in their work environment, while employees with lower years of service are just gaining competence in their work engagement. Lastly, for overall work engagement, results in the study of Byrne, L., et al., (2021) indicate that workers with more years of service are more engaged in their work than younger workers with few years of service.

**Table 6. The Difference in the Respondents’ Psychological Well-being when compared according to Profile; n=105**

|     | Interpersonal Fit at Work |         | Thriving at Work |             | Feelings of Competency at Work |             | Perceived Recognition at Work |             | Desire for Involvement |         | Overall Psychological Well-being |             |
|-----|---------------------------|---------|------------------|-------------|--------------------------------|-------------|-------------------------------|-------------|------------------------|---------|----------------------------------|-------------|
|     | t/f                       | p-value | t/f              | p-value     | t/f                            | p-value     | t/f                           | p-value     | t/f                    | p-value | t/f                              | p-value     |
| Sex | 1.970                     | .052    | <b>2.566</b>     | <b>.012</b> | <b>2.262</b>                   | <b>.026</b> | <b>2.517</b>                  | <b>.013</b> | 1.128                  | .262    | <b>2.252</b>                     | <b>.026</b> |
| Age | .100                      | .905    | .818             | .444        | .274                           | .761        | .084                          | .920        | .371                   | .691    | .176                             | .839        |
| CS  | .468                      | .706    | .435             | .728        | .094                           | .963        | .247                          | .863        | .259                   | .855    | .239                             | .869        |
| HEA | .579                      | .630    | .843             | .473        | 1.737                          | .164        | 1.188                         | .318        | 1.034                  | .381    | 1.077                            | .362        |
| LOS | .787                      | .536    | .938             | .445        | 1.978                          | .104        | 2.079                         | .089        | 1.995                  | .101    | 1.541                            | .196        |
| TO  | 1.335                     | .185    | 1.674            | .097        | 1.363                          | .176        | 1.200                         | .233        | 1.224                  | .224    | 1.463                            | .147        |
| MI  | .649                      | .629    | .989             | .417        | 2.129                          | .083        | 1.143                         | .341        | 1.458                  | .221    | 1.267                            | .288        |

**Legend: Difference is significant at 0.05 alpha level ; Those highlighted in green is considered significant, CS (Civil Status), HEA (Highest Educational Attainment), LOS (Length of SERVICE), TO (Type of Organization), MI (Monthly Income)**

Shown in Table 6 are the differences of respondents regarding psychological well-being when compared according to profile, it has been shown that differentiation of sex is consistently affecting the results and interpretations from dimensions of psychological well-being. Thriving in work and sex shows t/f 2.566 and a p-value of .012. This contrasts with the study of Kleine et al. (2019) about the analysis of thriving at work where the demographic profile of the respondents is also considered a variable. The results of their study state that Gender or sex is unrelated to thriving at work.

The feeling of competency at work depicts t/f 2.262 and a p-value of .026 which shows the difference in respondents’ sex. Eagly et al. (2020) meta-analysis on gender stereotypes in a span of seven decades, there has been a significant shift in gender relations, particularly regarding women's roles. Employees to surveys communicating about communion (e.g., affectionate, emotional), agency (e.g., ambitious, courageous), and competence (e.g., intelligent, creative) indicated whether each trait is more prevalent in women than in men, or whether it is equally prevalent in both genders. The relative dominance of men in the agency did not change over time, but the relative dominance of women in the community did. Those who reported the gender skills gap strengthened their belief in female superiority and skills equality over time. Thus, current gender stereotypes convey greater female dominance in communication, lesser male dominance in the agency, marginal gender equality, and female dominance incompetence. increase. Perceived recognition at work shows t/f 2.517 and a p-value of .013, as supported by Rathmann, J., et al., (2020) previous studies indicate that men might have a higher research output than women, with

mixed conclusions about the factors that drive these differences. However, we found large gender differences in research productivity in peer-reviewed journals, which are more important for career progression and recognition from peers. In general, it is set to believe that beliefs and motives can both improve gender equality in receiving recognition at work and help women have more opportunities to be recognized and respected.

Lastly, overall well-being explicit t/f 2.252 and p-value .026. As supported by Hmieleski, K. M., & Sheppard, L. D. (2019) Women achieve higher subjective well-being and performance in new undertakings with higher creativity, whereas men achieve higher subjective well-being and higher performance in new undertakings with higher teamwork. Overall, positive gender discord may prove beneficial for both men and women.

**Table 7. The Differences in the Respondents' Work Stress when Compared According to Profile; n=105**

|                      | Work Stress |         |                 |
|----------------------|-------------|---------|-----------------|
|                      | t/f         | p-value | Interpretation  |
| Age                  | .482        | .619    | Not significant |
| Sex                  | .257        | .798    | Not significant |
| Civil Status         | .289        | .827    | Not significant |
| Highest Educ Att.    | 5.616       | .001    | Significant     |
| Length of Service    | 1.722       | .151    | Not significant |
| Type of Organization | -.465       | .643    | Not significant |
| Monthly Income       | 4.454       | .002    | Significant     |

*Legend: Difference is significant at 0.05 alpha level*

In Table 7, the differences in the respondent's work stress when compared according to profile, most of the results show 'not significant' in terms of age, sex, civil status, length of service, and type of organization, although the highest educational attainment and monthly income perceived to be significant to experiencing work stress. As highest educational attainment is t/F 5.616 and a p-value of .001 and monthly income with t/F 4.454 and a p-value of .002.

Giorgi, G., et al., (2020) claim that health problems such as anxiety, depression, post-traumatic stress disorder (PTSD), and sleep disorders affect health care workers, especially frontline workers, migrant workers, and those in

contact with the public more likely to make an impact. Mental health is exacerbated by job insecurity, long-term isolation, and uncertainty about the future, especially among young people and highly educated people. In addition, mental health problems are enraged by job insecurity, unfavorable working conditions, prolonged segregation, and isolation, exploitation of workers' rights, and insecurity about the future, particularly in younger people and those with higher educational backgrounds.

On the other hand, monthly income, and work stress – poorer employees or those who receive a low-income range were found to be linked with higher stress and increased conflicts with work and overall well-being. This means that there is a significant difference in employees’ monthly salary and their work stress. The work stress of those with higher incomes differs from the work stress of those employees with lower salaries(Partridge, M.,et al., 2022).

**Table 8. Correlation Matrix of the Variables of the Study; n=105**

|                                 | Work Engagement |         |                 |         |                 |         |                          |         | Work Stress     |         |
|---------------------------------|-----------------|---------|-----------------|---------|-----------------|---------|--------------------------|---------|-----------------|---------|
|                                 | Vigor           |         | Dedication      |         | Absorption      |         | Overall Psychological WE |         |                 |         |
|                                 | r <sub>xy</sub> | p-value | r <sub>xy</sub> | p-value | r <sub>xy</sub> | p-value | r <sub>xy</sub>          | p-value | r <sub>xy</sub> | p-value |
| <b>Psychological Well Being</b> |                 |         |                 |         |                 |         |                          |         |                 |         |
| Interpersonal                   | .396**          | .000    | .124            | .207    | .322**          | .001    | .323**                   | .001    | -.144           | .142    |
| Thriving                        | .402**          | .000    | .032            | .746    | .329**          | .001    | .293**                   | .002    | -.142           | .148    |
| Competency                      | .418**          | .000    | .101            | .306    | .331**          | .001    | .326**                   | .001    | -.198           | .043    |
| Recognition                     | .505**          | .000    | .119            | .226    | .384**          | .000    | .388**                   | .000    | -.142           | .147    |
| Involvement                     | .433**          | .000    | .125            | .204    | .329**          | .001    | .341**                   | .000    | -.157           | .110    |
| Well Being                      | .464**          | .000    | .108            | .274    | .365**          | .000    | .360**                   | .000    | -.169           | .085    |
| <b>Work Stress</b>              | -.087           | .377    | .147            | .135    | .036            | .717    | .033                     | .742    | -               | -       |

Legend: Difference is significant at 0.05 alpha level; Those highlighted in green is considered significant Interpersonal (Interpersonal Fit at Work), Thriving (Thriving at Work) Competency (Feelings of Competency at Work), Recognition (Perceived Recognition at Work), Involvement (Desire for Involvement), Well Being (overall well-being)

Table 8 shows the relationship among the variables of the study. Vigor, absorption, and overall work engagement of the respondents are significantly correlated to all subscales of psychological well-being. As follows psychological well-being dimensions in Vigor – interpersonal (r<sub>xy</sub> .396), thriving (r<sub>xy</sub> =.402), competency (r<sub>xy</sub> =.418), recognition (r<sub>xy</sub> = .505), involvement (r<sub>xy</sub> = .433) and well-being (r<sub>xy</sub>= .464) consequently with a p-value of .000. Absorption in PWB – Interpersonal (r<sub>xy</sub>= .322), thriving (r<sub>xy</sub> =.329), competency (r<sub>xy</sub> =.331), recognition (r<sub>xy</sub> = .384),

involvement ( $r_{xy} = .341$ ) and well-being ( $r_{xy} = .365$ ) consequently with a p-value of .000 and .001. Lastly, overall work engagement in PWB – Interpersonal ( $r_{xy} = .323$ ), thriving ( $r_{xy} = .293$ ), competency ( $r_{xy} = .326$ ), recognition ( $r_{xy} = .388$ ), involvement ( $r_{xy} = .341$ ) and well-being ( $r_{xy} = .360$ ) consequently with a p-value of .000, .001 and .002.

Results showed that psychological well-being has a positive correlation with vigor and absorption. Husain and Akram (2022) cited in their study that employed people with better psychological well-being tend to have a higher vigor and absorption than those with not. Work stress on the other hand is only related to competency. In accordance, competency and work stress resulted in  $r_{xy} = -.198$  and a p-value of .043. Rezvani and Khosravi (2019) shows that emotional intelligence reduces stress and promotes trust among software developers working on information systems projects. Additionally, role ambiguity increases the effect of stress on performance. Also, employees expressed a need for competencies training aimed at coping with stress, setting boundaries, and dealing with changes.

**Table 9. Proposed Stress Management Program**

| Key Result Areas                                       | Program                                     | Activities/Strategies   | Person/s Involved                | Success Indicator  |
|--|---|---|----------------------------------|--|
| <b>Non-teaching employees' Average work engagement</b> | Wellness and meditation                     | Hold a team building event for bigger projects especially now that employees are being locked down for two years because of the pandemic. By that, the employees feel that they are valuable to the company and not only after for their skills or work. Moreover, having access to a gym, meditation/yoga room, and entertainment is also considered to balance their work and life leading to be beneficial in both employees and to the company. | All employees                    | Low employee absenteeism rate, positive results to annual engagement surveys, job satisfaction, work, and life balance |
|  | Management training                         | Allowing employees to engage in mentoring and to have support managers for them to understand and be engrossed in their work.   | Mentors, managers, and employees |  |
|  | Improving communication and decision making | Having peer support groups, coaching, and career planning to improve communication and decision-making leads to their overall work engagement.  | Career counselors, all employees |  |
| <b>Non-teaching Employees' Moderate Psychological</b>  | Acceptance and commitment therapy           | Making employees catch the essence of commitment results in their thriving at work. This can be in the form of group  | Psychologists, all employees     | Positive work evaluation and experience, High productivity rate,   |

|  |  |   |                              |   |
|--|--|---|------------------------------|---|
| <b>I Well-being at Work</b>                              |  | counseling or individual counseling.  |                              | employee performance  |
|  | Personal and interpersonal skills training | This training makes empowering relationships. Keeping positive interpersonal and personal relations leads to feelings of competency at work.  | All employees                |   |
|  | Counseling and training                    | Counseling and different trainings regarding Relaxation, as well as problem-specific counseling, might help in improving non-teaching personnel's well-being at work.   | Psychologists, all employees |   |
| <b>Moderate work stress among non-teaching employees</b> | Skill-focused workload and mentoring       | Making the employees' workload based on their skills. Making them less stressed about the things they are not capable of. Aside from that, employees are eager to learn skills which is why mentoring is also considered. | All employees                | Effectiveness of matching employee's skill, workload, and monthly salary, employee performance, improved productivity, reduced workplace stress |
|  | Redesigning workload                       | Redesigning workload to know if certain workload still matches the amount of monthly income of employees.   | All employees                |   |

As seen in Table 9, the proposed stress management program encompasses several aspects – psychological well-being, work engagement, and work stress; all factors mentioned will be enough in enhancing the proposed stress management program for the participants and/or employees. Interventions and programs in this case should improve management practices as well as promote interventions outside the work setting. The different programs suggested in this proposal came from existing studies which makes this an enhancement program.

Khusanova et al., (2021) research findings that a positive connection between job meaningfulness and performance allows average work engagement in the place of work. In the same way, Szilvassy and Sirok (2022) observed that an organization with high work engagement is significant and related to having a good leadership style, career choices, and employment process existing in an institution.

Moreover, in the study of Kundi et al. (2021), better mental well-being of employees leads to different positive factors such as effective job performance and work commitment. They also suggest that taking care of employees' psychological well-being leads the organization to be advantageous.

Lastly, the perception of work stress can widely affect the employees' performance, motivation, and

engagement; hence, if employees experience a large amount of stress or high stress, their perception of work may be distorted. Khan, H., et al., (2022) reported that Common management practices cause stress such as lack of support, lack of agency, mismatched efforts and rewards, conflicting roles, lack of transparency, and poor communication. It is greatly suggested that employees from time to time should be given physical exercise, take breaks, and ensure there is enough time for them.

## CONCLUSION

1. Majority of the respondents were females who are above forty years old, married, accumulated their bachelor's degree, have rendered one to five years of service already in their respective institutions, most of them waged from a minimum of sixteen thousand pesos, and most of them are from the public sector.
2. This study found that non-teaching employees have an average work engagement. Furthermore, when it comes to their psychological well-being, it happens to be on a moderate level. And lastly, their work stress also falls on a moderate level.
3. The results showed that there are significant differences in the respondent's work engagement compared to the profile. Specifically, the length of the service of the employees with their vigor, absorption, and overall work engagement. Another is their monthly income with their vigor.
4. The outcome of the study demonstrates that there is a significant difference in the respondent's psychological well-being when compared according to profile. In detail, employees' sex with their thriving at work, feelings of competency at work, and overall psychological well-being.
5. Findings of this research showed that there are significant differences in the respondent's work stress when compared according to profile. Particularly, on the employee's length of service and monthly income.
6. On the correlation matrix, results found that the psychological well-being of employees has a relationship with their work engagement. Specifically, on the subscales of vigor, absorption, and overall psychological well-being.

The direct relationship between variables supplies the need of an organization to be enough for their needs, cope with stress, set boundaries, and deal with change in the organization.

7. A proposed stress management program was created intended for the respondents to maximize their work engagement, improve their psychological well-being, and reduce their work stress.

## **RECOMMENDATIONS**

1. The researcher recommends further study to be done on the subject by utilizing another lens which might possibly explain the novel findings of the current study. Since the current research addressed employees towards their psychological well-being, work stress, and employee engagement, employees at this point may be subjected to change in their personnel management as it could influence the work-life balance of employees.

2. Colleagues and workmates may employ guidelines by emphasizing that employees can have a work-life balance to perform better when their psychological well-being (PWB), work stress, and engagement are reinforced by their satisfaction with the environment.

3. The educational institution – Diliman Educational Corporation (DEC) may consider implementing the intervention or program made by the researcher to ensure balanced implementation of employee and work engagement, low to moderate work stress, and heightened psychological well-being towards employees.

4. The researcher recommends that future researcher employs this study in replication but in a qualitative manner, to provide an in-depth analysis of school Administrators, Human Resource, higher management, and many more, to be able to equally get both sides. Also, to examine if there had been any changes in the dynamics of the current study.

5. The study is currently limited to the field of Industrial and Organizational Psychology, looking at the results through an interdisciplinary discipline perspective might shed light on the phenomenon. For instance, one perspective might be appropriate if this would be specified through Filipino Psychology in the field of Filipino gender and behavior differentiation, given that some factors could hypothetically be the results of a gender-related that idiosyncrasy cannot be verified inside the institution since they follow a series of books, training, and seminars on how to handle the organizational environment and employee engagement.

6. Future researchers may use mixed methods, both quantitative and qualitative, to have more reliable results aside from differences and correlation of the variables.
7. The proposed intervention or program might be utilized to alleviate work stress and elevate employee or work engagement and psychological well-being.

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