

Workplace Wellness Strategies And Employees' Green Work Behavioral Norms Among The Employees Of National Commission For Muslim Filipinos

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Abstract

The main purpose of this study was to determine the extent of workplace wellness strategies and employees' green work behavioral norms among the employees of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi during the Fiscal Year 2023. With 200 respondents, it employed frequency counts and percentage distribution, weighted mean and standard deviation, t-test for independent samples and One-way ANOVA, and Pearson's r. This study revealed the following findings: 1) Out of 200 employee-respondents, majority are female employees, are within 31-40 and 41-50 years old of age brackets, mostly are permanent employees, have only 10 years & below of work experience, and mostly have bachelor's degree. 2) On the average, the National Commission for Muslim Filipinos (NCMF) in Region IX-B is efficiently practicing management standard strategies which aimed at reducing stress in the workplace. 3) On the average, employees of National Commission for Muslim Filipinos (NCMF) in Region IX-B demonstrates behaviors such that they are congruent with environmental sustainability goals of the agency. 4) Generally, variables gender, status of appointment, length of service, and educational attainment do not significantly intervene in ways how employee-respondents assess the extent of workplace wellness strategies of National Commission for Muslim Filipinos (NCMF) in Region IX-B. However, respondents within 51 years old & above are better perceivers of the extent of workplace wellness strategies. 5) Generally, variables gender, status of appointment, length of service, and

educational attainment do not significantly intervene in ways how employee-respondents assess the extent of employees' green work behavioral norms of National Commission for Muslim Filipinos (NCMF) in Region IX-B. Meanwhile, respondents within 41-50 years old are better perceivers of the extent of employees' green work behavioral norms. 6) There is nearly perfect positive correlation between the extent of workplace wellness strategies and employees' green work behavioral norms. Employee-respondents who generally rated the extent of workplace wellness strategies as "Agree" are most probably the same group of respondents who assessed the extent of employees' green work behavioral norms of National Commission for Muslim Filipinos (NCMF) in Region IX-B as "Agree", respectively. 7) This study tends to support the theoretical models proposed by Hechanova & Caringal-Go (2018) also known as the CREATE framework for workplace wellness strategies based on Ateneo CORD's which involves Communicating the value of wellness, Role modeling, Engaging employees, Aligning systems and structures, Training and development, and Evaluating and reinforcing. Also, from McCannoughy (2014) five meta-categories of green employee behaviors model which was based on Ones and Dilchert (2012a) that involves Working Sustainably, Avoiding Harm, Conserving, Influencing Others, and Taking Initiative.

Keywords - Workplace Wellness, Green Work Behavioral Norms, Strategies, National Commission for Muslim Filipinos, and Region-IX B Employees (Basilan, Sulu and Tawi-Tawi)

INTRODUCTION

Recently, there has been an increasing world-wide concern in international and national levels of well-being. In effect, Goal 3 of the 17th Sustainable Development Goals is tagged by the United Nations as 'good health and well-being' (United Nations, 2015). The Organization for Economic and Co-operation Development (OECD) is tasked to publish bi-annual report on 'How's Life'. Hence, most countries are reported as on the stage of doing to improve the well-being (OECD, 2015).

At a national level, there has been growing attention to well-being that encompassed the well-being at work. The Health and Safety Executive (HSE, 2007 in

Kowalski & Loretto, 2017) developed the Management Standards, aimed at reducing stress in the workplace. Currently, in light of ongoing changes to organizations and the wider environment, sustaining a healthy and productive workforce continues to be pertinent and challenging (Kowalski, Loretto, & Redman, 2015). Hence, every organization should place employee well-being at the forefront of Human Resource strategy since human capital can provide the organization with the competitive advantage.

Notwithstanding the fact, given the amount of time employees spend at work, the workplace is an important setting to promote health. In the United States, wellness programs have been reported to reduce health care costs and improve productivity among local government offices (Sabharwal, Kiel, & Hijal-Moghrabi, 2016). Thus, in the recent years, there has been increasing interest on workplace wellness strategies even in small organizations (Rucker, 2017).

As observed, most of the studies on workplace wellness are from developed countries and only minimal, if not negligible number of studies from low to middle income countries (Schulte, O'Donnell, Kastner, Schidt, Schafer et al., 2014 in Hechanova & Caringal-Go, 2018). Yet, the World Health Organization (2013) reports show that the issue of occupational health and workplace wellness is particularly salient in developing economies that are plagued with poverty, lack of education, poor working conditions, excessive working hours and poor diet.

That is, in developing countries, the vulnerabilities of workers are compounded by the lack of resources for health. In the Philippines for example, only 3.3% of its GDP is spent on healthcare as opposed to what is spent by developed economies such as the United States 17.9% (Hechanova & Caringal-Go, 2018).

Based on Ateneo CORD's culture-building model, Hechanova & Caringal-Go (2018) introduced the CREATE framework for workplace wellness strategies in Philippine organizations. This model involves Communicating the value of wellness, Role modeling, Engaging employees, Aligning systems and structures, Training and development, and Evaluating and reinforcing.

On the other hand, there has been also a growing concern across a number of disciplines that wellbeing is 'a collateral casualty of modernity' in modern consumer societies (Carlisle et al., 2009 in Gilchrist, Brown,

Montarzino, 2015). The ascendancy of the social model of health in conjunction with growing influence of social-ecological perspectives in health promotion encourage a paradigmatic shift towards an integrative understanding of the determinants of health and wellbeing that extend beyond the individual to include their environment (Gilchrist, Brown, & Montarzino, 2015).

Based on Ones and Dilchert (2012a), McCannoughy (2014) formally introduced the five meta-categories of green employee behaviors such as Working Sustainably, Avoiding Harm, Conserving, Influencing Others, and Taking Initiative. Ones and Dilchert (2012a as quoted in McCannoughy (2014) state that 'To be ecologically sustainable, we need to promote, influence, and change employee behaviors such that they are congruent with environmental sustainability goals of organizations' (p.112).

Consequently, the practice of incorporating sustainability in business operations receives more attention than before, and today, sustainability is one of the mainstream organizational activities (Lopes et al., 2017; Van Buren, 2020; Chillakuri and Vanka, 2020). One of the most notable trends in sustainability issues is the growing sensitivity of businesses toward environmental issues (Severo et al., 2017; Rajala et al., 2016; Nejati et al., 2017; Zawawi and Abd Wahab, 2019).

Organizations investing in environmental management could obtain first-mover advantages, allowing them to undertake distinctive differentiation strategies, enhance their green images and secure competitive advantages (Nejati et al., 2017; Wu et al., 2018). Organizations passionate about green strategies usually benefit from better employee outcomes (Hameed et al., 2020; Su and Swanson, 2019). Hence, organizations need to stimulate employee outcomes in green behavior to take advantage of green opportunities in organizations (Zibarras and Coan, 2015).

Green behavior is a fully recognized role for employees in solving environmental problems (Ortiz-de-Mandojana et al., 2016; Kim et al., 2019; Luu, 2019). To maintain environmental sustainability, it is necessary for an organization to explore how green human resource management (GHRM) affects employees' pro-environment behavior, which would eventually ensure its overall environmental performance (Kim et al., 2019).

GHRM is a key enabler of the sustainability of an organization (Yong et al., 2020; Dumont et al., 2017). GHRM

comprises “HRM activities which enhance positive environmental outcomes” (Kramar, 2014, p. 1075). It refers to the HRM aspects of green management that aim to encourage pro-environment employee behaviors in the workplace (Renwick et al., 2013). This is important because organizations need to know how and to what extent GHRM enhances green service behavior (Saeed et al., 2019).

Considering the dearth of studies on workplace wellness and green employee behaviors from developing countries, this study seeks to add to the global literature by determining the extent of strategies undertaken in enabling a culture of wellness and environmental behaviors among employees of Philippine agencies/organizations particularly employees of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi.

STATEMENT OF THE PROBLEM

This study determined the extent of workplace wellness strategies and employees’ green work behavioral norms among the employees of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi during the Fiscal Year 2023. Specifically, this research endeavored to seek answers to the following questions:

1. What is the demographic profile of employee-respondents in terms of:
 - 1.1 Gender;
 - 1.2 Age;
 - 1.3 Status of appointment;
 - 1.4 Length of service; and
 - 1.5 Educational attainment?
2. What is the extent of workplace wellness strategies among employees of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi, in terms of:
 - 2.1 Communicating the value of wellness;
 - 2.2 Role modeling;
 - 2.3 Engaging employees;
 - 2.4 Aligning systems and structures;
 - 2.5 Training and development; and
 - 2.6 Evaluating and reinforcing?
3. What is the extent of employees’ green work behavioral norms of National Commission for Muslim Filipinos (NCMF)

in Region IX-B comprising Basilan, Sulu and Tawi-Tawi, in the context of:

- 3.1 Working sustainability;
- 3.2 Avoiding harm;
- 3.3 Conserving;
- 3.4 Influencing others; and
- 3.5 Taking initiatives?

4. Is there a significant difference in the extent of workplace wellness strategies of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi in the context of Communicating the value of wellness, Role modeling, Engaging employees, Aligning systems and structures, Training and development, and Evaluating and reinforcing when data are grouped according to:

- 4.1 Gender;
- 4.2 Age;
- 4.3 Status of appointment;
- 4.4 Length of service; and
- 4.5 Educational attainment?

5. Is there a significant difference in the extent of employees' green work behavioral norms of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi in the context of Working sustainability, Avoiding harm, Conserving, Influencing others, and Taking initiatives when data are grouped according to:

- 5.1 Gender;
- 5.2 Age;
- 5.3 Status of appointment;
- 5.4 Length of service; and
- 5.5 Educational attainment?

6. Is there a significant correlation among the sub-categories subsumed under the extent of workplace wellness strategies and employees' green work behavioral norms of National Commission for Muslim Filipinos (GMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi?

OBJECTIVES OF THE STUDY

This study was directed towards accomplishing the following objectives, thus it determined:

1. The demographic profile of employee-respondents in terms of Gender, Age, Status of appointment, Length of service, and Educational attainment;
2. The extent of workplace wellness strategies of National Commission for Muslim Filipinos (NCMF) in Region

IX-B comprising Basilan, Sulu and Tawi-Tawi in the context of Communicating the value of wellness, Role modeling, Engaging employees, Aligning systems and structures, Training and development, and Evaluating and reinforcing;

3. The extent of employees' green work behavioral norms of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi in the context of Working sustainability, Avoiding harm, Conserving, Influencing others, and Taking initiatives;

4. The significant difference in the extent of workplace wellness strategies of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi in the context of Communicating the value of wellness, Role modeling, Engaging employees, Aligning systems and structures, Training and development, and Evaluating and reinforcing when data are grouped according to Gender, Age, Status of appointment, Length of service, and Educational attainment;

5. The significant difference in the extent of employees' green work behavioral norms of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi in the context of Working sustainability, Avoiding harm, Conserving, Influencing others, and Taking initiatives when data are grouped according to Gender, Age, Status of appointment, Length of service, and Educational attainment; and

6. The significant correlation among the sub-categories subsumed under the extent of workplace wellness strategies and employees' green work behavioral norms of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi.

CONCEPTUAL FRAMEWORK

Based on Hechanova & Caringal-Go (2018) CREATE framework for workplace wellness strategies and McCannoughy (2014) five meta-categories of green employee behaviors models, this study was conceptualized as follows: The workplace wellness strategies which comprises Communicating the value of wellness, Role modeling, Engaging employees, Aligning systems and structures, Training and development, and Evaluating and reinforcing were treated as the Independent Variable. The green employee behavioral norms such as Working sustainability, Avoiding harm, Conserving, Influencing others, and Taking initiatives were treated as the Dependent Variable. While as the respondents'

demographic profile such as Gender, Age, Status of appointment, Length of service, and Educational attainment were treated as the Intervening Variable. The interplay of these variables is shown in Figure 1.

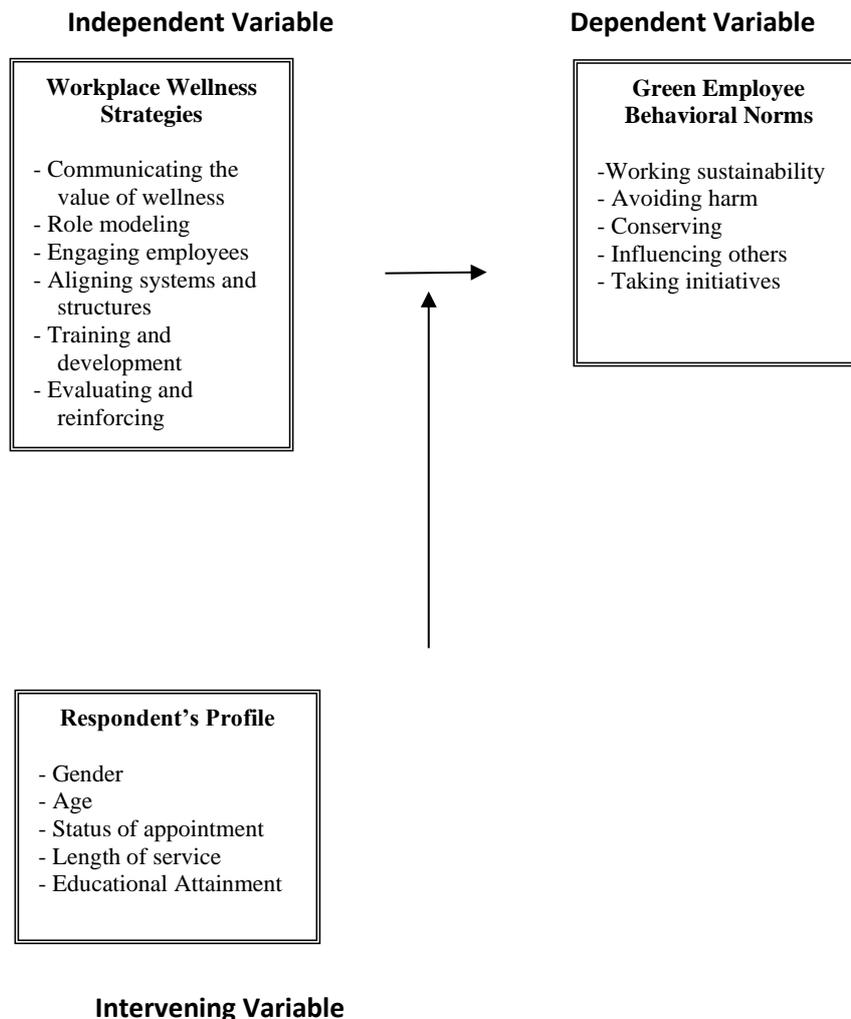


Figure 1. The Conceptual Model of the Study

SIGNIFICANCE OF THE STUDY

The results of the study will benefit each of the following groups of people:

Heads of NCMF Provincial Field Offices. The findings of this study will give significant inputs to the heads of provincial field offices such as Basilan, Sulu and Tawi-Tawi in their needs for more inputs and data needed in the enhancement of their programs and policies geared toward effective workplace wellness strategies and green employee behavioral norms.

Employees of NCMF Provincial Field Offices. Employees can be provided with inputs so that they can deliver effective public services geared toward meeting the

needs of the clientele. The findings of this study will also serve as bases for the employees in coping with the development programs to be initiated by NCMF provincial field offices.

Student-researchers. This study will trigger researchers to venture on other avenues or research areas related to this field along the framework of determining some workplace wellness and green employee behavioral norms.

HYPOTHESES OF THE STUDY

This study was guided by the following hypotheses in the course of its completion:

1. There is no significant difference in the extent of workplace wellness strategies of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi in the context of Communicating the value of wellness, Role modeling, Engaging employees, Aligning systems and structures, Training and development, and Evaluating and reinforcing when data are grouped according to Gender, Age, Status of appointment, Length of service, and Educational attainment;

2. There is no significant difference in the extent of employees' green work behavioral norms of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi in the context of Working sustainability, Avoiding harm, Conserving, Influencing others, and Taking initiatives when data are grouped according to Gender, Age, Status of appointment, Length of service, and Educational attainment; and

3. There is no significant correlation among the sub-categories subsumed under the extent of workplace wellness strategies and employees' green work behavioral norms of National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi.

RESEARCH METHODOLOGY

This dealt with the research methodology to be adopted in the conduct of this study. It focuses on research design, research locale, respondents of the study, sampling procedure, data gathering procedure and tools, research instrument, validity and reliability, and statistical treatment of data.

Research Design

A descriptive-correlational research design was adopted in this study. In 1995, Bless and Higson-Smith introduced the concept of a research design as “a program that guides a researcher in collecting, analyzing and interpreting observed facts.” (p.63). Similarly, Babbie and Mouton (2001:p.75) regard research design as the road map or blueprint by which one intends to conduct a research and achieve his/her research goals and objectives.” Hence, research design method that was employed in this study, was purposely to describe, quantify, and infer as well as to discover relationships among variables and to allow the prediction of future events from present knowledge or phenomenon of college faculty members, namely: 1) The demographic profile of employee-respondents of NCMF Region IX-B (Basilan, Sulu & Tawi-Tawi) in terms of gender, age, status of appointment, length of service, and educational attainment; 2) The extent of workplace wellness strategies; 3) The extent of employees’ green work behavioral norms; and 4) The significant correlation and difference in the extent of workplace wellness strategies and employees’ green work behavioral norms when data are grouped according to gender, age, status of appointment, length of service, and educational attainment.

Employees of NCMF Region IX-B (Basilan, Sulu & Tawi-Tawi) were the main source of data which were quantified to answer the research questions in this study. Library and internet researches and publications were the sources of information that were used to enrich the theoretical and conceptual frameworks of this research. The data from the respondents were gathered through the use of survey-questionnaires.

Research Locale

This study was conducted among NCMF Region IX-B (Basilan, Sulu & Tawi-Tawi) provincial field offices during the Fiscal Year 2023 with employees as respondents. These NCMF provincial field offices are under the direct administration and supervision of the NCMF Region IX-B and subsequently under NCMF National Office.

Respondents of the Study

The respondents of this study were employees of NCMF Region IX-B who are currently employed at Basilan, Sulu & Tawi-Tawi provincial field offices regardless of their positions/ranks and civil status during the Fiscal Year 2023.

Figure 2. Distribution of the samples among employees of NCMF Region IX-B

NCMF Provincial Field Offices	Employees
Basilan Provincial Official Office	80
Sulu Provincial Field Office	80
Taw-Tawi Provincial Field Office	40
Total	200

Sampling Design

A non-probability sampling design through purposive sampling method was employed in this study due to resources and time constraints. The use of purposive sampling technique was to ensure the representation of gender, age, status of appointment, length of service, and educational attainment variables among employees of NCMF Region IX-B provincial field offices (Basilan, Sulu & Tawi-Tawi).

Research Instrument

A survey-questionnaire was the main instrument employed to gather data on the extent of workplace wellness strategies and employees’ green work behavioral norms among employees of NCMF Region IX-B (Basilan, Sulu & Tawi-Tawi). This instrument was adapted and patterned in part, from standardized questionnaires of Hechanova & Caringal-Go (2018) and McCannoughy (2014) five meta-categories of green work employee behavioral norms.

The research instrument used in this study consisted of three parts. Part I of the questionnaire focused on obtaining the demographic profile of the respondents which include gender, age, status of appointment, length of service, and educational attainment. Part II was used in obtaining data on the extent of workplace wellness strategies with the following dimensions such as Communicating the value of wellness (5 items), Role modeling (5 items), Engaging employees (7 items), Aligning systems and structures (7 items), Training and development (4 items), and Evaluating and reinforcing (5 items). Part III of questionnaire was used to gather data on employees’ green work behavioral norms to include the following sub-categories, such as Working sustainability (9 items), Avoiding harm (7 items), Conserving (10 items), Influencing others (6 items), and Taking initiatives (8 items). The 5-point Likert-Scale was used to measure the variables subsumed under the workplace

wellness strategies and employees' green behavioral norms.

Statistical Treatment of Data

Both descriptive and inferential statistical tools were appropriately employed in the treatment of data gathered for this study, namely:

- 1) For research question number 1, frequency counts and percentages were employed to determine the profile of employee-respondents;
- 2) For research question number 2, mean and standard deviation were employed to determine the extent of workplace wellness strategies;
- 3) For research question number 3, mean and standard deviation were employed to determine the extent of employees' green work behavioral norms;
- 4) For research question number 4, t-test for independent samples was employed to determine the significant differences in the extent of workplace wellness strategies when data are grouped according to gender; and One-way Analysis of Variance (ANOVA) when data are grouped according to age, status of appointment, length of service, and educational attainment.
- 5) For research question number 5, t-test for independent samples was employed to determine the significant differences in the extent of employees' green work behavioral norms when data are grouped according to gender; and One-way Analysis of Variance (ANOVA) when data are grouped according to age, status of appointment, length of service, and educational attainment.
- 6) For research question number 6, Pearson Product Moment Correlation Coefficient (Pearson's r) was employed to determine the significant correlation between workplace wellness strategies and employees' green work behavioral norms as well as the sub-categories subsumed under these categories.

SUMMARY OF THE RESULT AND DISCUSSION

This presents the summary of findings, conclusions and recommendations based on the data collected that were properly tabulated, computed and analyzed for this study.

Summary of Findings

The following are findings of this study:

1) **On demographic profile of employee-respondents;**

Out of the 200 employee-respondents, majority are female employees, are within 31-40 and 41-50 years old of age brackets, mostly are permanent employees, have only 10 years & below of work experience, and mostly have bachelor's degree.

2) **On the extent of workplace wellness strategies;**

Sub-categories under the extent of workplace wellness strategies of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi during the Fiscal Year 2023 such as Communicating the value of wellness, Role modeling, Engaging employees, Aligning systems and structures, Training and development, and Evaluating and reinforcing are all rated as "Agree" which is interpreted as with "High Extent". On the average, the National Commission for Muslim Filipinos (NCMF) in Region IX-B is practicing management standard strategies which aim at reducing stress in the workplace.

3) **On the extent of employees' green work behavioral norms;**

Sub-categories under the extent of employees' green work behavioral norms of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi during the Fiscal Year 2023 such as Working sustainability, Avoiding harm, Conserving, Influencing others, and Taking initiatives are all rated as "Agree" which is interpreted as "High Extent". On the average, employees of the National Commission for Muslim Filipinos (NCMF) in Region IX-B demonstrate behaviors such that they are congruent with environmental sustainability goals of organizations.

4) **On differences in the extent of workplace wellness strategies;**

Except for Age, generally, there is no significant difference in the extent of workplace wellness strategies of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi during the Fiscal Year 2023 when data are grouped according to gender, status of appointment, length of service, and educational attainment. Respondents within 51 years old & above are better perceivers of the extent of workplace wellness strategies.

5. On differences in the extent of employees' green work behavioral norms;

Except for Age, there is no significant difference in the extent of employees' green work behavioral norms of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi during the Fiscal Year 2023 when data are grouped according to gender, status of appointment, length of service, and educational attainment. Respondents within 41-50 years old are better perceivers of the extent of employees' green work behavioral norms.

6. On correlation between the extent of workplace wellness strategies and employees' green work behavioral norms;

Generally, there is a nearly perfect correlation between the extent of workplace wellness strategies and employees' green work behavioral norms of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi during the Fiscal Year 2023. Employee-respondents who generally rated the extent of workplace wellness strategies as "Agree" are most probably the same group of respondents who assessed the extent of employees' green work behavioral norms of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi as "Agree", respectively.

CONCLUSIONS

This study concludes the following:

- 1) In this study, employee-respondents are adequately represented in terms of gender, age, status of appointment, length of service, and educational attainment.
- 2) On the average, the National Commission for Muslim Filipinos (NCMF) in Region IX-B is efficiently practicing management standard strategies which aim at reducing stress in the workplace.
- 3) On the average, employees of the National Commission for Muslim Filipinos (NCMF) in Region IX-B demonstrate behaviors such that they are congruent with environmental sustainability goals of the agency.
- 4) Generally, variables gender, status of appointment, length of service, and educational attainment do not significantly intervene in ways how employee-respondents assess the extent of workplace wellness strategies of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi during the Fiscal Year 2023. However, respondents

within 51 years old & above are better perceivers of the extent of workplace wellness strategies.

5) Generally, variables gender, status of appointment, length of service, and educational attainment do not significantly intervene in ways how employee-respondents assess the extent of employees' green work behavioral norms of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi during the Fiscal Year 2023. Meanwhile, respondents within 41-50 years old are better perceivers of the extent of employees' green work behavioral norms.

6) There is a nearly perfect positive correlation between the extent of workplace wellness strategies and employees' green work behavioral norms. Employee-respondents who generally rated the extent of workplace wellness strategies as "Agree" are most probably the same group of respondents who assessed the extent of employees' green work behavioral norms of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi as "Agree", respectively.

7) This study tends to support the theoretical models proposed by Hechanova & Caringal-Go (2018) also known as the CREATE framework for workplace wellness strategies based on Ateneo CORD's which involves Communicating the value of wellness, Role modeling, Engaging employees, Aligning systems and structures, Training and development, and Evaluating and reinforcing. Also, from McCannoughy (2014) five meta-categories of green employee behaviors model which was based on Ones and Dilchert (2012a) that involves Working Sustainably, Avoiding Harm, Conserving, Influencing Others, and Taking Initiative.

RECOMMENDATIONS

This study recommends the following:

1) To ensure efficient delivery of basic public service, officials of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi should continue implementing as well as evaluating the policies and programs geared toward workplace wellness strategies.

2) Officials and employees of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi should sustain and support employees' green work behavioral norms.

3) Officials of the National Commission for Muslim Filipinos (NCMF) in Region IX-B comprising Basilan, Sulu and Tawi-Tawi should device training programs and activities to level-up the collaborative efforts and active and engagement among employees for the sustenance of green workplaces.

4) Moreover, student-researchers in the field of public administration are encouraged to conduct study similar to this one but to include other variables such as organizational culture, employees' leadership styles, and employees' work morale in some other settings.

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