Research Article

Work Stress Causes and Its Effect on the Employee Performance of the City Government of Muntinlupa, Philippines: Input for Employee Wellness Program

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Abstract— Work-related stress, a rapidly escalating public health hazard, is a growing concern worldwide, particularly in low-income countries due to globalization and changing working conditions. However, the need for immediate attention to this issue is even more pronounced among government employees in the Philippines. This study aimed to identify the work stress causes and their effect on the employee performance of the City Government of Muntinlupa, one of the cities in the Philippines' National Capital Region (NCR). The potential impact of this research on the wellness of government employees is significant, as it can lead to the development of a wellness program that addresses the leading cause of stress among local government employees, thereby improving the quality of services they provide to Muntinlupeños [9].

The study has five (5) general inquiries: 1) the work stress causes of the employees of the City Government of Muntinlupa, 2) the effect of work stress on the employees' performance, 3) the significant difference in the respondents' work stress causes when grouped according to their demographic profile, 4) the significant relationship between the respondents' work stress causes and its effect and, 5) the proposed action or program to reduce work stress and increase job performance among local government employees. This study used a quantitative descriptive approach to gather and analyze the data and identify the causes of work stress and its effect on the employee performance of the City Government of Muntinlupa. The study utilized a standardized quantitative instrument to collect data. A modified questionnaire was employed to obtain the demographic profile and work stress causes, ensuring a comprehensive understanding of their effect on the employee performance of the City Government of Muntinlupa.

The study reveals that while some work stress causes, particularly Working Conditions, Nature or Type of Job, and Management Practices, have weak but significant correlations with productivity, the most significant relationship exists between Financial Factors or Problems and Working Relationships. This suggests that work stress can have varying impacts on different performance aspects, with financial problems affecting interpersonal dynamics in the workplace.

Keywords— Work Stress, Stressors, Work Stress Causes, Effect of Work Stress, Employee Performance, Government Employees

1. Introduction

Psychological well-being, influenced by workplace stressors, has been recognized as the most potent predictor of self-assessed employee productivity. The stress-productivity association shows that higher stress levels are associated with lower levels of employee productivity. However, few research has investigated the relationship between stress and workplace productivity [8].

In psychological sciences, stress is a sensation of mental pressure and strain. Low stress levels may be desired, helpful, and healthy for favorably improving biopsychosocial health and performance. However, severe levels of stress can cause bodily, psychological, and social problems and severe damage to people. The number of people suffering from stress-induced or exacerbated by work is increasing at an alarming rate, and in developing nations, it has become a public health concern [1].

Work stress can cause physical illness, psychological suffering, and mental illness. The current increase in work stress has been related to the global and national recession, job insecurity, and work intensity, resulting in increased workloads and interpersonal problems. Essentially, workplace stress can be caused by various work stressors. It emerges

when people attempt to handle their obligations, tasks, or other types of pressure associated with their professions and face difficulties, strain, anxiety, or worry. Work stressors can vary depending on the workplace features and may be specific to a company or industry. Theoretical stress models link it to adverse life experiences and stressful situations, the individual's physiological and psychological responses to stressors, or a 'transactional' relationship between the individual and the environment [10].

Research has indicated that elevated work-related stress levels may decrease job satisfaction, absenteeism, productivity reduction, and employee turnover. As a result, employees may experience various stress-related symptoms affecting their function [2] selected only after completing the literature review and finding some gaps in it. The last sentence should concisely state your purpose for carrying out the study or a summary of the results. It is concluded by explaining how the present study will benefit the community [2].

2. Related Work

Timotius and Octavius (2022) state that stress permeates all aspects of life in fast-paced environments, including the workplace. It is a personal experience, with varied circumstances affecting each person individually. The study investigated past and contemporary workplace stress-related data and examined its impact on productivity. It focuses mainly on the field's fundamental concepts while presenting a list of future research directions. The study followed the PRISMA (Preferred Reporting Items for Systematic Review and Meta-Analysis) statement. The impact of workplace stress on employee productivity was seen in cohort and cross-sectional research conducted by industrial engineers, managers, and physicians. The study concluded that working stress contributes to deteriorating family ties, deteriorating relationships between superiors and subordinates, and contracting diseases. It could reduce productivity. However, the potential for a wellness program to mitigate these effects offers hope and optimism. Furthermore, the work environment substantially impacts workplace stress due to human physiological responses. Noxious stress is harmful to the human body, especially over time. As a result, a wellness program is vital and necessary before it is too late [3].

Rathi and Kumar (2022) state that employees increasingly face significant levels of occupational stress in the workplace. It is considered an evaluation of employee differences in terms of stress consequences. Between 2000 and 2021, 68 articles were analyzed. The study's findings highlight the most important work-related stressors and coping techniques for managing stress. The study contributes to a theoretical knowledge of occupational stress and its sources and consequences in the workplace. Stress management workshops or webinars must be held to help employees understand the causes and adverse effects of stress on their well-being. Furthermore, it will help employees learn about stress reduction tactics and how to minimize them effectively. The study also acknowledges its limitations and makes future recommendations to provide further guidance [7].
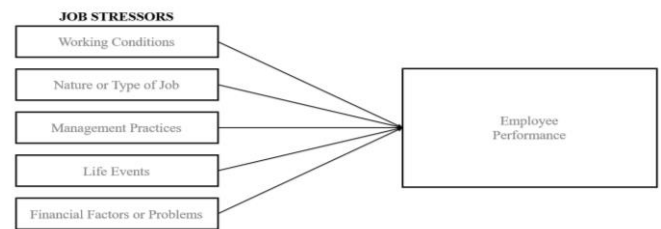
3. Theory

Fig.1. Work Stress and Employee Performance [4]

Work stress impacts employees' psychological states and work effort levels Lu (1997); Richardson & Rothstein (2008); Lai et al. (2022). Employee performance is determined by the individual's efforts at work Robbins (2005). Hence, job stress has a significant impact. However, past research has yielded no consistent findings on the association between work stress and employee performance. One viewpoint is that there is a considerable positive association between job stress and employee performance Ismail et al. (2015); Soomro et al. (2019), implying that stress stimulates employees to work hard and efficiently. Another viewpoint is that job stress has a detrimental impact on employee performance Yunus et al. (2018); Nawaz Kalyar et al. (2019); Purnomo et al. (2021), implying that employees must expend time and energy to cope with stress, increasing their burden and decreasing their work efficiency. A third viewpoint holds that the impact of work stress on employee performance is non-linear and may exhibit an inverted U-shaped connection McClenahan et al. (2007); Hamidi & Eivazi, (2010); reportedly, when job stress is comparatively low or high, employee performance is low. Thus, if work stress is moderate, employee performance will peak. However, this conclusion is based on theoretical analysis and is not confirmed by empirical evidence. According to Tănăsescu & Ramona-Diana (2019) and Lebesby & Benders (2020), work stress does not motivate or influence employees' psychology and thus has no impact on their performance [6].

4. Methodology

Research Design
This study adopted a unique quantitative descriptive approach to investigate the causes of work stress and its impact on employee performance at the City Government of Muntinlupa.

The researchers carefully utilized a standardized quantitative instrument to collect data. A modified questionnaire was employed to obtain the demographic profile and work stress causes, ensuring a comprehensive understanding of their effect on the employee performance of the City Government of Muntinlupa.

The Respondents
To fulfill the study's objective, the researchers selected one hundred (100) employees of the City Government of Muntinlupa.

Table 1. Profile of the Respondents According to Office

OFFICE	Frequency
General Services	15
Youth Affairs and Sports Development	15
Management Information System	5
Ospital ng Muntinlupa	15
Pamantasan ng Lungsod ng Muntinlupa	20
Social Services Department	15
Public Order and Safety	15
TOTAL	100

Sampling Technique
Purposive sampling, a method in which a group of subjects with particular characteristics is selected, was used to obtain adequate and reliable information. Although this technique can be applied to a wide range of groups, it performs best in more homogeneous populations with smaller sample sizes.

Purposive sampling is a group of non-probability sampling techniques in which units are purposely selected, considering that not all government employees work under the City Government of Muntinlupa.

Before conducting the study, the researchers sought approval from the department heads or directly from the employees. The researchers randomly selected respondents from the declared offices for distribution and representation, with a total of one hundred (100) respondents.

Data Gathering Instrument
The researchers used a survey questionnaire to collect information needed for the study. This method was designed to analyze the gathered data statistically.

In this study, the researchers designed a modified questionnaire with options that could be answered easily by putting a checkmark on each box. The questionnaire was divided into two parts. The first part concerned the demographic profile of the respondents. The second part assessed the causes of work stress and its effect on the employee performance of the City Government of Muntinlupa.

Validation of Research Instrument
The instrument used in this study is a survey questionnaire, which has undergone several validation tests by the college statistician and research expert of Pamantasan ng Lungsod ng Muntinlupa (PLMun) to check whether the formulated questions align with the SOP.

Data Gathering Procedure
One hundred (100) survey materials were distributed to the qualified employees to obtain the necessary information for analysis. The researchers discussed the instructions on the questionnaire so that the respondents completely understood the mechanics.

The result was tallied and tabulated according to the respondents' answers to the questionnaire. Once completed, tallies and tables were interpreted and analyzed using statistical tools.

Statistical Treatment of Data
To interpret the data effectively, the researchers utilized the following statistical tools: the Percentage, Weighted Mean, Independent Samples Test, One-way ANOVA, and Pearson Correlation Coefficient, often referred to as Pearson R.
1. Percentage. In mathematics, a percentage is a number or ratio that represents a fraction of 100. It is often denoted by the symbol "%" or simply as "percent" or "pct."
This tool was used to assess the demographic profile of the respondents statistically.

$$P = \frac{F}{N} x 100$$

Where:
F – frequency
N - total population of the respondents
100 - constant number

2. Weighted Mean. A mean where some values contribute more than others. This statistical tool was used to analyze and interpret the data collected on the work stress causes and its effect on the employee performance of the City Government of Muntinlupa.

$$X = \frac{Fx}{N}$$

Where:
X - weighted mean
F - frequency
X - weight of each item
N - total number of respondents

3. Independent Samples Test (t-test). This compares the means and errors of the two groups to determine if they are significantly different.
Formula:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\frac{S_1^2}{N_1} + \frac{S_2^2}{N_2}}}$$

Where,
$\bar{x}$ = Mean of first set of values
$\bar{x}_2$ = Mean of second set of values
S_1 = Standard deviation of first set of values
S_2 = Standard deviation of second set of values
n_1 = Total number of values in first set
n_2 = Total number of values in second set.

4. One-way ANOVA – A generalization of the two-sample t-test. The F statistic compares the variability between the groups to the group variability.

Formula:

$$F = \frac{MST}{MSE}$$

$$MST = \frac{\sum_{i=1}^{k}(T_i^2/n_i) - G^2/n}{k-1}$$

$$MSE = \frac{\sum_{i=1}^{k}\sum_{j=1}^{n_i} Y_{ij}^2 - \sum_{i=1}^{k}(T_i^2/n_i)}{n-k}$$

Where F is the variance ratio for the overall test, MST is the mean square due to treatments/groups (between groups), MSE is the mean square due to error (within groups, residual mean square), Yij is an observation, Ti is a group total, G is the grand total of all observations, ni is the number in group i and n is the total number of observations.

5. Pearson Correlation Coefficient / Pearson R. This statistical formula measures the strength of variables and relationships. It was used to find the relationship between the respondents' work stress causes and its effects.

$$r_{xy} = \frac{N\sum XY - \sum X \sum Y}{\sqrt{\{N\sum X^2 - (\sum X)^2\}\{N\sum Y^2 - (\sum Y)^2\}}}$$

Where:

r_{xy} = product-moment coefficient of correlation between X and Y variables

ΣXY = Sum of the product of X and Y
ΣX = Sum of the scores of X variables
ΣY = Sum of the scores of Y variables
ΣX2 = Sum of square of X2
ΣY2 = Sum of square of Y2

6. Likert Scale. This is a frequency scale that uses fixed-choice response formats. It assesses the work stress causes and its effect on the employee performance of the City Government of Muntinlupa. This study's scale is 1 – 4, and 4 is the highest.

Where:

    4 – Strongly Agree
    3 – Agree
    2 – Disagree
    1 – Strongly Disagree

5. Results and Discussion

1. What is the demographic profile of the respondents in terms of:

Table 2. Demographic Profile of the Respondents in terms of Age

AGE	Frequency	Percentage
18-27	18	18%
28-37	35	35%
38-47	27	27%
48-57	13	13%
58 and above	7	7%
TOTAL	100	100%

The demographic profile of the respondents, as shown in Table 2, indicates a diverse range of age groups. The largest proportion of respondents falls within the 28-37 age bracket, comprising 35% of the total participants. This is followed by the 38-47 age group, which accounts for 27%. Respondents aged 18-27 comprise 18% of the sample, while those between 48-57 years old represent 13%. Finally, individuals aged 58 and above constitute the smallest group at 7%. This distribution suggests that the majority of respondents are in their mid-career stages, with fewer participants in the younger and older age brackets.

Table 3. Demographic Profile of the Respondents in terms of Gender

GENDER	Frequency	Percentage
Male	37	37%
Female	63	63%
TOTAL	100	100%

The demographic profile of the respondents in terms of gender, as presented in Table 3, shows that the majority of participants are female, comprising 63% of the total respondents. In contrast, males represent 37% of the sample. This distribution highlights a higher participation rate of females than males in the study, indicating that the gender balance is skewed towards female respondents.

Table 4. Demographic Profile of the Respondents in terms of Marital Status

MARITAL STATUS	Frequency	Percentage
Married/Domestic Partnership	55	55%
Widowed	4	4%
Single	34	34%
Separated	7	7%
TOTAL	100	100%

The demographic profile of the respondents in terms of marital status, as shown in Table 4, reveals that a majority, 55%, are either married or in a domestic partnership. Single respondents make up 34% of the sample, while those who are separated account for 7%. A smaller percentage, 4%, are widowed. This distribution indicates that over half of the respondents are in committed relationships, with a significant portion being single and fewer individuals identifying as separated or widowed.

Table 5. Demographic Profile of the Respondents in terms of Education

EDUCATION	Frequency	Percentage
Grade School Graduate	3	3%
High School Graduate	13	13%
Associate Degree	5	5%
Bachelor's Degree	54	54%
Master's Degree	20	20%
Doctorate Degree	5	5%
TOTAL	100	100%

The demographic profile of the respondents in terms of education, as presented in Table 5, shows that the majority of participants, 54%, hold a bachelor's degree. This is followed by 20% of respondents who have attained a master's degree, indicating a significant portion with advanced education. Those with a high school diploma make up 13%, while 5% each have an associate or doctorate degree. A small percentage, 3%, are grade school graduates. This distribution suggests that most respondents have completed higher

education, with a notable number having pursued further studies at the graduate level.

Table 6. Demographic Profile of the Respondents in terms of Office

OFFICE	Frequency	Percentage
General Services	15	15%
Youth Affairs and Sports Development	15	15%
Management Information System	5	5%
Ospital ng Muntinlupa	15	15%
Pamantasan ng Lungsod ng Muntinlupa	20	20%
Social Services Department	15	15%
Public Order and Safety	15	15%
TOTAL	100	100%

The demographic profile of the respondents based on their office, as shown in Table 6, reflects a relatively balanced distribution across various departments. The Pamantasan ng Lungsod ng Muntinlupa has the largest representation, with 20% of the respondents. The General Services, Youth Affairs, and Sports Development, Ospital ng Muntinlupa, Social Services Department, and Public Order and Safety each account for 15% of the respondents. The Management Information System department has the smallest representation, comprising 5% of the sample. This distribution highlights the diverse organizational backgrounds of the respondents, with most offices contributing equally to the study, except for a slight predominance from the Pamantasan ng Lungsod ng Muntinlupa.

Table 7. Demographic Profile of the Respondents in terms of Nature of Appointment

NATURE OF APPOINTMENT	Frequency	Percentage
Permanent	10	10%
Casual	55	55%
Contract of Service / Job Order	35	35%
TOTAL	100	100%

The demographic profile of the respondents in terms of the nature of the appointment, as presented in Table 7, shows that the majority of respondents, 55%, hold casual appointments. This is followed by 35% under a contract of service or job order arrangement. Only 10% of the respondents have permanent appointments. This distribution suggests that most of the workforce in the study is employed in non-permanent roles, with a significant number holding casual, indicating a relatively low proportion of individuals with long-term job security.

2. What are the work stress causes of the respondents in terms of:

Table 8. Work Stress Causes of the Respondents in terms of Working Conditions

Working Conditions	Weighted Mean	Verbal Interpretation	Rank
1. I am aware of my Key Performance Indicators (KPIs)	3.00	Agree	4
2. I have achievable deadlines.	3.00	Agree	4
3. I report to the office regularly and on time.	3.10	Agree	1
4. I can concentrate on working in the office compared to at home.	3.08	Agree	2
5. I feel a sense of belonging at work.	3.06	Agree	3
Categorical Mean	**3.05**	**Agree**	

The data in Table 8 reflect the respondents' perceptions of work stress causes related to their working conditions. The highest-ranked item, with a weighted mean of 3.10, indicates that respondents agree that they report to the office regularly and on time. This is closely followed by their ability to concentrate better in the office than working from home, with a weighted mean of 3.08, ranked second. A sense of belonging at work is also significant, ranking third with a mean of 3.06. Awareness of Key Performance Indicators (KPIs) and achievable deadlines rank fourth, with a mean of 3.00 each. The overall categorical mean of 3.05 suggests that respondents generally agree that their working conditions are manageable, though they may still contribute to moderate levels of work stress.

Table 9. Work Stress Causes of the Respondents in terms of Nature or Type of Job

Nature or Type of Job	Weighted Mean	Verbal Interpretation	Rank
1. I am protected from exposure to harmful substances at work.	2.79	Agree	1
2. I can make use of my skills and talent at work.	2.77	Agree	4
3. I have a choice in deciding what I do at work.	2.79	Agree	1
4. I am responsible for other people at work.	2.72	Agree	5
5. I have the power to influence decisions at work.	2.78	Agree	3
Categorical Mean	**2.77**	**Agree**	

Table 9 presents the work stress caused by the respondents' nature or type of job. The highest-ranked factors, with a weighted mean of 2.79, indicate that respondents agree they are protected from exposure to harmful substances and have some degree of choice in deciding what they do at work. The ability to influence decisions ranks third, with a mean of 2.78, followed by the opportunity to use their skills and talents at work, which has a mean of 2.77. The lowest-ranked factor, with a mean of 2.72, relates to the responsibility for other people at work. The overall categorical mean of 2.77 shows that while respondents generally agree that their job nature is manageable, some aspects may still contribute to their work stress levels.

Table 10. Work Stress Causes of the Respondents in terms of Management Practices

Management Practices	Weighted Mean	Verbal Interpretation	Rank
1. The organization values my views on work.	2.88	Agree	3
2. The organization treats everyone equally in terms of growth opportunities.	2.88	Agree	3
3. The organization tries to make our lives easier at work.	2.85	Agree	5
4. The organization hears its employees' grievances.	2.96	Agree	1
5. The organization gives adequate recognition for good performance.	2.95	Agree	2
Categorical Mean	**2.90**	**Agree**	

Table 10 presents the work stress causes related to management practices. The highest-ranked item, with a weighted mean of 2.96, indicates that respondents agree the

organization hears its employees' grievances. This is followed by the perception that the organization provides adequate recognition for good performance, with a mean of 2.95, ranked second. The organization's consideration of employees' views and its equal treatment in terms of growth opportunities ranks third, with a mean of 2.88. The lowest-ranked item, with a mean of 2.85, suggests that the respondents agree the organization makes efforts to ease their work lives, but it is perceived slightly less favorably than other factors. The categorical mean of 2.90 reflects general agreement among respondents that management practices are fair, though there are areas where stress could arise from organizational handling of employee concerns.

Table 11. Work Stress Causes of the Respondents in terms of Life Events

Life Events	Weighted Mean	Verbal Interpretation	Rank
1. I feel energized at work.	2.79	Agree	1
2. My work schedule permits me to meet my family and personal responsibilities.	2.72	Agree	4
3. I can take time off if I'm sick or for an important reason.	2.70	Agree	5
4. I have time for my recreational activities.	2.78	Agree	2
5. I consider working in the organization until retirement.	2.74	Agree	3
Categorical Mean	**2.75**	**Agree**	

Table 11 illustrates the work stress causes related to life events as perceived by the respondents. The highest-ranked factor, with a weighted mean of 2.79, indicates that respondents feel energized at work. This is closely followed by the ability to engage in recreational activities, with a mean of 2.78, ranking second—the intention to work in the organization until retirement ranks third, with a mean of 2.74. Respondents desire a work schedule that allows them to fulfill family and personal responsibilities, ranking fourth with a mean of 2.72. The ability to take time off for illness or important reasons ranks lowest at 2.70. The overall categorical mean of 2.75 suggests that respondents generally agree that life events contribute positively to their work performance. However, some factors indicate potential areas for improvement to support work-life balance better.

Table 12. Work Stress Causes of the Respondents in terms of Financial Factors or Problems

Financial Factors or Problems	Weighted Mean	Verbal Interpretation	Rank
1. I am the breadwinner in the family, and my salary is enough to sustain my family's needs.	1.90	Disagree	5
2. I treat myself after a long week of work.	1.96	Disagree	3
3. I look forward to receiving my salary without questionable deductions to pay off my debts.	2.05	Disagree	1
4. I can save money regularly.	2.01	Disagree	2
5. I am paid for all my services.	1.96	Disagree	3
Categorical Mean	**1.98**	**Disagree**	

Table 12 highlights the work stress caused by financial factors or problems experienced by the respondents. The highest-ranked item, with a weighted mean of 2.05, indicates that respondents disagree with the statement about looking forward to receiving their salary without questionable deductions to pay off debts, ranking it first in terms of concern. This is followed closely by the ability to save money regularly, which has a mean of 2.01, indicating disagreement. Respondents also disagree with statements about being the breadwinner and having enough salary to meet family needs, which ranks fifth with a mean of 1.90. Similarly, the ability to treat themselves after a long work week and pay for all the services their services also receive a low rating, with a mean of 1.96. The overall categorical mean of 1.98 suggests that respondents largely disagree that financial factors or problems contribute positively to their work performance, indicating that financial concerns may significantly impact their overall work stress levels.

Table 13. Summary of Work Stress Causes of the Respondent

Variable	Categorical Mean	Verbal Interpretation	Rank
Working Conditions	3.05	Agree	1
Nature or Type of Job	2.77	Agree	3
Management Practices	2.90	Agree	2
Life Events	2.75	Agree	4
Financial Factors or Problems	1.98	Disagree	5
Categorical Mean	**2.69**	**Agree**	

Table 13 summarizes the work stress causes experienced by the respondents, providing a clear overview of various contributing factors. The highest categorical mean of 3.05, which falls under Working Conditions, indicates strong agreement that these conditions positively influence their work performance, ranking first overall. Following this, Management Practices rank second with a mean of 2.90, suggesting respondents feel reasonably supported by their organization. The Nature or Type of Job is ranked third with a mean of 2.77, indicating a generally positive assessment of their job roles. Life Events rank fourth with a mean of 2.75, showing agreement that personal life events play a supportive role. In stark contrast, Financial Factors or Problems rank fifth with a low mean of 1.98, indicating disagreement that financial problems positively affect their work performance. The overall categorical mean of 2.69 reflects a general agreement among respondents that while many aspects of their work environment are manageable, financial concerns remain a significant source of stress.

3. What is the effect of work stress on the respondents' performance in terms of:

Table 14. Effect of Work Stress on the Respondents' Performance in terms of Productivity

Productivity	Weighted Mean	Verbal Interpretation	Rank
1. I can complete my task or checklist daily.	2.91	Agree	3
2. I'm motivated to extend work after working hours to finish my assignments.	2.94	Agree	2
3. I can handle my daily tasks independently.	2.87	Agree	4
4. I meet the deadlines.	2.81	Agree	5
5. I leave work with a sense of achievement.	2.99	Agree	1
Categorical Mean	**2.90**	**Agree**	

Table 14 presents the effects of work stress on the respondents' performance in terms of productivity. The highest-rated factor, with a weighted mean of 2.99, indicates that respondents agree they leave work with a sense of achievement, ranking it first. This sense of accomplishment is crucial for overall job satisfaction. The second-highest mean of 2.94 suggests that respondents feel motivated to extend their work hours to complete assignments, indicating a strong commitment to their tasks. Following closely, the ability to complete daily tasks or checklists ranks third with a mean of 2.91. Respondents also agree they can handle their daily tasks independently, which ranks fourth with a mean of 2.87. Lastly, the ability to meet deadlines ranks fifth with a mean of 2.81. The overall categorical mean of 2.90 reflects a general agreement that despite work stress, respondents maintain a good level of productivity, although there are areas where performance may be impacted.

Table 15. Effect of Work Stress on the Respondents' Performance in terms of Work Satisfaction

Work Satisfaction	Weighted Mean	Verbal Interpretation	Rank
1. My work is meaningful.	2.87	Agree	3
2. I am paid according to my output at work.	2.02	Disagree	5
3. I am satisfied with the pace of my work.	2.92	Agree	1
4. I am given opportunities to improve my skills at work.	2.83	Agree	4
5. I contribute to the growth of the company.	2.92	Agree	1
Categorical Mean	2.71	Agree	

Table 15 illustrates the effects of work stress on the respondents' performance in terms of work satisfaction. The highest-ranked factors, with a weighted mean of 2.92, indicate that respondents agree they are satisfied with the pace of their work and feel they contribute to the organization's growth, highlighting a positive assessment of their roles. The following highest mean of 2.87 suggests that respondents find their work meaningful, ranking third. Opportunities for skill improvement rank fourth with a mean of 2.83, indicating that respondents appreciate chances for professional development. However, the statement regarding being paid according to output ranks fifth, with a low mean of 2.02, reflecting disagreement and signaling potential dissatisfaction with compensation. The overall categorical mean of 2.71 suggests that while respondents generally agree that their work is satisfying, concerns about pay may detract from their overall work satisfaction.

Table 16. Effect of Work Stress on the Respondents' Performance in terms of Working Relationships

Working Relationships	Weighted Mean	Verbal Interpretation	Rank
1. I feel comfortable expressing my thoughts and feelings without fear of workplace discrimination or bias.	3.10	Agree	2
2. I can ask for help when I feel overwhelmed at work.	3.09	Agree	3
3. I maintain a harmonious working relationship with my colleagues.	3.12	Agree	1
4. I can freely ask my head questions about changes at work.	3.03	Agree	5
5. My colleagues are willing to assist and help me with work-related problems.	3.07	Agree	4
Categorical Mean	3.08	Agree	

Table 16 highlights the effects of work stress on the respondents' performance in terms of working relationships. The highest-ranked item, with a weighted mean of 3.12, indicates that respondents agree they maintain harmonious relationships with their colleagues, which is crucial for a positive work environment. Following closely, the ability to express thoughts and feelings without fear of discrimination ranks second, with a mean of 3.10. The statement about asking for help when feeling overwhelmed ranks third with a mean of 3.09, suggesting a supportive workplace culture. Additionally, the willingness of colleagues to assist with work-related problems is also acknowledged, ranking fourth with a mean of 3.07. Finally, the ability to ask about changes at work ranks fifth with a mean of 3.03. The overall categorical mean of 3.08 reflects a strong agreement that respondents enjoy positive working relationships, indicating that these relationships significantly mitigate work stress and enhance overall job performance.

Table 17. Summary of the Effect of Work Stress on the Respondents' Performance

Variable	Categorical Mean	Verbal Interpretation	Rank
Productivity	2.90	Agree	3
Work Satisfaction	2.91	Agree	2
Working Relationship	3.08	Agree	1
Categorical Mean	2.96	Agree	

Table 17 summarizes the effects of work stress on the respondents' performance across three key variables. The highest-ranked factor is Working Relationships, with a categorical mean of 3.08, indicating substantial agreement that positive interpersonal dynamics significantly enhance their performance. The following closely follows Work Satisfaction, with a mean of 2.91, suggesting that respondents feel generally satisfied with their work performance, contributing positively to their performance. Productivity ranks third with a mean of 2.90, reflecting a solid level of productivity despite work stress. The overall categorical mean of 2.96 indicates general agreement that work stress impacts performance in various ways, with working relationships being the most beneficial factor, underscoring the importance of a supportive work environment in mitigating stress and fostering better job performance.

4. Is there a significant difference in the respondents' work stress causes when grouped according to their demographic profile?

Table 18. Summary of the Effect of Work Stress on the Respondents' Performance

VARIABLE	t	df	Sig. (2-tailed)	Conclusion	Decision
Working Conditions	.131	98	.896	$p > .05$	Failed to Reject H_0
Nature or Type of Job	-.309	98	.758	$p > .05$	Failed to Reject H_0
Management Practices	-.449	98	.655	$p > .05$	Failed to Reject H_0
Life Events	.769	98	.443	$p < .05$	Failed to Accept H_0
Financial Factors or Problems	.214	98	.831	$p > .05$	Failed to Reject H_0

Table 18 presents the results of an independent sample test conducted to assess significant differences in the respondents' work stress causes based on gender. The findings indicate that for all categories—Working Conditions, Nature or Type of Job, Management Practices, Life Events, and Financial Factors or Problems—the p-values exceed the 0.05 threshold. Specifically, the p-values are .896, .758, .655, .443, and .831, respectively, leading to the conclusion of Failed to Reject H_0

for all categories, except for Life Events, where the p-value of .443 still indicates that we fail to accept H_0. This suggests no statistically significant differences in work stress causes between male and female respondents across the examined variables. The analysis implies that gender does not significantly influence this sample's perception of work stress causes.

Table 19. ANOVA. Test for significant difference in the respondents' work stress causes when grouped according to Age, Marital Status, Education, Office, Nature of Appointment

AGE					
	Df	**F**	**Sig.**	**Conclusion**	**Decision**
Productivity	4 95	0.294	0.881	p > .05	Failed to Reject H_0
Work Satisfaction	4 95	0.494	0.74	p > .05	Failed to Reject H_0
Working Relationship	4 95	0.445	0.776	p > .05	Failed to Reject H_0
MARITAL STATUS					
	df	**F**	**Sig.**	**Conclusion**	**Decision**
Productivity	3 96	0.65	0.585	p > .05	Failed to Reject H_0
Work Satisfaction	3 96	0.678	0.567	p > .05	Failed to Reject H_0
Working Relationship	3 96	1.493	0.221	p > .05	Failed to Reject H_0
EDUCATION					
	df	**F**	**Sig.**	**Conclusion**	**Decision**
Productivity	5 94	1.807	0.119	p > .05	Failed to Reject H_0
Work Satisfaction	5 94	1.712	0.139	p > .05	Failed to Reject H_0
Working Relationship	5 94	1.429	0.221	p > .05	Failed to Reject H_0
OFFICE					
	df	**F**	**Sig.**	**Conclusion**	**Decision**
Productivity	6 93	1.294	0.268	p > .05	Failed to Reject H_0
Work Satisfaction	6 93	1.302	0.264	p > .05	Failed to Reject H_0
Working Relationship	6 93	0.396	0.88	p > .05	Failed to Reject H_0
NATURE OF APPOINTMENT					
	df	**F**	**Sig.**	**Conclusion**	**Decision**
Productivity	2 97	2.254	0.11	p > .05	Failed to Reject H_0
Work Satisfaction	2 97	1.664	0.195	p > .05	Failed to Reject H_0
Working Relationship	2 97	0.787	0.458	p > .05	Failed to Reject H_0

Table 19 summarizes the results of an ANOVA test conducted to examine the significant differences in work stress causes based on various demographic factors: Age, Marital Status, Education, Office, and Nature of Appointment.

For Age, the analysis reveals that all categories—productivity (F = 0.294, p = 0.881), Work Satisfaction (F = 0.494, p = 0.740), and Working Relationship (F = 0.445, p = 0.776)—

indicate no significant differences, as all p-values are greater than 0.05, leading to the conclusion of "Failed to Reject H_0." Similarly, for Marital Status, no significant differences are found across Productivity (F = 0.650, p = 0.585), Work Satisfaction (F = 0.678, p = 0.567), and Working Relationships (F = 1.493, p = 0.221), confirming the same conclusion.

The results for Education also show no significant differences, with p-values for Productivity (F = 1.807, p =

0.119), Work Satisfaction (F = 1.712, p = 0.139), and Working Relationship (F = 1.429, p = 0.221) all exceeding 0.05.

Regarding the Office, all measurements indicate no significant differences as well, with Productivity (F = 1.294, p = 0.268), Work Satisfaction (F = 1.302, p = 0.264), and Working Relationship (F = 0.396, p = 0.880) yielding p-values above 0.05.

Lastly, the results for the Nature of Appointment suggest no significant differences, with p-values for Productivity (F = 2.254, p = 0.110), Work Satisfaction (F = 1.664, p = 0.195), and Working Relationship (F = 0.787, p = 0.458) all indicating a failure to reject the null hypothesis.

Overall, the findings from the ANOVA tests indicate that demographic factors such as age, marital status, education, office affiliation, and nature of appointment do not significantly influence the respondents' performance under work stress.

5. Is there a significant relationship between the respondents' work stress causes and its effect?

Table 20. Pearson Correlation: Test for a significant relationship between the respondents' work stress causes and its effect

VARIABLE	Productivity	Work Satisfaction	Working Relationship
A. Working Conditions	0.134**	0.049	0.083
B. Nature or Type of Job	0.154**	0.058**	0.110**
C. Management Practices	0.118**	0.060**	0.131**
D. Life Events	0.059**	0.058**	0.014
E. Financial Factors or Problems	0.022	0.006	0.187**

** Correlation is significant at the 0.05 level (2-tailed).

However, the correlations with Work Satisfaction (r = 0.049) and Working Relationships (r = 0.083) are weak and not statistically significant.

In the case of Nature or Type of Job, there is a slightly stronger correlation with Productivity (r = 0.154), also significant at the 0.05 level. In contrast, the correlations with Work Satisfaction (r = 0.058) and Working Relationships (r = 0.110) remain weak and insignificant.

For Management Practices, the correlation with Productivity is again positive (r = 0.118), which is significant at the 0.05 level. The relationships between Work Satisfaction (r = 0.060) and Working Relationships (r = 0.131) indicate weak positive associations, with the latter being significant.

Regarding Life Events, the correlations are relatively weak across all variables, with Productivity (r = 0.059) and Work Satisfaction (r = 0.058) showing slight positive correlations, while Working Relationships (r = 0.014) indicate no meaningful association.

Finally, Financial Factors or Problems show weak correlations with Productivity (r = 0.022) and Work Satisfaction (r = 0.006), both insignificant, but a more substantial positive correlation with Working Relationships (r = 0.187), which is significant at the 0.05 level.

Overall, the analysis reveals that while some work stress causes, particularly Working Conditions, Nature or Type of Job, and Management Practices, have weak but significant correlations with productivity, the most noteworthy relationship exists between Financial Factors or Problems and Working Relationships. This suggests that work stress can have varying impacts on different performance aspects, with financial problems potentially affecting interpersonal dynamics in the workplace.

6. Conclusion and Future Scope

The finding clearly shows that among the identified stressors, financial factors or problems significantly affect the employee performance of the City Government of Muntinlupa and greatly contribute to their overall work stress levels. In response, the researchers propose the following initiatives and programs:

1. It is recommended that the local government merit and promotion system be revisited for all appointments, from plantilla to contract of service or job orders, to compensate for the significant workloads associated with the nature of their work, particularly the job order employees. Local government employees are first responders when delivering public services—such as security and social services like healthcare, education, and social protection. The Local Government Unit (LGU) must ensure employees receive fair compensation to stay motivated and maintain these efforts in providing public services.

2. It is highly recommended that contract of service or job order employees who are significant in the study be provided with competitive compensation and benefits packages, given that they are making an equal effort to supply public services as plantilla and casual employees. They ought to be compensated equally for their function and role in carrying out and implementing the local government's programs and projects. They should be accorded the same privileges and advantages as local government employees.

3. It is recommended that government employees' salaries be commensurate with those of the private sector. Estimating the government-private sector compensation premium—the average salary differential between the public and private sectors, considering qualifications and performance—is the first step in assessing the competitiveness of government salaries [5].

4. It is recommended that the Local Government Unit (LGU) provide Financial Literacy training to its employees to help them manage their finances and make wise financial decisions. Given the rapidly evolving economic landscape, a workforce with sound financial judgment is necessary. Financial literacy is the cornerstone of worker well-being and a significant force behind organizational achievement. Many advantages await by providing employees with the financial management skills they need, including increased job satisfaction, reduced financial stress, and a more engaged and productive workforce [1].

Data Availability
None

Conflict of Interest
The authors declare that they do not have any conflict of interest.

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Authors' Contributions
R.A. Samson conducted a comprehensive literature review, identifying critical research gaps. Additionally, he played a pivotal role in designing the research methodology, formulating the questionnaire, and drafting the manuscript.
G.E Basa was primarily responsible for data collection and subsequent analysis.

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