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RESEARCH ARTICLE

WORK DIMENSIONS AND WORK EFFICIENCY AMONG ENVIRONMENT AND NATURAL RESOURCES EMPLOYEES: BASIS FOR A PROPOSED POLICY

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Abstract

This study examined the perceptions of employees and supervisors regarding multiple work designations and their impact on work efficiency within the Department of Environment and Natural Resources (DENR) in Isabela Province. Specifically, it aimed to assess the relationship between work efficiency and key workplace factors, including workload, time management, job satisfaction, stress management, and organizational support. The study also sought to identify the challenges encountered by employees with multiple designations and to propose appropriate policy interventions. A descriptive-comparative research design was employed, involving 126 employees and 15 supervisors from various offices, including CENRO Cauayan City, CENRO Cabagan, CENRO San Isidro, CENRO Naguilian, and the PENR Sub-Office in Roxas. Data were gathered using a structured survey based on a five-point Likert scale and analyzed through both descriptive statistics and inferential tests, specifically the Mann–Whitney U and Kendall's Tau-b. Findings revealed that both employees and supervisors expressed favorable perceptions of multiple work designations in relation to workload, time management, and organizational support. However, negative perceptions were noted regarding job satisfaction and stress management. Despite these concerns, work efficiency among employees remained high, with significant positive correlations observed between efficiency and the factors of workload, time management, and organizational support. In contrast, job satisfaction and stress management exhibited weak or negative correlations with efficiency. Role ambiguity, heightened stress levels, and reduced performance emerged as prominent challenges. In response, the study proposes a policy framework aimed at supporting employees with multiple designations to promote sustained efficiency and well-being.

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INTRODUCTION

Employees are central to the success of any organization, serving as the primary agents in executing its vision, mission, and strategic goals (Gallup, 2017). Effective job designation—the process of assigning individuals to roles based on their competencies—is essential in aligning human resources with organizational objectives (Guillemette, 2023). Proper role assignment, task delegation, and workforce alignment ensure that operations are carried out efficiently and that employees contribute meaningfully to institutional goals.

In contemporary work environments, it is increasingly common for employees to be assigned multiple designations, often requiring them to perform diverse roles across departments or projects. Research suggests that this can have both positive and negative implications. On the one hand, individuals who demonstrate high levels of openness, energy, and independence may thrive in multitasking settings, finding such arrangements stimulating and conducive to innovation (Magnus et al., 2014; Robson, 2021; Serna et al., 2017). Studies by Kim and Kim (2019) and Kim and Lee (2019) further argue that handling multiple roles can enhance job satisfaction and engagement by allowing employees to apply a broader range of skills and knowledge.

On the other hand, the demands of multiple designations can also lead to increased workload, reduced job autonomy, and heightened stress, thereby undermining job satisfaction and overall performance (Huang & Lee, 2018; Hwang & Lee, 2018). Moreover, work-life imbalance, burnout, and role ambiguity are frequently reported challenges in such settings (Chen & Cheng, 2018; Lin et al., 2018). These conflicting findings underscore the complexity of multitasking in organizational contexts and call for deeper investigation, particularly in sectors undergoing structural and operational transitions.

Amid rapid organizational change and evolving job structures, particularly in public service institutions, it is essential to understand how multiple work designations affect employee performance and well-being. In the Philippine public sector, the Department of Environment and Natural Resources (DENR) exemplifies this shift. Tasked with the conservation, management, and sustainable use of the country's natural resources, the DENR increasingly requires its personnel to undertake multiple roles to meet operational demands.

Despite this growing practice, limited empirical research has examined the specific implications of multiple designations on work efficiency within the DENR, especially at the regional level. This represents a critical research gap, as understanding these dynamics is necessary for developing evidence-based policies that support both organizational effectiveness and employee welfare.

This study, therefore, investigates the perceptions of employees and supervisors on the impact of multiple work designations on work efficiency within DENR offices in Isabela Province. By analyzing relationships between work efficiency and factors such as workload, time management, job satisfaction, stress management, and organizational support, the study aims to generate practical recommendations for institutional policy and workforce management.

Ultimately, the findings of this research have broader implications for advancing Sustainable Development Goal 8, which promotes inclusive and sustainable economic growth, productive employment, and decent work for all. Effectively managing multiple work designations is key to ensuring not only organizational efficiency but also sustainable job satisfaction and employee well-being in today's dynamic work environments.

RESEARCH OBJECTIVES

This study aims to examine the impact of multiple work designations on the work efficiency of employees in the Department of Environment and Natural Resources (DENR) in Isabela Province. Specifically, the study seeks to:

1. Determine the perceptions of employees and supervisors regarding multiple work designations in terms of:
    1.1. Workload
    1.2. Time management
    1.3. Job satisfaction
    1.4. Stress management
    1.5. Organizational support
2. Assess the level of work efficiency among DENR employees with multiple designations.
3. Analyze the relationship between work efficiency and the identified workplace factors.
4. Identify the challenges experienced by employees assigned to multiple work designations.
5. Propose policy recommendations to enhance work efficiency and employee well-being.
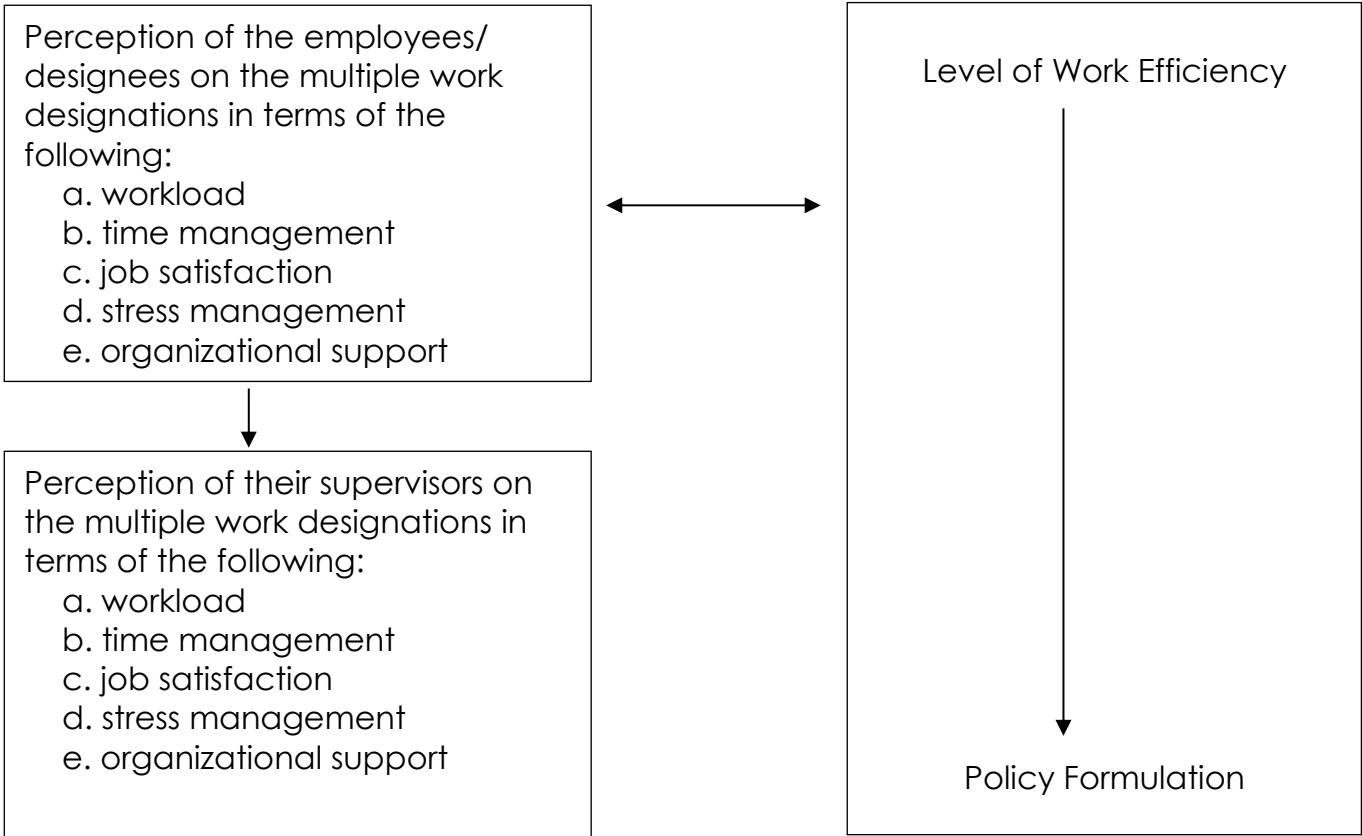
METHODOLOGY

This study employed a descriptive-comparative research design to analyze the relationship between multiple work designations and the work efficiency of employees in the Department of Environment and Natural Resources (DENR), Isabela Province. It also sought to compare the perceptions of employees and their supervisors regarding the dimensions of multiple work designations.

This study was anchored on a conceptual framework that investigates the perceptions of employees with multiple work designations and their immediate supervisors, focusing on five key dimensions: workload, time management, job satisfaction, stress management, and organizational support. These dimensions serve as the independent variables and are assessed from both the employees' and supervisors' perspectives.

The framework posits that these perceptions, when analyzed collectively, offer a comprehensive understanding of the factors influencing the dependent variable, which is the level of work efficiency of employees with multiple designations. It assumes that differences in perception between employees and supervisors may significantly affect employee performance outcomes. By analyzing these relationships, the study aims to identify critical areas for intervention, support mechanisms, and policy recommendations that can help sustain or enhance employee efficiency in settings where individuals are tasked with multiple roles.

Figure 1. Paradigm of the Study

| Perception of the employees/ designees on the multiple work designations in terms of the following: a. workload b. time management c. job satisfaction d. stress management e. organizational support | | Level of Work Efficiency |
| Perception of their supervisors on the multiple work designations in terms of the following: a. workload b. time management c. job satisfaction d. stress management e. organizational support | | Policy Formulation |

The research was conducted in five DENR field offices in Isabela Province: CENRO Cauayan City, CENRO Cabagan, CENRO San Isidro, CENRO Naguilian, and PENR Sub-Office, Roxas. These offices operate under the mandate of DENR to conserve, manage, and regulate the country's environment and natural resources.

The study involved 141 total respondents: 126 permanent employees with multiple work designations and 15 immediate supervisors. A 95% confidence level and 5% margin of error were applied to determine sample size, and respondents were selected via simple random sampling.

Table 1: Respondents of the Study

DENR Municipality	Population	Sample Size		Total	%
		Employees/Designees	Supervisors		
Cauayan City	31	21	3	24	17.02%
Cabagan	56	37	3	40	28.37%
San Isidro	31	21	3	24	17.02%
Naguilian	51	34	3	37	26.24%
Roxas	19	13	3	16	11.35%
Total	188	126	15	141	100.00%

Separate demographic profiles were established for the employees/designated personnel and their immediate supervisors to capture relevant background information and organizational contexts. Among the employees, the majority were aged 31–40 years, predominantly male, and married. Most occupied technical or field-based positions, with a significant proportion serving as Forest Rangers or Technicians. Notably, a large number of employees reported holding two to three work designations, reflecting the multifaceted nature of their responsibilities.

In contrast, the supervisors were primarily aged 51–60 years, mostly male, and all were married. They occupied senior administrative or managerial positions, particularly in the areas of land management and ecosystem services. These supervisors were responsible for overseeing operational teams composed of approximately 6 to 15 personnel, highlighting their leadership role in managing multiple staff assignments within their respective jurisdictions.

Table 2: Employees'/Designees' Demographic Profile

Indicators		f	%
Age	20-30	23	18.25
	31-40	47	37.30
	41-50	27	21.43
	51-60	29	23.02
Gender	Male	70	55.56
	Female	56	44.44
Civil Status	Single	31	24.60
	Married	91	72.22
	Widow	4	3.17
Position	Administrative Aide VI	11	8.73
	Administrative Officer I (Records Officer I)	1	0.79
	Cartographer I	3	2.38
	Credit Officer	3	2.38
	Ecosystems Management Specialist	2	1.59
	Engineer I	1	0.79
	Forest Ranger	21	16.67
	Forest Technician I	20	15.87
	Forest Technician II	16	12.70
	Forester I	16	12.70
	Forester II	4	3.17
	Forester III	1	0.79
	Land Management Examiner	4	3.17
	Land Management Inspection	6	4.76
	Land Management Officer I	5	3.97
	Land Management Officer II	1	0.79
	Land Management Officer Iii	4	3.17
	Park Maintenance Foreman	1	0.79

	Senior Ecosystems Management Specialist	2	1.59
	Special Investigator I	2	1.59
	Supervising Ecosystems Management Specialist	2	1.59
No. of current designations	2	42	33.33
	3	61	48.41
	4	15	11.90
	5	5	3.97
	6	2	1.59
	9	1	0.79
Total		**126**	**100.00**

Table 3: Supervisors' Demographic Profile

Indicators		f	%
Age	31-40	1	6.67
	41-50	5	33.33
	51-60	9	60.00
Gender	Male	8	53.33
	Female	7	46.67
Civil status	Married	15	100.00
Position	Land Management Officer III/Regulation and Permitting Section Chief	1	6.67
	Ecosystems Management Specialist II	1	6.67
	Forester III	3	20.00
	Land Management Officer III	5	33.33
	Senior Ecosystems Management Specialist	4	26.67
No. of staff monitored	1-5	3	20.00
	6-10	4	26.67
	11-15	5	33.33
	16-20	2	13.33
	21-25	1	6.67
Total		**15**	**100.00**

The instrument utilized in the study was a four-part survey questionnaire, developed by adapting and modifying existing validated tools to ensure contextual relevance. Part I gathered demographic information from employees and supervisors. Part II measured perceptions on multiple work designations, encompassing five key domains: workload, time management, job satisfaction, stress management, and organizational support. Part III assessed the work efficiency of employees, while Part IV explored the challenges and concerns associated with holding multiple designations. The items in each section were derived from established sources: workload items were adapted from Firma et al. (2023); job satisfaction items from the Merlin Company, North Haven, CT, USA; stress management items from the American Institute of Stress (2001); organizational support items from Riyadi

(2018); time management items from De Ocampo (2019) and Jayamaran (2011); and work efficiency items from Tarun (2023). All instruments were contextually modified to suit the specific work environment of Department of Environment and Natural Resources (DENR) employees in Isabela Province.

Prior to the main survey, a pilot test was conducted with a small group of participants from the target population to evaluate validity and reliability. Cronbach's Alpha was used to test internal consistency, with all subscales showing high reliability (a > 0.80).

Table 4: Reliability Test Results Using Cronbach's Alpha

Multiple Designations	No. of Items	Cronbach's Alpha	Qualitative Description
Workload	10	.89	Highly Reliable
Time Management	10	.92	Highly Reliable
Job Satisfaction	6	.84	Highly Reliable
Stress Management	5	.80	Highly Reliable
Organizational Support	10	.84	Highly Reliable
Work Efficiency	10	.94	Highly Reliable

The data collection process followed a systematic sequence to ensure the validity and reliability of the results. First, approval and permissions were secured through a formal letter submitted to and approved by the respective field office heads of the Department of Environment and Natural Resources (DENR). Second, pilot testing of the instrument was conducted to assess its clarity and reliability; revisions were made based on respondent feedback and statistical measures of internal consistency. Third, survey distribution was carried out by administering the questionnaires in person to the identified respondents across selected DENR offices, and the completed forms were retrieved immediately after completion to ensure high response rates. Finally, for data management, all collected responses were thoroughly checked for completeness, after which the data were systematically encoded and prepared for statistical analysis.

Data were analyzed using the *Statistical Package for the Social Sciences* (SPSS). The analysis employed both descriptive and inferential statistical techniques. Descriptive statistics, including frequency, percentage, and mean, were used to summarize the demographic characteristics of the respondents and their responses to survey items. Inferential statistics were applied to test relationships and differences between groups: the Mann–Whitney U-Test was utilized to compare the perceptions of employees and supervisors regarding multiple work designations, while Kendall's Tau-b correlation coefficient was employed to assess the strength and direction of relationships between work efficiency and the identified workplace variables.

Table 5: Likert Scale Interpretation

Scale	Range	Qualitative Description
5	4.21 – 5.00	Strongly Agree
4	3.41 – 4.20	Agree
3	2.61 – 3.40	Neither Agree/Nor Disagree
2	1.81 – 2.60	Disagree
1	1.0 – 1.80	Strongly Disagree

RESULTS AND DISCUSSION

Perception Of The Employees/Designees on Multiple Work Designations
a. Based on Workload

Table 6 presents the perceptions of employees regarding their workload when holding multiple designations. The majority of respondents *strongly agreed* that their organization provides the necessary tools and resources to perform their duties effectively (M = 4.24), and that their skills are utilized appropriately (M = 4.34). Additionally, employees reported a strong sense of personal accomplishment (M = 4.33), satisfaction with management communication (M = 4.28), and clear goal-setting (M = 4.26).

Although most indicators reflect positive experiences, certain areas suggest opportunities for improvement. For example, involvement in decision-making (M = 4.16) and openness in sharing ideas with management (M = 4.07) were rated slightly lower, indicating a need to enhance participatory practices. The organization's commitment to collaborative problem-solving was also perceived positively, albeit to a lesser extent (M = 4.13).

The overall category mean of 4.23 indicates a high level of satisfaction with workload management despite the complexity of multiple roles. This finding supports Herzberg's (1968) two-factor theory, which emphasizes intrinsic motivators—such as achievement and recognition—as central to job satisfaction. Furthermore, Deci and Ryan's (2016) self-determination theory reinforces that autonomy and competence are key drivers of motivation. In the context of public sector work, these perceptions align with findings by Valderama and Salvador (2019), who noted that organizational support mitigates stress and improves workload management among Philippine government employees.

Table 6. Perception of the Employees on Multiple Designations Based on Workload

WORKLOAD: In having two (2) or more designations:		MEAN	QD
W1	The organization provides the tools and needed resources to do the job well.	4.24	Strongly Agree
W2	Skills and abilities are effectively utilized in the work.	4.34	Strongly Agree
W3	Satisfaction is felt with the information provided by management regarding what is happening in the department.	4.28	Strongly Agree
W4	There is contentment/satisfaction with the level of involvement in decisions that affect the work.	4.16	Agree
W5	Encouragement is given to come up with new and better ways of doing things.	4.24	Strongly Agree
W6	Personal accomplishment is gained through the work.	4.33	Strongly Agree
W7	Quality goals are clearly defined in the work.	4.26	Strongly Agree
W8	There is a sense of safety in sharing plans, programs, and policies with management.	4.07	Agree
W9	The organization does an excellent job of keeping employees informed about matters affecting them.	4.22	Strongly Agree
W10	The organization is committed to finding win-win solutions workplace problems.	4.13	Agree
Category Mean		**4.23**	**Strongly Agree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

b. Based on Time Management

Table 7 presents the perceptions of employees regarding their time management while handling multiple work designations. The highest-rated indicator was the ability to prioritize tasks effectively ($M = 4.29$), followed closely by setting realistic deadlines ($M = 4.23$) and completing work on time ($M = 4.22$). These results suggest that employees have developed effective time management strategies to handle the demands of multiple responsibilities.

Despite the generally favorable responses, slightly lower mean scores were noted for daily planning ($M = 4.12$), establishing routines ($M = 4.17$), and allocating time for personal development ($M = 4.14$). This implies that while employees manage tasks well overall, structured scheduling and time for professional growth could be further strengthened.

The overall mean of 4.19 reflects a high level of time management competence among employees. These findings are consistent with the principles of the Time Management Matrix developed by Covey (1994), which emphasizes the importance of prioritizing high-impact tasks. Additionally, the positive ratings suggest that employees employ adaptive behaviors in line with the Job Demands-Resources (JDR) theory, which posits that individuals balance demands through resourceful strategies, including effective time use (Bakker & Demerouti, 2007).

Table 7. Perception of the Employees on Multiple Designations Based on Time Management

TIME MANAGEMENT: In having two (2) or more designations:		**MEAN**	**QD**
TM1	Realistic and attainable goals are met.	4.22	Strongly Agree
TM2	Tasks are prioritized based on urgency and importance.	4.28	Strongly Agree
TM3	Enough time is allocated for each task.	4.16	Agree
TM4	Progress is tracked and monitored, with plans adjusted accordingly.	4.20	Strongly Agree
TM5	Work and personal time are balanced to avoid burnout.	4.16	Agree
TM6	A list of things to do each day is made.	4.03	Agree
TM7	A schedule of activities for workdays is created.	4.11	Agree
TM8	Time is used constructively.	4.15	Agree
TM9	When several tasks are at hand, it is considered best to do a little bit of work on each one.	3.98	Agree
TM10	Time is spent daily on planning.	3.70	Agree
Category Mean		**4.10**	**Agree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

c. Based on Job Satisfaction

Table 8 illustrates employee perceptions of job satisfaction in relation to multiple work designations. The highest-rated indicators were the sense of accomplishment from completing tasks ($M = 4.34$) and pride in work ($M = 4.28$). Respondents also agreed that they feel motivated to perform well ($M = 4.25$) and that their job responsibilities are aligned with their skills and interests ($M = 4.23$).

Slightly lower—but still high—ratings were observed for compensation fairness ($M = 4.05$) and acknowledgment from supervisors ($M = 4.15$). These findings suggest that while employees find their work meaningful and motivating, there may be room to enhance recognition and compensation mechanisms to further increase satisfaction.

With an overall mean of 4.22, the data indicate a generally high level of job satisfaction among employees with multiple designations. These results support Herzberg's

two-factor theory, which highlights intrinsic factors—such as achievement and recognition—as key to satisfaction. The findings also echo those of Tang and Vandenberghe (2020), who emphasized that employee engagement and satisfaction are reinforced when organizational roles match individual competencies and values.

Table 8. Perception of the Employees on Multiple Designations Based on Job Satisfaction

JOB SATISFACTION: In having two (2) or more designations:		MEAN	QD
JS1	Conditions at work are pleasant.	2.24	Disagree
JS2	The job positively affects physical and emotional well-being.	2.25	Disagree
JS3	There is less work to do and no unreasonable deadlines.	2.36	Disagree
JS4	Expressing opinions or feelings about job conditions to superiors is not difficult.	2.41	Disagree
JS5	Job pressures does not interfere with family or personal life.	2.37	Disagree
JS6	There is adequate control or input over work duties.	3.36	Agree
Category Mean		**2.50**	**Disagree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

d. Based on Stress Management

Table 9 presents how employees manage stress while holding multiple work designations. High ratings were given to the use of effective stress-relief strategies ($M = 4.18$) and the ability to stay composed during high-pressure situations ($M = 4.20$). Respondents also reported feeling emotionally supported ($M = 4.17$) and capable of maintaining work-life balance ($M = 4.16$).

However, slightly lower mean scores were recorded for access to professional counseling or stress-related resources ($M = 3.98$) and for self-assessment of stress levels ($M = 4.09$). These results suggest that while employees are personally equipped to handle stress, formal support mechanisms may not be fully accessible or utilized.

The overall mean of 4.13 indicates good stress management capabilities among employees, despite the complexities of multiple roles. This aligns with the findings of LePine et al. (2005), who noted that adaptive coping strategies and supportive environments can buffer the effects of role overload. Moreover, these results support the conservation of resources theory (Hobfoll, 1989), which posits that individuals strive to maintain and protect their psychological resources under stress.

Table 9. Perception of the Employees on Multiple Designations Based on Stress Management

STRESS MANAGEMENT: In having two (2) or more designations:		MEAN	QD
ST1	One tends to see problems as challenges rather than the penalties for failure.	3.16	Neither Agree nor Disagree
ST2	Stress does not hinder productivity and performance at work.	2.57	Disagree
ST3	There is no anxiety or worry about future events or responsibilities.	2.51	Disagree
ST4	Stress does not make it difficult to make decisions or solve problems effectively.	2.84	Neither Agree nor Disagree

ST5	Stress levels does not affect the ability to concentrate at work.	2.60	Disagree
Category Mean		**2.74**	**Neither Agree nor Disagree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

e. Based on Organizational Support

Table 10 presents employee perceptions of organizational support. The highest-rated indicators include clear communication of organizational goals (M = 4.30), provision of necessary tools and resources (M = 4.28), and encouragement from supervisors (M = 4.26). Employees also indicated that their organization fosters a positive work environment (M = 4.24) and supports professional development (M = 4.21).

The lowest-rated indicator in this dimension was the provision of work-life balance programs (M = 4.07), suggesting that this area could be further developed. Nevertheless, the responses reflect a strong perception that the organization is committed to employee well-being and success.

An overall mean of 4.23 indicates a high level of perceived organizational support, consistent with Eisenberger et al.'s (1986) Organizational Support Theory, which posits that employees develop a stronger commitment to their organization when they believe their contributions are valued and their well-being is prioritized. These findings also align with a study by Cañete and Gundayao (2021), which found that adequate institutional support significantly improves performance and morale in Philippine public sector agencies.

Table 10. Perception of the Employees on Multiple Designations Based on Organizational Support

ORGANIZATIONAL SUPPORT: In having two (2) or more designations:		**MEAN**	**QD**
OS1	The organization cares about employees well-being and satisfaction.	4.03	Agree
OS2	The organization provides the necessary resources and tools to perform the job well.	3.97	Agree
OS3	The organization encourages sharing of ideas and opinions.	4.08	Agree
OS4	Training and development opportunities are offered by the organization.	4.25	Strongly Agree
OS5	Employee contributions and achievements are valued by the organization.	4.12	Agree
OS6	The organization takes pride in employee accomplishments at work.	4.04	Agree
OS7	Efforts are made by the organization to make the job as interesting as possible.	3.97	Agree
OS8	Help is always available from the organization when needed.	4.06	Agree
OS9	Management failed to appreciate the extra effort exerted in performing the job.	2.62	Neither Agree nor Disagree
OS10	Even with the best possible effort, management failed to notice the contribution.	2.56	Disagree
Category Mean		**3.77**	**Agree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

Overall Perception of the Employees on Multiple Designations

The overall perception of employees regarding multiple designations, as summarized in Table 11, highlights both strengths and challenges across five dimensions: workload, time management, job satisfaction, stress management, and organizational support.

Employees demonstrated positive perceptions in three key areas. Workload received the highest mean score (4.23), indicating strong agreement that they can manage their tasks effectively despite holding multiple roles. This suggests the presence of sufficient resources and a supportive organizational structure. Time management also scored highly (mean = 4.10), implying that employees feel confident in prioritizing tasks and balancing responsibilities across designations. Similarly, organizational support, with a mean of 3.77, reflects general agreement that employees receive adequate training, recognition, and structural assistance, which facilitate their role management.

Conversely, job satisfaction revealed a significant challenge, with a low mean score of 2.50. This indicates employee dissatisfaction in their current designations, potentially due to insufficient autonomy, lack of fulfillment, or overload. The results suggest a disconnect between the capacity to perform and the motivational or emotional engagement with their roles. Stress management received a neutral rating (mean = 2.74), implying that while stress is not overwhelming, employees are ambivalent about their ability to manage it effectively. This neutrality could reflect the cumulative strain of juggling multiple responsibilities without sufficient emotional or wellness support.

In synthesis, employees report strong capacities for managing time and workload and acknowledge organizational backing. However, concerns regarding satisfaction and stress suggest underlying emotional and psychological costs of multiple designations. While systems are in place to support efficiency, they may fall short in promoting well-being.

These findings align with Zhang et al. (2018), who assert that employees with higher autonomy and supervisory support tend to perform better under multiple roles. Kumar and Kaur (2015) also emphasize that feedback and development opportunities can mediate the pressures of multiple designations, leading to improved outcomes. However, as Kossek and Latham (2018) caution, sustained multitasking without attention to self-care may lead to burnout. Communication between employees and supervisors, as well as policy-level recognition of workload dynamics, is therefore essential (Boudreau & Ramaswamy, 2019).

Table 11. Overall Perception of the Employees on Multiple Designations

	Indicators	MEAN	QD
1	Workload	4.23	Strongly Agree
2	Time Management	4.10	Agree
3	Job Satisfaction	2.50	Disagree
4	Stress Management	2.74	Neither Agree nor Disagree
5	Organizational Support	3.77	Agree

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

Perception Of The Supervisors On Employees With Multiple Work Designations
a. Based on Workload

Supervisors showed a high level of agreement regarding employees' workload management under multiple work designations. The highest-rated indicators (M = 4.53) reflect strong recognition that employees' skills are well-utilized, personal accomplishment is gained through work, and quality goals are clearly defined. These suggest that supervisors

value the alignment between employee competencies and job demands.

The lowest-rated item, "The organization provides the tools and needed resources" (*M* = 4.07), while still positive, indicates a potential area for improvement in logistical or operational support. Overall, the category mean of 4.31 suggests a very favorable perception, consistent with findings in Table 12, which indicate that supervisors believe employees are supported in managing their workloads. This aligns with findings by Valderama and Salvador (2019) and Aguado et al. (2018), who emphasized the importance of resource provision and role clarity in employee effectiveness.

Table 12. Perception of Supervisor on Employees with Multiple Work Designations based on Workload

WORKLOAD: In having two (2) or more designations:		MEAN	QD
W1	The organization provides the tools and needed resources to do the job well.	4.07	Agree
W2	Skills and abilities are effectively utilized in the work.	4.53	Strongly Agree
W3	Satisfaction is felt with the information provided by management regarding what is happening in the department.	4.27	Strongly Agree
W4	There is contentment/satisfaction with the level of involvement in decisions that affect the work.	4.13	Agree
W5	Encouragement is given to come up with new and better ways of doing things.	4.27	Strongly Agree
W6	Personal accomplishment is gained through the work.	4.53	Strongly Agree
W7	Quality goals are clearly defined in the work.	4.53	Strongly Agree
W8	There is a sense of safety in sharing plans, programs, and policies with management.	4.27	Strongly Agree
W9	The organization does an excellent job of keeping employees informed about matters affecting them.	4.27	Strongly Agree
W10	The organization is committed to finding win-win solutions workplace problems.	4.27	Strongly Agree
Category Mean		**4.31**	**Strongly Agree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

b. Based on Time Management

The perception of time management yielded a category mean of 4.17, indicating general agreement among supervisors that employees manage their time effectively despite having multiple designations. The highest-rated item was "Tasks are prioritized based on urgency and importance" (*M* = 4.47), suggesting that prioritization is seen as a key skill among employees.

However, the item "Time is spent daily on planning" received the lowest mean (*M* = 3.67), pointing to some inconsistency in planning practices. This reflects findings in Table 13, where time management strategies were generally viewed positively, but regular planning was seen as less consistent. This reflects findings by Macan (2014) and David and Constantino (2017), who noted that lack of planning contributes to increased job stress and decreased performance.

Table 13. Perception of Supervisors on Employees with Multiple Work Designations based on Time Management

TIME MANAGEMENT: In having two (2) or more designations:		MEAN	QD
TM1	Realistic and attainable goals are met.	4.13	Agree
TM2	Tasks are prioritized based on urgency and importance.	4.47	Strongly Agree
TM3	Enough time is allocated for each task.	4.13	Agree
TM4	Progress is tracked and monitored, with plans adjusted accordingly.	4.33	Strongly Agree
TM5	Work and personal time are balanced to avoid burnout.	4.20	Agree
TM6	A list of things to do each day is made.	4.07	Agree
TM7	A schedule of activities for workdays is created.	4.27	Strongly Agree
TM8	Time is used constructively.	4.40	Strongly Agree
TM9	When several tasks are at hand, it is considered best to do a little bit of work on each one.	4.07	Agree
TM10	Time is spent daily on planning.	3.67	Agree
Category Mean		**4.17**	**Agree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

c. Based on Job Satisfaction

Job satisfaction received the lowest category mean (*M* = 2.71), indicating a neutral to slightly negative perception. Supervisors agreed that employees had some control over their work duties (*M* = 3.87), suggesting autonomy may be present in task execution.

Conversely, poor ratings on items such as "Conditions at work are pleasant" (*M* = 2.07) and "The job positively affects physical and emotional well-being" (*M* = 2.47) indicate significant concerns. These findings are shown in Table 14 and align with the literature (Spector, 2016; David & Constantino, 2017; Hassan & Ahmed, 2014), which highlight that high workloads and poor work-life balance diminish job satisfaction.

Table 14. Perception of Supervisors on Employees with Multiple Work Designations based on Job Satisfaction

JOB SATISFACTION Having two (2) or more designations:		MEAN	QD
JS1	Conditions at work are pleasant.	2.07	Disagree
JS2	The job positively affects physical and emotional well-being.	2.47	Disagree
JS3	There is less work to do and no unreasonable deadlines.	2.60	Disagree
JS4	Expressing opinions or feelings about job conditions to superiors is not difficult.	2.57	Disagree
JS5	Job pressures does not interfere with family or personal life.	2.60	Disagree
JS6	There is adequate control or input over work duties.	3.87	Agree
Category Mean		**2.71**	**Neither Agree or Disagree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

d. Based on Stress Management

The category mean for stress management was 2.71, reflecting a neutral perception. Supervisors neither agreed nor disagreed that employees view problems positively (*M* = 3.13) or are able to make decisions under stress (*M* = 2.80).

Lower scores on items such as "Stress does not hinder productivity" (*M* = 2.53) suggest that stress negatively affects performance and focus. These perceptions are reflected in Table 15 and supported by findings from Goh et al. (2016) and Lazarus and Folkman (2014), which indicate that high job demands without adequate coping strategies undermine employee effectiveness.

Table 15. Perception of Supervisors on Employees with Multiple Work Designations based on Stress Management

STRESS MANAGEMENT: In having two (2) or more designations:		**MEAN**	**QD**
ST1	One tends to see problems as challenges rather than the penalties for failure.	3.13	Neither Agree nor Disagree
ST2	Stress does not hinder productivity and performance at work.	2.53	Disagree
ST3	There is no anxiety or worry about future events or responsibilities.	2.53	Disagree
ST4	Stress does not make it difficult to make decisions or solve problems effectively.	2.80	Neither Agree nor Disagree
ST5	Stress levels does not affect the ability to concentrate at work.	2.57	Disagree
Category Mean		**2.71**	**Neither Agree nor Disagree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

e. Based on Organizational Support

Organizational support was perceived positively, with a category mean of 3.77. Supervisors agreed that the organization provides training opportunities (*M* = 4.60), values employee achievements (*M* = 4.13), and encourages sharing of ideas (*M* = 4.07).

However, neutral ratings on management's recognition of extra effort (*M* = 3.07) and best efforts (*M* = 2.93) highlight areas for improvement in employee recognition. These gaps are reflected in Table 16 and support the view of Aguinis (2018) that recognition is critical for motivation and sustained performance.

Table 16. Perception of Supervisors on Employees with Multiple Work Designations Based on Organizational Support

ORGANIZATIONAL SUPPORT Having two (2) or more designations:		**MEAN**	**QD**
OS1	The organization cares about employees well-being and satisfaction.	3.60	Agree
OS2	The organization provides the necessary resources and tools to perform the job well.	3.87	Agree
OS3	The organization encourages sharing of ideas and opinions.	4.07	Agree
OS4	Training and development opportunities are offered by the organization.	4.60	Strongly Agree
OS5	Employee contributions and achievements are valued by the organization.	4.13	Agree
OS6	The organization takes pride in employee	4.13	Agree

	accomplishments at work.		
OS7	Efforts are made by the organization to make the job as interesting as possible.	3.93	Agree
OS8	Help is always available from the organization when needed.	3.73	Agree
OS9	Management failed to appreciate the extra effort exerted in performing the job.	3.07	Neither Agree nor Disagree
OS10	Even with the best possible effort, management failed to notice the contribution.	2.93	Neither Agree nor Disagree
	Category Mean	**3.77**	**Agree**

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

Overall Perception of Supervisors on Employees Multiple Work Designations

Based on the five dimensions—workload, time management, job satisfaction, stress management, and organizational support—supervisors generally hold a favorable perception of employees with multiple work designations, while also identifying key areas for improvement.

Workload received the highest category mean (M = 4.31), indicating strong agreement that employees' skills are effectively utilized and quality goals are clearly defined. This suggests that supervisors perceive employees as capable and supported in managing their tasks, even under multiple roles. Time management was also viewed positively (M = 4.17), particularly in terms of prioritizing urgent tasks and constructive use of time, though daily planning practices were seen as less consistent.

In contrast, job satisfaction revealed a weaker perception (M = 2.71). Supervisors noted that while employees may exercise some control over their responsibilities, poor working conditions, tight deadlines, and the impact on physical and emotional well-being contribute to dissatisfaction. Stress management followed a similar pattern, with a mean score of 2.71. Supervisors expressed neutral views on whether employees see problems as challenges and largely disagreed that stress does not hinder productivity or concentration, suggesting that stress is a persistent concern in the workplace.

Organizational support was perceived more favorably (M = 3.77). Supervisors agreed that the organization offers necessary training, values employee achievements, and fosters a collaborative environment. However, neutral responses regarding recognition of extra effort and best performance signal a need for improved acknowledgment practices. This observation supports Aguinis' (2018) assertion that consistent recognition is essential to employee motivation and performance.

As summarized in Table 17, workload and organizational support are perceived as strengths, while job satisfaction and stress management remain areas of concern:

Table 17. Overall Perception of Supervisors on Employee with Multiple Work Designations

	Indicators	MEAN	QD
1	Workload	4.31	Strongly Agree
2	Time Management	4.17	Agree
3	Job Satisfaction	2.71	Neither Agree nor Disagree
4	Stress Management	2.71	Neither Agree nor Disagree
5	Organizational Support	3.77	Agree

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree

These findings indicate that while employees demonstrate resilience and receive institutional support, sustained job satisfaction and effective stress management require further attention to ensure long-term efficiency and well-being.

Difference In The Perception Of The Employees/Designees And Their Supervisors On Multiple Work Designations

The comparison between employee and supervisor perceptions on multiple work designations as shown in Table 18 reveals no statistically significant differences across all five measured dimensions—workload, time management, job satisfaction, stress management, and organizational support. This alignment in perception suggests a shared understanding of the workplace dynamics and challenges associated with handling multiple roles.

Both employees and supervisors expressed positive views on workload, time management, and organizational support. Both groups "Strongly Agreed" on workload (M = 4.23 and 4.31, respectively) and "Agreed" on time management (M = 4.10 and 4.17) and organizational support (both M = 3.77). The absence of significant statistical differences ($p > 0.05$) in these areas reinforces the notion that employees and supervisors are aligned in their perceptions of organizational efforts in task allocation and support mechanisms. This alignment reflects a shared belief that the organization provides adequate resources and frameworks for managing multiple responsibilities, as supported by Kumar and Kaur (2015), who suggest that such uniformity is often a result of structured feedback systems and shared experiences within a well-structured work environment.

However, the perceptions of both employees and supervisors diverged in the areas of job satisfaction and stress management. Employees "Disagreed" on job satisfaction (M = 2.50), while supervisors remained neutral (M = 2.71), and both groups rated stress management neutrally (M = 2.74 and 2.71). These findings indicate a shared concern regarding the emotional and psychological impact of managing multiple roles. While employees and supervisors may acknowledge the importance of structure and resources, they also recognize the emotional toll that these multiple designations can bring. This is consistent with findings by Cooper et al. (2018), who noted that elevated job demands paired with inadequate coping strategies can significantly erode job satisfaction and exacerbate stress. Bond et al. (2014) also highlighted that workload and stress are key factors negatively impacting job satisfaction, particularly in employees juggling multiple responsibilities.

Despite the positive perceptions regarding task-related and logistical aspects of multiple designations, the data suggest that emotional strain remains a persistent challenge. Parker and Martin (2019) found that while time management and organizational support help employees feel in control, these elements alone are not enough to alleviate the emotional burdens of multiple roles. Without addressing issues such as work-life balance and clear role expectations, stress and job dissatisfaction can undermine overall well-being and performance. This shared perception across employees and supervisors underscores the need for comprehensive organizational strategies that go beyond task allocation and support structures. Mental health initiatives, clearer role definitions, and employee recognition programs may be essential to mitigating the emotional strain and promoting a healthier work environment. Zhang and Zhang (2023) further argue that individual factors, such as personality traits and coping mechanisms, influence how employees manage multiple work designations. Therefore, targeted interventions tailored to these individual needs could further enhance both job satisfaction

and stress management while maintaining productivity.

Table 18. Difference in the Perception of the Two (2) Groups of Respondents on Multiple Designations

Variables	Employees		Supervisors		Statistic $\alpha = 0.05$	Sig.
	Mean	QD	Mean	QD		
Workload	4.23	SA	4.31	SA	1.50	0.15^{ns}
Time Management	4.10	A	4.17	A	0.85	0.41^{ns}
Job Satisfaction	2.50	D	2.71	N	0.85	0.40^{ns}
Stress Management	2.74	N	2.71	N	0.03	0.98^{ns}
Organizational Support	3.77	A	3.77	A	0.32	0.76^{ns}

Legend: 1.0-1.8 Strongly Disagree; 1.81-2.60 Disagree; 2.61-3.40 Neither Agree/Disagree; 3.41-4.20 Agree; 4.21-5 Strongly Agree
ns = not significant

Level Of Work Efficiency Of The Employees With Multiple Work Designations

The data in Table 19 reveal that employees with multiple work designations maintain a generally high level of work efficiency, as indicated by a category mean of 4.09 ("Agree"). Notably, the highest-rated indicator—meeting deadlines ($M = 4.21$)—suggests that employees remain effective in managing time-sensitive responsibilities, a crucial factor in multi-role environments. This supports Huang and Chen (2018), who emphasized that learning by doing enhances task performance.

Attention to detail ($M = 4.15$) and the ability to focus on productivity ($M = 4.11$) were also highly rated, indicating that quality is not compromised despite the complexity of holding multiple roles. These findings resonate with Gallup (2017), which links employee engagement to increased accuracy and output. Effective time management ($M = 4.16$), multitasking ($M = 4.12$), and adaptability ($M = 4.11$) further underscore the employees' ability to juggle responsibilities while maintaining efficiency.

While areas like error minimization ($M = 3.91$) and handling distractions ($M = 3.99$) did not reach "Strongly Agree," the scores still reflect a stable capacity for maintaining performance. The consistency across indicators supports the claim that role familiarity, organizational systems, and personal discipline contribute to sustaining work efficiency, aligning with Deloitte (2019), which found that improved work efficiency reduces costs and waste.

Collectively, the data suggest that employees are equipped—both experientially and structurally—to meet the demands of multiple work designations without compromising performance quality.

Table 19. Level of Work Efficiency of the Employees/designees with Multiple Work Designations

WORK EFFICIENCY		MEAN	QD
WE1	Deadlines for tasks and reports are met consistently.	4.21	Strongly Agree
WE2	Time is managed effectively, and tasks are prioritized.	4.16	Agree
WE3	Work is completed with minimal errors.	3.91	Agree
WE4	Interruptions and distractions are managed well when working.	3.99	Agree
WE5	Focus is maintained, ensuring a high level of productivity.	4.11	Agree
WE6	Target accomplishments are frequently met or exceeded.	4.11	Agree

WE7	Multitasking is handled well, managing multiple projects or tasks concurrently.	4.12	Agree
WE8	Adaptability to changes in work priorities or unexpected challenges is demonstrated.	4.11	Agree
WE9	Strong problem-solving skills are exhibited to overcome work-related obstacles.	4.04	Agree
WE10	Attention to detail and accuracy in work is consistently demonstrated.	4.15	Agree
Category Mean		**4.09**	**Agree**

1 – 1.8 Strongly Disagree, 1.81-2.60 Disagree, 2.61-3.40 Neither Agree or Disagree, 3.41-4.20 Agree, 4.21-5 Strongly Agree

Relationship Between The Perception of the Employees/Designees on Multiple Work Designations and Their Level of Work Efficiency

The correlation analysis revealed significant relationships between several perception variables and work efficiency. Time Management showed the strongest positive correlation (Kendall's Tau B = 0.57, $p < .001$), indicating that employees who effectively manage their time are more likely to maintain high efficiency. This finding as reflected in Table 20 aligns with Irikefe (2017) and Peeters and Rutte (2005), who highlight goal-setting and prioritization as essential components of effective performance in complex roles.

Organizational Support (B = 0.46, $p < .001$) and Workload (B = 0.45, $p < .001$) also exhibited strong positive relationships with efficiency, suggesting that a manageable workload and perceived support through training, recognition, and resources are key performance enablers. These results support Eisenberger et al. (2016) and Boudreau and Ramaswamy (2019), who affirm that supportive environments drive higher employee performance. Conversely, Stress Management showed a significant negative correlation (B = -0.28, $p = .002$), emphasizing that high stress levels can detract from efficiency. This supports Pan and Sun (2018) and Syaifuddin (2016), who found that stress impairs focus and reduces productivity.

Interestingly, Job Satisfaction did not show a significant correlation with efficiency (B = -0.16, $p = .08$), suggesting that while satisfaction may influence morale, it does not directly predict performance in multi-role contexts. This is echoed in the findings of Tang et al. (2019), where efficiency was more closely tied to self-efficacy and support than to satisfaction alone. Overall, the findings highlight that work efficiency is closely tied to practical factors—particularly time management, support, and workload—rather than affective ones like satisfaction. They further affirm the need for structured systems that mitigate stress and support productivity in multi-tasking roles.

Table 20. Relationship between the Respondents' Perception on Multiple Designations and their Level of Work Efficiency

	Variables	**Kendall's Tau B**	*Sig.*
Work Efficiency	Workload	0.45	<.001
	Time Management	0.57	<.001
	Job Satisfaction	0.16	0.08[ns]
	Stress Management	-0.28	0.002
	Organizational Support	0.46	<.001

Proposed Policies For Multiple Work Designations Aimed At Sustaining Work Efficiency And

Employee Well-Being

In response to the findings of this study indicating that employees with multiple work designations experience lower job satisfaction and elevated stress levels, which negatively affect their work efficiency, it is proposed that the Department of Environment and Natural Resources (DENR) implement the Balanced Workload and Employee Wellness Program (BWEWP).

This initiative seeks to improve workload distribution, foster employee well-being, and boost overall organizational performance. The proposed policy's main elements include:

1. Capping Employee Designations: Limiting the number of roles each employee is assigned to ensure manageable workloads and prevent burnout.
2. Regular Workload Assessments and Designation Audits: Conducting periodic reviews to ensure tasks are distributed equitably, and to identify areas of strain or inefficiency.
3. Temporary Support Mechanism: Engaging job order or contract of service personnel, or coordinating with internship programs and public employment services, to provide temporary administrative or operational support during peak periods and high-demand areas, ensuring efficient workload management and continuity of public service delivery.

Additionally, the policy suggests implementing a planned wellness program that includes stress management classes, mental health support, and flexible work schedules.

**Table 21**. Proposed Program of Activities for DENR Employees

Company Name: Department of Environment and Natural Resources (DENR) Date: (To be scheduled) Venue: (To be determined)				
Training Meyhodology: The facilitator should use a variety of methods, including practical exercises, case studies, role plays, group workshops, and discussion sessions.				
List of Participants: DENR Employees, Supervisors, HR Officers, and Administrative Staff				
Training Objectives	Type of Training		Topics	Timeline
Upon completion of the Balanced Workload and Employee Wellness Training, the attendees are able to: 1. Understand the relationship between multiple work designations, job satisfaction, stress, and work efficiency. 2. Apply workload management strategies, including capping designations and conducting regular	Seminar and Workshop		**1. Workload Management and Job Satisfaction** 1.1 Overview of study findings on workload and stress 1.2 Signs of overload and burnout 1.3 Importance of balanced designations **2. Implementing Workload Capping and Audits** 2.1 Guidelines for role capping 2.2 Tools and methods for conducting designation audits 2.3 Data interpretation and equitable workload distribution	

workload audits. 3. Utilize temporary staffing mechanisms to support operations during peak periods. 4. Implement wellness initiatives such as stress management practices, flexible work arrangements, and mental health support systems.		**3. Utilizing Temporary Support Mechanisms** 3.1 Engaging job order and contract personnel 3.2 Collaborating with internship programs and public employment services 3.3 Deployment strategies for temporary staff **4. Promoting Employee Wellness and Flexibility** 4.1 Stress management techniques and workshops 4.2 Mental health support initiatives 4.3 Flexible work schedules and alternative working arrangements	

The policy also recommends the establishment of an incentive and recognition system to honor high-performing staff members, acknowledging the additional strain that multi-role employees face. This system will assess employees based on specific weighted criteria, including (1) Work Quality and Output (30%), (2) Workload Management Skills (25%), (3) Innovation and Problem-Solving (15%), (4) Team Collaboration and Support (15%), and (5) Wellness and Stress Management Advocacy (15%). Performance will be evaluated through supervisor endorsements, self-assessments, and optional peer feedback. Recognized employees may receive certificates, wellness packages, additional leave credits, and eligibility for higher awards, with recognitions to be given annually.

Lastly, a monitoring and feedback system will be established to assess the program's efficacy and guarantee ongoing development. This system will follow a structured cycle starting from program implementation and baseline assessment, followed by the use of surveys, audits, and feedback tools to track progress. Collected data will be analyzed and reviewed by HR and management to inform adjustments, guide recognition efforts, and ensure responsiveness to employee needs. An annual program evaluation will further support policy refinement and long-term improvement. This proposal is in line with human resource management best practices, which place a strong emphasis on the value of employee wellness and workload balance in promoting job satisfaction and organizational effectiveness.

Figure 2. DENR Balanced Workload and Employee Wellness Program Monitoring Framework
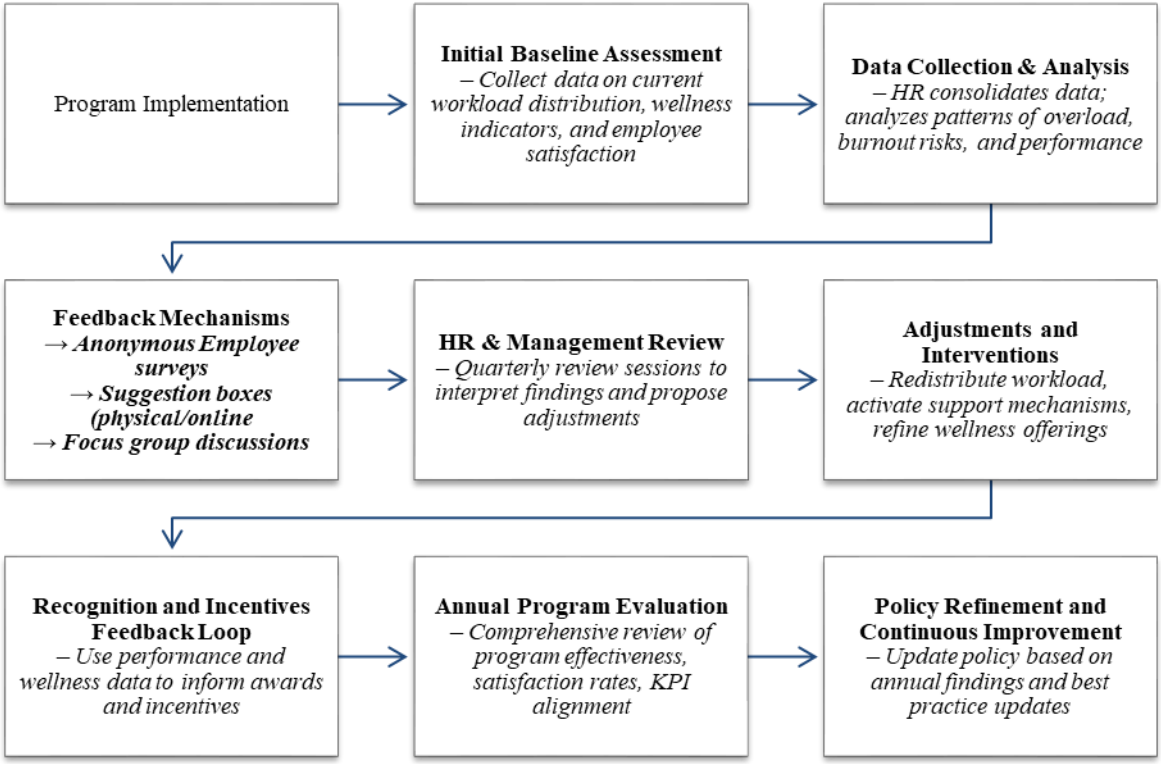
By implementing this program, the DENR can address the negative effects of multiple designations and establish a more sustainable and encouraging work environment.

CONCLUSION

This study explored the perceptions of employees and supervisors regarding the impact of multiple work designations on work efficiency, focusing on variables such as workload, time management, job satisfaction, stress management, and organizational support. The findings reveal that while employees and supervisors generally perceive workload, time management, and organizational support positively, both groups expressed concerns about job satisfaction and stress management. These negative perceptions, especially concerning stress and job satisfaction, suggest that while organizational support and time management strategies are in place, the heightened workload associated with multiple roles continues to affect employee well-being and work efficiency.

Significant conclusions drawn from the study include:

1. Workload: Both employees and supervisors agree that while workload distribution is manageable, the increasing number of roles leads to stress and lower job satisfaction.
2. Time Management: Both groups feel they are managing time effectively, reflecting the organization's structure in task and role management.
3. Job Satisfaction and Stress Management: Both employees and supervisors reported lower levels of job satisfaction and struggled with stress management, indicating that the increased workload is a significant factor affecting their well-being.
4. Organizational Support: While there is a positive perception of organizational support, it appears insufficient in fully mitigating the negative effects of multiple designations on stress and job satisfaction.

Based on these conclusions, it is clear that, while DENR's support structures are valuable,

additional interventions are required to address workload management and employee well-being. The Balanced Workload and Employee Wellness Program (BWEWP) has been proposed as a key solution to improve work efficiency, reduce stress, and enhance employee satisfaction.

RECOMMENDATIONS

Based on the study's findings, it is recommended that the Department of Environment and Natural Resources (DENR) formally adopt and implement the Balanced Workload and Employee Wellness Program (BWEWP) to address the challenges associated with multiple work designations. This recommendation responds directly to the study's conclusion that employees with multiple designations experience reduced job satisfaction and heightened stress, which can undermine work efficiency and overall organizational performance.

1. Prioritize the Balanced Workload and Employee Wellness Program (BWEWP). This proposed policy is the central recommendation of the study and should serve as DENR's primary intervention. The program integrates workload capping, regular designation audits, temporary staffing support, and employee wellness initiatives. Training under this program should aim to equip both employees and supervisors with the necessary strategies to manage multiple responsibilities effectively while preserving well-being.
2. Establish a Structured Monitoring and Feedback Mechanism. To ensure the continuous improvement and effectiveness of the Bureau of Work Efficiency and Wellness Program (BWEWP), the Department of Environment and Natural Resources (DENR) should institutionalize a structured monitoring and feedback mechanism grounded in a cyclical, data-driven process. As outlined in the program's monitoring framework, this mechanism should commence with an initial baseline assessment to gather empirical data on employees' workload, stress levels, and job satisfaction. Following this, data collection and analysis should be systematically carried out by the Human Resources (HR) unit to identify prevailing trends and potential risks to employee efficiency and well-being.
3. Introduce a Recognition and Incentive System Linked to Wellness and Workload Management.
   To promote positive behavior and performance, a structured reward system should be instituted. This system would evaluate employees across multiple criteria such as work quality, workload handling, innovation, teamwork, and wellness advocacy, as previously outlined. Recognition can include certificates, leave incentives, wellness packages, or eligibility for broader institutional awards.
4. Conduct Annual Program Evaluations and Policy Refinement. An annual review should be held to measure the program's success in meeting key performance indicators (KPIs), such as improvements in employee satisfaction, reduced stress levels, and enhanced efficiency. Findings should inform policy refinement and continuous improvement, ensuring the BWEWP evolves with employee needs and organizational objectives.
5. Institutionalize Training and Capacity Building. A structured training program must accompany the BWEWP implementation to build capacity in workload management, stress reduction, and adaptive work practices.

This training should be participatory and skill-oriented, using workshops, case studies, and role plays, with participation from HR, supervisors, and administrative personnel. By implementing the BWEWP and embedding continuous monitoring and responsive adjustments, the DENR can sustainably manage multiple work designations while preserving employee well-being and improving operational efficiency. These targeted and actionable recommendations are grounded in both the study's variables and existing organizational needs.

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