

Impact of Safe Workplace Practices on Municipal Office Workers' Efficiency and Productivity in the Local Government Unit of Iba, Zambales

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ABSTRACT

This study investigated the impact of safe workplace practices on the productivity and efficiency of municipal office employees within the Local Government Unit (LGU) of Iba, Zambales. Utilizing a descriptive-correlational research design, the study surveyed 115 employees to assess Occupational Health and Safety (OHS) implementation and its subsequent effect on work outputs. Findings revealed that that LGU-Iba consistently implements safe workplace practices, as reflected in the grand mean of (Mean = 3.78), interpreted as “Always”. This result suggests that the municipality upholds a work environment where employees perceive strong efforts to protect their physical, psychological, and social well-being while the productivity and efficiency among municipal office employees at LGU-Iba are perceived as fully implemented with the grand mean of 3.73, interpreted as Fully Implemented. This suggests that employees recognize consistent systems and practices that help them perform their tasks effectively within the municipal setting. Such results reflect a functioning workplace environment where organizational processes, leadership support, and employee competencies contribute to public service delivery. Statistical analysis using Pearson r confirmed a significant positive correlation ($r=0.781$, $p < .05$), indicating that as workplace safety practices improve, employee productivity and efficiency increase proportionally. The study recommends institutionalizing mental health support and ergonomic improvements to further optimize administrative service delivery.

Keywords: Safe Workplace Practices, Productivity, Efficiency, Municipal Employees, Local Government Unit.

INTRODUCTION

The modern workplace has evolved beyond a mere functional setting for task execution; it is now recognized as a dynamic ecosystem that profoundly influences employee well-being, motivation, and collective productivity (Kattara et al., 2021). A truly "safe" workplace is no longer defined solely by the absence of physical hazards but encompasses a psychosocial dimension where employees feel respected, secure, and empowered (Ahmad et al., 2020). For public sector organizations, specifically Local Government Units (LGUs), maintaining this environment is a prerequisite for effective governance. As service-oriented institutions, LGUs like Iba, Zambales, rely on the optimal performance of their workforce to deliver essential community services, ranging from healthcare to infrastructure management.

International research consistently underscores the correlation between robust Occupational Health and Safety (OHS) practices and organizational output. In the United Arab Emirates, longitudinal data revealed that structured OHS interventions significantly boosted employee morale and focus (Lari, 2023). Similarly, recent evidence from Rwanda suggests that the consistent application of safety protocols including incident reporting and the use of protective equipment acts as a direct catalyst for improved employee performance (Uwizeyimana, 2025). These global trends suggest that when safety is prioritized, it cultivates a culture of trust and engagement, which are the primary drivers of institutional efficiency (Patil, 2023).

In the Philippine context, OHS is regarded as a fundamental pillar of worker welfare and equitable development (Fadrilan-Camacho, 2025). The Civil Service Commission (CSC) has explicitly linked employee health to

service efficiency, mandating that government agencies provide environments that safeguard the physical and mental health of civil servants (Civil Service Commission, 2023). Furthermore, the Department of Labor and Employment (DOLE) maintains that mental health and physical safety are vital to sustaining national competitiveness (DOLE Institute for Labor Studies, 2024). Despite these high-level mandates, disparities in implementation remain, particularly in how safety protocols are adapted to the unique demands of local government operations.

In the Province of Zambales, LGUs such as the Municipality of Iba have begun integrating safety measures to sustain operations, especially in the post-pandemic landscape (Armenta, 2022). However, municipal work involves a diverse array of risks from the ergonomic strains of administrative record-keeping to the field hazards faced by health and infrastructure personnel. According to the World Health Organization (2023), a comprehensive safety framework must integrate hygiene, ergonomics, and mental health initiatives. When these elements are absent, organizations face higher rates of absenteeism and psychological distress, which ultimately compromise the quality of public service delivery (Zhenjing, 2022; OSHA, 2024).

Despite the recognized importance of these factors, a significant research gap persists. Most existing literature focuses on the private sector or heavy industrial environments, leaving the Philippine public sector and specifically municipal governments understudied. Current frameworks often emphasize legal compliance over the proactive promotion of well-being. Furthermore, localized data in Zambales lacks a rigorous evaluation of how these safety practices directly translate into employee productivity.

Furthermore, localized data in Zambales lacks a unified, empirically tested framework that evaluates how safety practices directly translate into municipal employee productivity and efficiency. To systematically address this regional gap, this study establishes a foundational baseline using the capital municipality of Iba. By rigorously piloting the safety-productivity model here, this research created an operational blueprint that subsequent public sector investigations can apply to compare safety compliance across the entire Province of Zambales.

LITERATURE REVIEW

Safe Workplace Practices

According to the research conducted by Armenta et al. (2022), Local Government Unit (LGU) departments were required to ensure that all workplace support measures were made available, communicated clearly, and implemented in a manner that supported comfort for all workers. The study underscored the significance of comprehensive and accessible workplace support systems for employees, emphasizing that departments needed to make deliberate efforts to ensure the availability of such measures. These included health protocols, safety guidelines, and alternative work arrangements, which were to be established and rendered accessible to every employee within the organization.

In a related study, Encio et al. (2025) examined work environment influences in Candelaria, Zambales, concluding that the combination of psychological and physical safety enhances engagement and efficiency among LGU workers (Encio et al., 2025). Both studies suggest that safety practices, when institutionalized, cultivate trust and job satisfaction, translating into higher productivity. These findings align with the proactive policies encouraged by the DOLE, emphasizing continuous safety monitoring and workforce empowerment at the municipal level.

Furthermore, LGU departments promoted a thorough understanding of these support mechanisms to strengthen employee-employer relations during critical circumstances. Employees communicated these measures effectively so that all staff comprehended their intent, application procedures, and practical benefits. Such communication strategies often involved training sessions or distribution of clear information materials.

To ensure the comfort and security of all employees, departments addressed individual concerns, provided necessary equipment, and actively fostered a supportive environment. These deliberate implementations ensured that employees felt comfortable and safe when utilizing workplace support systems without apprehension.

Ultimately, the objective was not solely the presence of workplace support but its effective utilization and positive perception among employees, thereby contributing to a safer and more productive organizational environment (Armenta et al., 2022).

Alonso and Villanueva (2023) investigated safety culture in Philippine municipal offices, showing that active leadership participation, consistent policy enforcement, and visible recognition of safe work practices fostered a more positive workplace climate. Their findings indicated that when municipal managers invested in safety awareness programs and rewarded compliance, employee retention and morale improved, reducing turnover among critical service positions.

Delos Santos and Ramos (2021) conducted a compliance-based assessment of Occupational Safety and Health (OSH) standards within LGUs, discovering that municipalities committed to regular safety audits and thorough incident reporting experienced substantial decreases in workplace accidents. Their research recommended that municipalities designate dedicated OSH officers and conduct periodic educational seminars to maintain high levels of safety consciousness among employees.

Gonzales and De Leon (2022) asserted that psychological safety had a profound impact on collaborative governance and operational efficiency in government institutions. In municipal settings, they found that open-door policies between department heads and staff, coupled with initiatives for mental health awareness, created environments where employees were comfortable sharing ideas and concerns, leading to improved service delivery and policy innovation.

Martinez and Sison (2024) detailed several successful municipal interventions, including ergonomic redesigns of office layouts, routine risk assessments focused on high-traffic areas such as public service counters, and the systematic provision of personal protective equipment during public emergencies. They emphasized that these targeted strategies not only minimized absenteeism but also enhanced the capacity of municipal offices to maintain high-quality services during periods of increased demand.

Reyes and Bautista (2023) highlighted the positive role of occupational health and safety programs in public sector engagement. Municipalities that delivered interactive safety workshops and incentivized participation in health screenings witnessed greater teamwork and commitment. Their recommendations included customizing safety initiatives to local hazards and employee demographics, ensuring that interventions were relevant and accessible to all staff.

The World Health Organization (2021) echoed these approaches, advocating for municipal policies encompassing physical, psychological, and social safety measures. Their global analysis supported holistic approaches, underscoring that local governments adopting comprehensive occupational health systems ultimately achieved greater employee well-being and service reliability.

In the public sector, particularly within local government units, the efficiency of operations is crucial for economic development and public trust. Research indicates a strong correlation between a safe working environment and increased productivity (International Labour Organization, 2022). This is because employees who feel secure are more likely to be engaged, focused, and willing to invest their full effort into their tasks. By examining the practices within the LGU of Iba, this study aimed to provide empirical evidence on how the adherence to safety protocols influences the daily operations and output of its municipal employees. The findings will not only be relevant to the LGU of Iba but can also serve as a benchmark for other government and private organizations seeking to enhance their employees' productivity and well-being through robust safety measures.

Employee Productivity and Efficiency

Research consistently shows that employees who feel secure and supported in their work environment are more likely to be engaged, motivated, and committed to their jobs (Robbins & Judge, 2021). Conversely, a lack of safety can lead to increased absenteeism, high employee turnover, and reduced quality of work, as employees may be distracted by health concerns or a sense of unease (Sultana & Rahman, 2021). It has also gained increased attention as organizations worldwide recognize that occupational safety is not only a legal or moral responsibility

but a strategic necessity for sustaining performance (Bhuvaneswari & Sneha, 2024).

Investment in employee support through training, health resources, and collaborative teamwork provides measurable productivity benefits. De Mesa and Carreon (2023) documented that municipalities with open feedback channels and proactive wellness programs reported lower rates of fatigue and absenteeism among staff, creating a more resilient workforce.

Empowerment and safe conditions within municipal offices also foster innovation. San Miguel and Francisco (2022) found that staff who felt respected and protected were more willing to propose creative solutions and adapt public services to emerging needs. Municipal offices became more responsive and adaptive in times of crisis recognitions to staff input and management support.

Legaspi and Dorado (2023) documented the impact of safety standards on operational efficiency in municipal water utilities. Regular equipment checks, emergency training, and open communication lines ensured seamless operations and greater satisfaction among frontline workers.

Addressing psychological well-being and work-life balance further strengthens municipal employee performance. Santos and Ramirez (2021) demonstrated that flexible scheduling and regular check-ins reduced burnout, enabling swift government responses even under pressure.

The role of collaboration and team cohesiveness also emerged as vital for municipal productivity. Espiritu and Liwag (2022) highlighted how cultures of collective safety enabled staff to support each other, maintain steady workflow, and stay engaged over long periods. Recognition of safe practices fostered reliable and sustained performance.

Case studies of municipal police offices illustrate how ergonomic workspace design and incident debriefings reduce work-related injuries and absenteeism, while targeted health interventions improve efficiency in law enforcement services (Torres & Verzosa, 2024).

International perspectives reinforce these findings. The International Labour Organization (2023) revealed that municipal governments adopting tailored occupational safety approaches addressing local hazards and regularly consulting staff, achieved higher productivity and improved public trust. When municipalities prioritized holistic occupational health by attending to physical, psychological, and social needs, workforce effectiveness and public satisfaction both flourished.

Together, these studies affirm that municipal productivity and efficiency are anchored in the strategic deployment of safety measures and robust employee support systems. By institutionalizing comprehensive occupational health and fostering a collaborative environment, local governments empower their employees to consistently deliver superior public service.

METHOD

Research Design

The study employed a descriptive-correlational research design to quantify the implementation of safety practices and determine the strength of their relationship with employee work metrics.

A total of 115 municipal office employees from LGU Iba, Zambales, participated in the study. The sample included staff from the Administrative, Finance, Engineering, and Social Services departments, selected through purposive sampling to ensure a comprehensive view of office-based operations. This study adopted a **single-site baseline case design**, focusing intentionally on the Local Government Unit (LGU) of Iba, Zambales ($N = 115$). As the provincial capital, LGU-Iba serves as the administrative hub of the province, offering a highly representative cross-section of municipal public service delivery. This localized sample serves as a **strategic baseline phase (Phase 1)**, designed to validate the measurement instruments and establish an empirical foundation. By uncovering the core relationships between safety practices and productivity and efficiency in the capital municipality of Zambales, this initial study provides the benchmark framework required for scale-up

replication across neighboring municipalities in Zambales.

Data was collected using a structured questionnaire divided into three segments. Part I gathered profile from the respondents, including age, sex, civil status, educational attainment, length of service, and employment status. Part II includes safe workplace practices: measuring physical safety, health and wellness programs, emergency preparedness, psychological safety, and policy and compliance. Part III includes productivity and efficiency: measuring task completion rate, quality of work, time management, resource utilization, and workload management. Both sections utilized a 4-point Likert scale to promote consistency and encourage precise responses.

The instrument was validated for reliability with a Cronbach's Alpha of 0.82, interpreted as "Good" on its internal consistency. Analysis of Variance (ANOVA) was used to test the hypotheses determining the significant differences on one variable against other many variables. Pearson r this was used to test the significant relationship of safe workplace practices on productivity and efficiency.

RESULTS AND DISCUSSION

The summary table of the level of implementation of Safe Workplace Practices at LGU-Iba shows a grand mean of 3.78, which is interpreted as Always (Table 1). Among the variables, Emergency Preparedness obtained the highest weighted mean of 3.84 and ranked 1st. This is followed by Policy and Compliance, which obtained a mean of 3.82, and Physical Safety, with a mean of 3.80. The lowest-rated variables are Health and Wellness Programs and Psychological Safety, each with an identical mean of 3.73.

Level of Safe Workplace Practices

Table 1. Summary Table of Level of Implementation of Safe Workplace Practices at LGU-Iba

		Overall Weighted Mean	Qualitative Interpretation	Rank
1	Physical Safety	3.80	Always	3
2	Health and Wellness Programs	3.73	Always	4.5
3	Emergency Preparedness	3.84	Always	1
4	Psychological Safety	3.73	Always	4.5
5	Policy and Compliance	3.82	Always	2
	Grand Mean	3.78	Always	

The overall findings indicate that LGU-Iba consistently implements safe workplace practices, as reflected in the grand mean interpreted as "Always". This result suggests that the municipality upholds a work environment where employees perceive strong efforts to protect their physical, psychological, and social well-being. Such a level of consistency aligns with national government initiatives promoting occupational safety and health in the public sector, as mandated through joint efforts of the Civil Service Commission, the Department of Health, and the Department of Labor and Employment (Joint Memorandum Circular No. 1, s. 2020, CSC). A consistently safe workplace environment enables employees to perform their tasks without fear or uncertainty, reinforcing confidence, stability, and organizational trust.

The highest-rated variable was Emergency Preparedness, indicating that LGU-Iba places significant emphasis on readiness for disasters and emergencies. This prioritization reflects growing awareness among local governments of the need to protect employees during situations involving natural disasters, fire hazards, or outbreaks. Studies such as those by Madamba and Santos (2024) and Ramos et al. (2023) noted that LGUs that invest in regular drills, accessible emergency equipment, and hazard communication systems not only ensure safety but also improve employees' confidence and responsiveness. The high ranking of emergency preparedness, therefore, reflects a proactive stance in mitigating risks and sustaining continuity of government services during crises.

Policy and Compliance, along with Physical Safety, also ranked among the strongest areas of implementation.

This suggests that LGU-Iba maintains clear safety policies and supports them through visible structures such as hazard markings, safety audits, and facility maintenance. These results are consistent with findings by Rivera and Espiritu (2023) and Liwanag and Chavez (2022), which emphasize that up-to-date guidelines and consistent enforcement of safety protocols improve workplace discipline and minimize risk. The alignment between policies and physical safety practices demonstrates systematic management rather than reliance on isolated interventions.

The lowest-rated areas, although still interpreted as “Always”, were Health and Wellness Programs and Psychological Safety. These ratings indicate that while these areas are implemented, employees may perceive them as less emphasized or requiring more support compared to other safety areas. The literature highlights that wellness initiatives and psychological care have grown in demand due to increased workloads, stress, and post-pandemic adjustments (Frias, 2025; De Leon, 2025).

These findings suggest that LGU-Iba may strengthen efforts in mental health support, confidential reporting mechanisms, work-life balance, and inclusive communication practices. The presence of strong foundations offers a promising opportunity to further enhance wellness and psychological support systems, ensuring a holistic approach to occupational safety that supports employee well-being, productivity, and satisfaction.

Level of Productivity and Efficiency

Table 2. Summary Table of Level of Productivity and Efficiency Among Municipal Office Employees at LGU-Iba

		Overall Weighted Mean	Qualitative Interpretation	Rank
1	Task Completion Rate	3.69	Fully Implemented	5
2	Quality of Work	3.73	Fully Implemented	2.5
3	Time Management	3.73	Fully Implemented	2.5
4	Resource Utilization	3.76	Fully Implemented	1
5	Workload Management	3.72	Fully Implemented	4
	Grand Mean	3.73	Fully Implemented	

The summary table of the level of productivity and efficiency among municipal office employees at LGU-Iba shows a grand mean of 3.73, interpreted as Fully Implemented (Table 2). Among the variables, Resource Utilization received the highest weighted mean of 3.76 and ranked 1st. Quality of Work and Time Management both obtained a weighted mean of 3.73, sharing the 2.5 rank. Meanwhile, Task Completion Rate was rated the lowest with a weighted mean of 3.69 and ranked 5th.

The summary results reveal that productivity and efficiency among municipal office employees at LGU-Iba are perceived as fully implemented. This suggests that employees recognize consistent systems and practices that help them perform their tasks effectively within the municipal setting. Such results reflect a functioning workplace environment where organizational processes, leadership support, and employee competencies contribute to public service delivery. A well-structured system of workplace standards often enhances government employees’ sense of accountability and service quality (Valencia, 2025). When policies and practices are consistently followed, local government performance becomes more responsive and dependable.

Among the productivity indicators, respondents emphasized strong implementation in the utilization of organizational resources. This highlights the importance employees place on maximizing available tools, technologies, budgetary allocations, and office supplies to support work efficiency. Literature affirms that responsible resource utilization is crucial in government operations, as it minimizes waste and streamlines services (Asian Development Bank, 2023). Moreover, the Department of Finance (2022) stresses that municipalities must optimize both digital and physical resources to strengthen long-term operational efficiency. These initiatives align with the Philippine Development Plan’s goal of building an integrated and productive bureaucracy that makes the best use of available resources (NEDA, 2023).

Employees also noted consistent implementation of practices related to work quality, time management, and workload management. This reflects an organizational environment that supports accurate outputs, provides clear standards of quality, and prioritizes efficiency in task scheduling. Good work environments have been

shown to directly enhance employee performance, particularly when employees feel supported through clear guidelines and recognition of quality work (Alonzo, 2023).

Time management strategies, such as prioritization policies and flexible arrangements, likewise help reduce stress and improve output, making work processes more efficient (CSC, 2022). Complementing this, effective workload management ensures that employees are not overwhelmed, which prevents burnout and supports productivity and retention. Studies highlight that reasonable workloads and support during peak tasks reduce stress, absenteeism, and turnover in government organizations (Baes et al., 2025; Victorian Public Sector Commission, 2025). These findings suggest that LGU-Iba sustains productivity not only through task execution, but through systems that help employees balance responsibilities without compromising their well-being.

Despite the positive results, task completion performance was noted as comparatively less practiced, though still perceived as fully implemented. This suggests that while employees complete their tasks, there may still be challenges in sustaining optimal progress, addressing bottlenecks, or monitoring task outputs consistently. Research indicates that public sector task completion can be affected by approval delays, bureaucratic processes, or inadequate systems for tracking progress (Rogger, 2019). Improving task monitoring tools, addressing workflow interruptions, and enhancing digital systems may therefore help strengthen this component. Strengthening these areas can reinforce municipal efficiency, making processes smoother and public service delivery more time responsive.

Correlation Analysis

Table 3 shows the Pearson Product-Moment Correlation Coefficient to test the relationship between the Implementation of Safe Workplace Practices and the Level of Employee Productivity and Efficiency.

The correlation coefficient was found to be 0.781 with a p-value of 0.000. This result indicates a highly positive relationship between the level of safe workplace practices and the level of employee productivity and efficiency. Moreover, the relationship is statistically significant since the p-value is less than 0.05. Hence, there is a significant relationship between the implementation of safe workplace practices and the level of employee productivity and efficiency. Therefore, the null hypothesis is rejected. This implies that the implementation of safe workplace practices significantly enhances employee productivity and efficiency.

Table 3. Test of Relationship Between Implementation of Safe Workplace Practices and the Level of Employee Productivity and Efficiency

		Safe Workplace Practices	Employee Productivity and Efficiency
Safe Workplace Practices	Pearson Correlation	1	.781**
	Sig. (2-tailed)		.000
	N	115	115
Employee Productivity and Efficiency	Pearson Correlation	.781**	1
	Sig. (2-tailed)	.000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

The finding supports the idea that employees perform better when they feel secure and supported in their workplace. Dewar and Dewar (2025) explained that workplace safety supports employee focus and helps reduce preventable mistakes, contributing to higher output quality. This is consistent with findings in public service settings. For example, Martinez and Garcia (2021) reported that municipal employees showed more consistent work performance when safety and wellness programs such as medical checkups and vaccination efforts were provided. These kinds of interventions reduce health-related absences and allow workers to deliver services more reliably, similar to how LGU-Iba implements regular health support through its wellness programs.

Policy enforcement also contributes to productive outcomes in the workplace. Rivera and Espiritu (2023) found

that employees work more efficiently when safety policies are well communicated, and when supervisors consistently enforce them. This supports the present study, which shows that respondents recognized workplace policies at LGU-Iba as clear and consistently implemented. When policies are understood by employees, it becomes easier to complete tasks because instructions, expectations, and accountability mechanisms are predictable.

Psychological safety further reinforces the link between safe workplace practices and productivity. Kizrak (2025) demonstrated that when employees feel respected, valued, and comfortable expressing concerns, they become more engaged and motivated to perform well. The findings of the present study showed that municipal employees in LGU-Iba feel respected in their workplace and believe that their ideas are welcome, and these conditions help them maintain motivation and confidence in performing their duties.

The findings also reflect the position of the World Health Organization (2022), which stated that safe working conditions and employee well-being are essential for enhancing public sector performance. In LGU-Iba, this is evident in the positive responses given by employees across different dimensions of safe workplace practices, showing that a supportive work environment enables them to provide more efficient services to the community. Taken together, the results of the present study confirm that a safe workplace not only protects employees but also enables them to work with greater confidence, focus, and commitment. This leads to improved productivity and efficiency within the municipal office, contributing to more reliable and high-quality public service delivery in Iba, Zambales.

CONCLUSION

Based on the summary of the investigations conducted, the researcher has concluded that:

1. Most of the municipal employee-respondents of LGU-Iba are females, middle-aged adult, predominantly single, have attained college education, have worked for averaged length of 6 years, and are employed mostly under job order status.
2. The municipal employee-respondents perceived that safe workplace practices at LGU-Iba are always implemented in terms of physical safety, health and wellness programs, emergency preparedness, psychological safety, and policy and compliance, with emergency preparedness receiving the highest implementation rating.
3. The municipal employee-respondents perceived that their productivity and efficiency at LGU-Iba are fully implemented in terms of task completion rate, quality of work, time management, resource utilization, and workload management, with resource utilization perceived as most implemented.
4. Significant differences were found in the respondents' perception of safe workplace practices when grouped according to selected profile variables. Physical Safety across age and civil status; Emergency Preparedness across civil status; Psychological Safety across civil status, and Policy and Compliance across age, civil status, and highest educational attainment. Meanwhile, no significant differences were found across sex, length of service, and employment status.
5. Significant differences were found in the respondents' assessments of productivity and efficiency in terms of Task Completion Rate across civil status and age; and Quality of Work across civil status, while no significant differences were found in Time Management, Resource Utilization, and Workload Management across all profile variables.
6. There is a significant positive high relationship between the level of safe workplace practices and the level of employee productivity and efficiency at LGU-Iba.

RECOMMENDATIONS

Based on the summary of the investigations conducted and the conclusions arrived at, the researcher have offered the following recommendations based on salient findings obtained in the study:

1. LGU administrators may strengthen programs on psychological safety and health and wellness by providing more accessible counseling services, stress management activities, and confidential support channels to address varied perceptions among employees.

2. Department heads are encouraged to enhance policy dissemination and compliance practices through clearer orientations, simplified information materials, and regular feedback consultations to ensure consistent understanding across age, civil status, and educational attainment groups.
3. LGU administrators may provide targeted workload and task completion support by adopting flexible scheduling strategies and improved workload balancing procedures, especially for employees with greater family responsibilities.
4. Human Resource units may conduct periodic training and safety drills to standardize awareness and implementation of physical safety and emergency preparedness regardless of employee demographic differences.
5. LGU Employees may be encouraged to participate in workplace safety committees or consultations to express concerns and propose improvements, helping build shared responsibility for a safe and productive work environment.
6. The LGU may establish a sustainable safety-management program that maintains safe workplace practices through regular audits, mental health support, ergonomic improvements, hazard reporting, and continuous employee training to reinforce productivity and efficiency.
7. Given that this study establishes a baseline profile using LGU-Iba as its primary case, it is recommended that Phase 2 of this research initiative expand sampling horizontally to include multiple first-to-fourth-class municipalities across Zambales. Future researchers should utilize the descriptive and correlational benchmarks established in this Iba baseline study to conduct comparative cross-LGU analyses, evaluating how variance in local leadership support and budgetary allocations affects the scaling of safety-driven efficiency frameworks.
8. Further studies may be conducted to validate and expand the salient findings.

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During the preparation of this article, the authors used Quillbot to provide language editing and proofreading support. After using Quillbot, the authors reviewed and edited the content as needed and took full responsibility for the content of the publication.”

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