

Job-Demands, Job-Control, and Social Support as Determinants of Occupational Well-Being: A Diagnostic Research Design at the Local Government Level

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Abstract

Occupational well-being among local government officials is upsetting. This study used diagnostic research design to examine the contribution of job demands, job control, and social support as causes of occupational well-being. 190 samples were analyzed using multiple linear regression. 63.5% strong contribution on the criterion was revealed, supporting the Job Demand–Control–Support Model. Explore additional variables generated through qualitative approaches. Strengthen work-life balance at the Local Government level.

Keywords: Job demands, job control, social support, determinants of occupational well-being, diagnostic research design, local government

1.Introduction

Poor occupational well-being among public government officials is currently regarded as a major worldwide concern (Ismail et al., 2024). According to recent data, over one-third of public government officials and employees experience poor well-being (Organization for Economic Cooperation and Development, 2021). These situations have the potential to impair governance, impact general job performance, and interfere with the effective provision of public services for employees of local government, especially barangay officials (Lahat & Ofek, 2022).

In the United States, 41% of public employees experience poor occupational well-being (Fisher et al., 2023; Eagle Hill Consulting, 2024). Likewise, in China, elected officials face low occupational well-being (Fang, Z., & Zhang, 2025). In Canada, half of the local government officials were experiencing very low levels of occupational well-being which is affecting how the government delivers services to the public (Abdul and Ong, 2024).

Furthermore, in the Philippines specifically in Lucena City, barangay officials suffered poor occupational well-being (Ranasas, 2021) while another investigation in Sablan Municipality pointed out that barangay officials continually face challenges associated with poor occupational well-being (Valdez, 2024). In Davao region, local government officials and employees area reported poor occupational well-being (Laud and Idris, 2025).

As a consequence, this relevant problem among government officials leads to burnout, which decreases their motivation and job performance (Salvagioni et al., 2020). This decline directly renders adverse effects in governance and government service implementation (Pereira et al., 2022). Although, the Job Demands-Resources model has been applied to Filipino employee and frontline workers, it has rarely been applied to local government officials (Bakker & Demerouti, 2020). Most studies in this context are focused on health care workers and little information is available about occupational well-being for barangay officials (Ocampo et al., 2024; Yamaguchi et al., 2023). The present study should therefore be carried out in order to fill the existing gaps.

1.1. Significance of the Study

This study supported several of the United Nation's Sustainable Development Goals – particularly Goal 3 (Good Health and Well-Being) and Goal 16 (Peace, Justice and Strong Institutions). Particularly, it reinforces the necessity for fostering and nurturing healthy and sustainable working conditions for government officials to ensure they can effectuate their duties effectively. The outcome of this study demonstrates the values of Holy Cross of Davao College Incorporated whose mission and vision are focused on preparing students to provide benevolent, responsible and excellent service to their communities. This study not just contributes to the body of knowledge regarding the health and well-being of barangay officials, but it also gives the institution and the local community valuable information that can be utilized to enhance local governance and foster a supportive and caring culture, highlighting the importance of empowering and collaborative work environments.

1.2. Statement of the Problem:

This study aimed to determine the significance of job demands, job control, and social support as determinants of the occupational well-being among barangay officials. Specifically, it pursued the following objectives:

1. To describe the levels of job demands in terms of qualitative demand, employee demand, workload demand, and conflict demand; job control in terms of qualitative control, employee control, workload control, and conflict control; social support in terms of perceived supervisor support, perceived co-worker support, and perceived organizational support; and occupational well-being in terms of affective well-being, professional well-being, social well-being, cognitive well-being, psychological well-being, and psychosomatic well-being.

2. To determine the significance of the correlation between job demands, job control, and social support, and the occupational well-being of barangay officials.

3. To determine the significance of the individual and combined degree of influence of job demands, job control and social support as determinants of the occupational well-being of barangay officials.

1.3. Hypotheses

The null hypothesis will be tested at a 0.05 level of significance:

H_{o1}: Job demands, job control, social support, and occupational well-being are not correlated.

H_{o2}: Job demands, job control, and social support do not significantly influence occupational well-being, as individual and combined determinants.

1.4. Theoretical Framework

The Job-Demand-Control-Support (JDCS) Model, established by Karasek and Theorell (1990), describe how workplace conditions and circumstances affect employee stress and well-being. Based from the model, the interaction of demands, control, and social support determine the level of occupational well-being. The theory posits that high job demands alone tend to increase strain, but the negative effects are lessened when employees have higher levels of control and strong social support leading to improved well-being. The model also illustrates that it is the interaction and combination of these three factors together that determines how workplace conditions influence psychological health and overall well-being. In this study, all the variables highlighted in the JDCS model were utilized.

1.5. Conceptual Framework

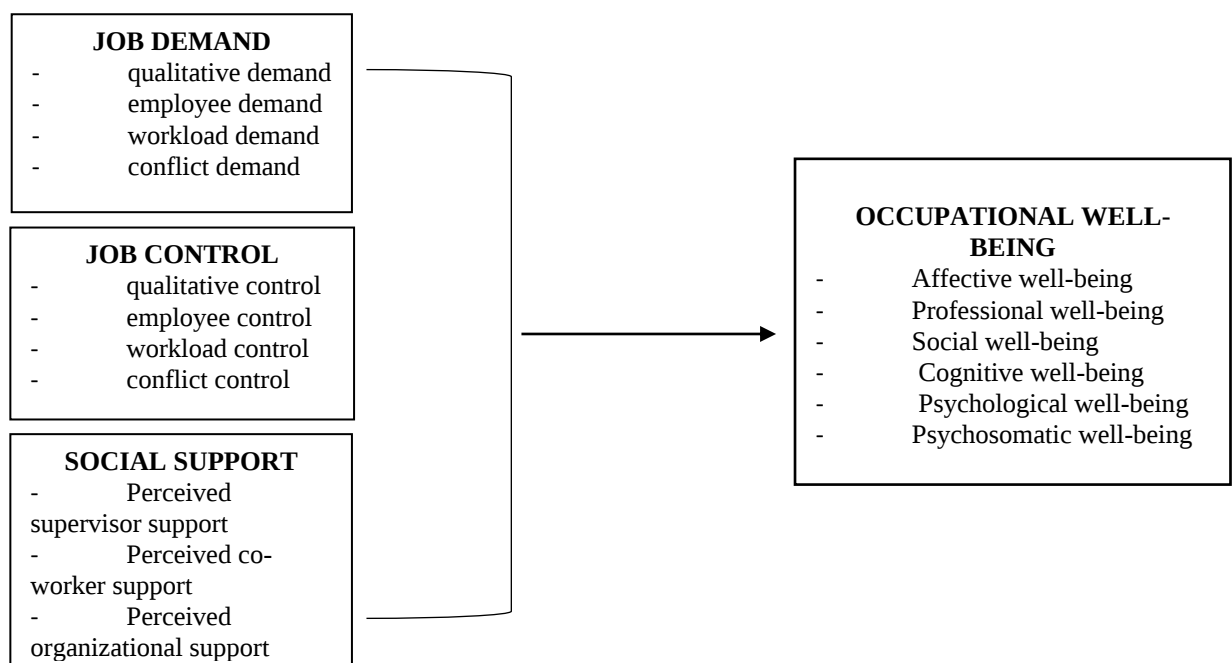


Figure 1. Conceptual Framework of the Study

2. Methodology

2.1. Research Design

This study employed a diagnostic research design. This kind of research approach aims to identify and analyze the underlying causes of a particular problem or phenomenon. It also focuses on examining relationships among factors to better understand why a certain situation occurs (Nanda, 2020).

2.2 Research Locale

This study was administered in the Local Government Unit of Matanao, one of the municipalities of the province of Davao del sur, Philippines. It is a rural area composed of 33 barangays that are governed by local officials who work to provide basic services and implement development programs. The aforementioned municipality was chosen as the location of the study since it allows an easy access with the local barangay officials who represent the daily work environment of grassroots governance. Also, it provided a focused setting in which to observe the daily challenges and work environments of barangay officials to gain greater insight into their roles and responsibilities and contribute to the development of the research.

2.3. Sample and Sampling Technique

The respondents of the study were the 190 barangay officials, composed of young, middle-aged, and older officials. Most of them are engaged in farming-related occupations, reflecting the municipality's predominantly agricultural setting.

The selection of the participants was through cluster sampling technique. It is a type of probability sampling in which the population is divided into groups called clusters. Likewise, the number of clusters are randomly selected and included in the study (Etikan & Bala, 2017). Using the Raosoft calculator with a 5% margin of error, the computed sample size was 190 samples out of the 330 total population. Hence, 19 out of the 33 barangays were randomly selected to participate in the study.

2.4. Data Gathering Technique

In this study, the survey data gathering technique was employed. It is a research method used to collect information from a group of respondents through structured questionnaires or survey forms to understand their opinions, experiences, or behaviors (Taherdoost, 2021). This technique is applied to obtain reliable and quantifiable information that can be analyzed to answer the research questions and ensures that the data collection process is organized and appropriate for the objectives of the study (Bhat, 2024).

The study employed four adapted and modified questionnaires to gather data. First, the job demands questionnaire was taken from Tucak Junaković and Macuka (2021). Its indicators are qualitative, employee, workload, and conflict demand. It has 20 items. It was subjected to reliability testing and obtained an excellent reliability of Cronbach Alpha 0.907.

The second utilized the job control questionnaire of Saif ur-Rehman and colleagues (2019). Its indicators were evaluated through qualitative, employee, workload, and conflict control. It has 20 items. It recorded a good reliability of Cronbach Alpha 0.892.

Third, the social support variable was evaluated using the social support questionnaire developed by Ho (2020). Perceived organizational, supervisor, and co-worker support were the indicators used. It has 15 items. It obtained an excellent reliability of Cronbach's Alpha of 0.950.

Lastly, the occupational well-being was determined using the Occupational Well-being Scale by Daovisan and Intarakamhang (2024). It was measured using the six different aspects of well-being, including: affective, professional, social, cognitive, psychological and psychosomatic well-being. It has 30 items. It obtained an excellent reliability of Cronbach's Alpha of 0.901.

2.5. Data Analysis Technique

In this research, descriptive, correlation, and multiple regression analyses were utilized to examine and interpret the data. Descriptive analysis is used to summarize and present the basic features of the collected data to describe the respondents and variables in the study (Taherdoost, 2022). The mean and standard deviation are the statistical tools utilized under descriptive analysis. Moreover, correlation analysis determines the strength and direction of the relationship between two variables (Senthilnathan, 2019). The Pearson r moment correlation is the statistical tool used in this analysis. Lastly, multiple regression analysis examines how several independent variables influence or predict a single dependent variable (Hair et al., 2019). It highlights the beta value range as a statistical tool to describe the strength of the influence.

2.6. Ethical Considerations

The researcher secured permission to conduct the study and followed ethical guidelines approved by the Society of Moral Integrity and Legal Ethics (SMILE) at Holy Cross of Davao College. The researcher sought permission from the Municipal Mayor of the Local Government Unit of Matanao to conduct the study. All participants were informed about the purpose of the study, gave written consent, and could withdraw at any time. Their information was kept confidential, and no personal identifiers were included. The study ensured that all respondents was treated with respect and experienced no harm or discomfort.

3. Results

In this chapter, the results of the study are presented. Specifically, the descriptive, correlation, and regression analyses results are shown. Finally, the summary of the findings was established.

3.1. Descriptive Analysis

Table 1 is the descriptive table. It includes the study's variable - job demands, job control, social support, and occupational well-being with their respective indicators. It also includes the number of samples, standard deviation, mean, and the corresponding descriptive level.

Table 1: Descriptive Table

Variables	n	SD	Mean	Descriptive Interpretation
Job Demand	190	0.99	2.68	High
Qualitative Demand		0.97	2.71	High
Employee Demand		1.03	2.66	High
Workload Demand		0.98	2.67	High
Conflict Demand		1.04	2.68	High
Job Control	190	0.80	3.30	Very High
Qualitative Control		0.82	3.28	Very High
Employee Control		0.89	3.25	High
Workload Control		0.93	3.21	High
Conflict Control		0.76	3.46	Very High
Social Support	190	0.65	3.45	Very High
Organizational Support		0.66	3.47	Very High
Supervisor Support		0.67	3.45	Very High
Co-Worker Support		0.68	3.42	Very High
Occupational Well-Being	190	0.57	3.36	Very High
Affective		0.64	3.53	Very High
Professional		0.64	3.48	Very High
Social		0.54	3.58	Very High
Cognitive		0.52	3.58	Very High
Psychological		0.56	3.53	Very High
Psychomatic		1.36	2.30	Low

1.00-1.75 Very Low, 1.76-2.50 Low, 2.51-3.25 High, 3.26-4.00 Very High

Specifically, table 1 showed that job demand variable has a mean of 2.68, classified as high. It indicates that the job demands among barangay officials is strong. All indicators under this variable were classified as high. With a standard deviation of 0.99, it is indicated that level of variability of the responses is low. It denotes that the responses were relatively consistent with minimal differences.

Moreover, job control variable has a mean of 3.30 interpreted as very high. This indicates that the job control of the respondents is very strong. Among its indicators, qualitative and conflict control were rated as very high, while the other indicators were rated as high. The standard deviation value was 0.80 denotes low response variability. This signifies that the responses were relatively consistent with minimal differences.

Similarly, social support variable recorded a mean score of 3.45 interpreted as very high. This denotes that the social support received by barangay officials is very strong. All the indicators comprising this variable were classified as very high. The standard deviation is 0.65. It reflects low levels of response variability. This indicates that the responses were relatively consistent with minimal differences.

Lastly, occupational well-being variable obtained a mean score of 3.36 which falls under very high level. Hence, the occupational well-being of the barangay officials is very strong. All the indicators encompassing this variable were classified as very high, except for psychosomatic indicator. The standard deviation acquired was 0.57 which indicates that the level of variability was low. This confirms that responses were relatively consistent with minimal differences.

The results show that job demands among barangay officials are high, while job control, social support, and occupational well-being are all very high, indicating stronger levels in these areas compared to job demands. Across all variables, responses were relatively consistent, as indicated by low variability in each case.

3.2. Correlation Analysis

Table 2 is the correlation table. It specifically contained the predictive and the criterion variables. Likewise, it also includes the r-value, p-value, decision on hypothesis, and the corresponding interpretation.

Table 2: Correlation Table

Variables	Occupational Well-Being			
	r-value	p-value	Decision on the <i>H₀</i> @0.05 level of significance	Interpretation
Job Demand	0.607	0.000	Reject <i>H₀</i>	There was a significant at moderately high positive correlation
Job Control	0.671	0.000	Reject <i>H₀</i>	There was a significant at moderately high positive correlation
Social Support	0.649	0.000	Reject <i>H₀</i>	There was a significant at moderately high positive correlation

Specifically, table 2 shows the correlation between job demands and occupational well-being obtained a p-value of 0.000, which is below 0.05 degree of confidence. This led to the rejection of the null hypothesis, thus, indicating that their correlation is significant. It acquired an r- value of 0.607, displaying a moderately high positive correlation. Moreover, the relationship between job control and the occupational well-being elicited a p-value of 0.000, which is lower than 0.05 level of confidence. Hence, the null hypothesis was dismissed. This demonstrates a statistically significant positive relationship between the variables. It recorded an r-value of 0.671, demonstrating a moderately high positive correlation. On the other hand, social support variable acquired a p-value of 0.000 which is less than the 0.05 degree of confidence, suggesting a significant correlation between the variables. The r-value of 0.649 indicates that their correlation is high.

The results indicate that job demands, job control, and social support all have a significant positive relationship with occupational well-being among barangay officials. Among these, job control and social support variables show stronger positive relationships with the criterion compared to job demands.

3.3 Regression Analysis

Table 3 is the regression table. It contains the determinant variables, the criterion variable, the unstandardized beta coefficient, standardized beta coefficient, standard error, t-value, p-value, and interpretation. Finally, it shows the R, R-squared, Adjusted R, and F value.

Table 3: Regression Table

Determinant Variables	Occupational Well-Being among Barangay Officials					
	Estimate	Std. Estimate	SE	t	p	Interpretation
Intercept	1.081		0.143	7.57	0.000	
Job Demand	0.151	0.287	0.027	5.49	0.000	Moderate Significant influence
Job Control	0.253	0.354	0.039	6.44	0.000	Moderate Significant influence
Social Support	0.302	0.344	0.047	6.46	0.000	Weak Significant influence
R= 0.797, R ² = 0.635, Adjusted R ² =0.629, F=108.0, Sig.=0.000						

Specifically, table 3 shows that job demand variable obtained a standardized beta coefficient of 0.287. It indicates that job demands variable has 0.287 contribution on the occupational well-being. The p-value of 0.000 obtained is less than 0.05 degree of confidence. It denotes that the contribution of the determinant is significant. This implies that for every unit increase in job demand, there is a corresponding 0.287 unit change in the criterion.

Moreover, job control acquired a standardized beta coefficient of 0.354. It demonstrates that job control variable has 0.354 influence on the criterion. With a p-value of 0.000, which is less than 0.05 degree of confidence, this suggests a significant correlation. This implies that for every unit increase in job control, there is a corresponding of 0.354 unit increase in the occupational well-being.

On the other hand, social support recorded a standardized beta coefficient of 0.344. It shows that social support variable has 0.344 contribution on the occupational well-being. The p-value of 0.000 obtained is less than 0.05 degree of confidence. This indicates that the contribution of the social support on the criterion is significant. This implies that for every unit change in social support, there is a corresponding of 0.344 unit change in the criterion.

Furthermore, with an extracted R-squared value of 0.635 and a p-value of 0.000; this indicates that the job demands, job control, and social support variables combined explains 63.5% of the variance in the occupational well-being of barangay officials

The results show that job demands, job control, and social support all positively influence occupational well-being among barangay officials. Job control and social support have a stronger impact than job demands.

Summary of Findings

1. Job demands, job control, and social support significantly correlate with occupational well-being.

2. Job demands, job control, and social support significantly influence the occupational well-being, as individual and combined causes.

4. Discussion

This chapter presents the discussion and the results of the study. Specifically, it includes the reviews of previously published studies that either supported or denied the results of this study.

4.1. Correlation between job demand and occupational well-being

The present study found a significant correlation between job demands and occupational well-being. This result affirms the findings of Rietze and Zacher (2022) stating that workload employees face by German workers can directly impact their overall well-being. Likewise, the present finding agrees with Yang and colleagues (2022) stating Japanese employees tend to experience higher engagement and well-being when their job demands are meaningful and appropriately challenging.

Alternatively, the finding stating that job demands and occupational well-being are significantly correlated questions the claim of Deng and colleagues (2021) stating that about 133 Chinese employees only found no correlation between job demands and well-being. One possible explanation for this difference is the variation in sample size. The present study involved a larger sample of 190 respondents, which provides greater statistical power and increase confidence in the results.

4.2. Correlation between job control and occupational well-being

The current study found a significant correlation between job control and occupational well-being. This result affirms the findings of Dong (2025), stating that as workers in China were given more autonomy and greater task control, it contributes to better work well-being. Likewise, the current study's finding is also consistent with Zhalifunnas and colleagues (2023) stating that in Malaysia, when employees have the freedom to make decisions and control how they complete their tasks, it enhances their motivation and improves overall occupational well-being.

On the other hand, the finding stating that job control and occupational well-being are significantly correlated disagrees with claim of Wei et al. (2025) who only measured well-being in terms of general job satisfaction and the broader effects of job control may not have been fully captured. However, the current study assessed well-being multidimensionally, including psychological, emotional, and performance aspects. This wider approach makes it easier to perceive how job control can positively influence well-being.

4.3. Correlation between social support on the occupational well-being

The present study found a significant correlation between social support and occupational well-being. This finding agrees with Wang and colleagues (2025) stating that the support received from fellow workers, supervisors, and community partner in Zhejiang Province found to have a positive association with their workers' well-being. This highlights that strong social support networks help reduce work-related stress and promote overall occupational health. Similarly, the present finding supported the claim of Peña et al. (2024) stating that employees in Spain are more motivated and experience higher well-being when they received sufficient support from their social environment.

However, the finding stating that social support and occupational well-being is significantly correlated contradicts the claim of Alves and colleagues (2022) stating that social support factors received by 120 Portuguese workers may not always correlate with their well-being. One possible explanation for this difference is the variation in sample size. The present study involved a larger sample of 190 respondents, which provides greater statistical power and increase confidence in the results.

4.4. Job demands as determinant of occupational well-being

The current study found a significant influence between job demands and occupational well-being. This result aligns with the finding of Portoghese and colleagues (2020) stating that job demands, when meaningful and manageable, have been found to have significant influence on employee's motivation and well-being. Likewise, the present study also affirms with the finding of Scheel et al. (2023) stating that job demands significantly influence the workplace well-being among the employees from Germany, Italy, Czechia, and Slovakia. This highlights that work pressures and demands are direct factors that positively determine employees' overall well-being.

Conversely, the finding stating that job demand significantly influence well-being disputes the study of Widanti and Sunaryo (2022) stating that job demands from 120 respondents in Indonesia did not significantly influence their occupational well-being among. This indicates that other factors may have stronger effects on employee well-being. One possible explanation for this difference is the variation in sample size. The present study involved a larger sample of 190 respondents, which increases confidence in the findings and strengthens its reliability.

4.5. Job control as determinant of occupational well-being

The current study found a significant influence between job control and occupational well-being. This result aligns with the finding of Tucak and colleagues (2021) stating that job control and decision-making authority empower employees to manage their tasks effectively, which underscores the influence of job control in fostering occupational well-being. Similarly, the current study corroborates with the finding of Sharma and Sharma (2022) stating that greater control over work tasks and schedules contributes to much greater well-being.

Nevertheless, the finding that job control significantly influence occupational well-being opposes the study of Dettmers and Bredehoft (2020) stating that job control among 147 German employees did not consistently produce significant influence in workplace well-being. This suggest that very high levels of job autonomy may not necessarily enhance their well-being. One possible explanation for this difference is the variation in sample size. The present study involved a larger sample of 190 respondents, which increases confidence in the findings and strengthens its reliability.

4.6. Social support as determinant of occupational well-being

The present study found a significant influence between social support and occupational well-being. This result supports the finding of Kurtulus and colleagues (2023) stating that Turkey, educators' social support from supervisors, co-workers, and the community has a positive influence on occupational well-being by alleviating work-related stressors and enhancing overall occupational health. This demonstrates that supportive relationships play a crucial role in educators' professional and psychological outcomes. Likewise, the current finding affirms the study of Jalil and colleagues (2023) stating that greater workplace and interpersonal support influences Malaysian employees' overall well-being.

In comparison, the finding that social support significantly influences occupational well-being contravenes the study of Ferreira and Gomes (2023), which reported that one aspect of social support—perceived organizational support—did not significantly influence the well-being of European employees. This suggests that other dimensions of social support, such as co-worker and supervisor support, may play a more important role in explaining employees' occupational well-being.

4.7. Conclusion

The findings showed that job demands, job control, and social support significantly influence occupational well-being, explaining 63.5% of its variance and supporting the Job Demand–Control–Support Model, which posits that well-being improves when high job demands occur along with much higher job control and social support in collaborative work environments.

4.8. Recommendations

Based on the study's conclusions, future research may examine additional variables to explain the remaining 36.5% variance in occupational well-being and utilize qualitative approaches to identify emerging themes, while Local Government Units are encouraged to institutionalize work–life balance policies through capacity-building activities, wellness programs, and supportive management practices that strengthen job demands management, job control, and social support among local government officials.

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