



Dietary Habits, Work-Life Balance, and Productivity of Higher Education Institutions (HEIs) Employees in Northern Panay: Implications for Wellness Initiatives

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Abstract: Dietary habits and work–life balance are critical determinants of employee productivity, directly impacting the operational efficiency and academic excellence of higher education institutions. This study examined the dietary habits, work–life balance, and productivity of faculty members and non-teaching personnel in Higher Education Institutions (HEIs) in Northern Panay to identify the key drivers of workplace performance. Specifically, it determined the level of dietary habits in terms of meal patterns, food choices, and nutritional behaviors; the level of work–life balance in terms of time management, perceived work-related stress, and personal life management; and the resulting level of employee productivity measured through work efficiency, task effectiveness, and quality output.

The study also investigated the relationship among these variables and identified which factors significantly predict high-level productivity. Employing a mixed-methods sequential explanatory approach, data were gathered from a random sample of 200 faculty and non-teaching personnel in a total population of 415 across selected HEIs in Northern Panay using a validated adopted and modified questionnaire. Quantitative data were analyzed using descriptive and inferential statistics, while qualitative insights were interpreted through direct quotation analysis.

The findings revealed that while dietary habits were generally good and work–life balance was high, employee productivity reached a very high level, suggesting a strong baseline for institutional output. Statistical analysis confirmed significant relationships between these variables, demonstrating that healthier lifestyle choices and balanced personal lives directly manifest as superior workplace productivity. Notably, work–life balance emerged as the primary predictor of productivity, highlighting that an employee's ability to manage professional responsibilities alongside personal well-being is the most influential factor in achieving high-quality output. Based on these findings, the study proposes comprehensive health and wellness initiatives specifically designed to sustain and enhance employee productivity through improved nutritional practices, mental wellness, and engagement strategies.

Keywords: Dietary habits, work–life balance, productivity, higher education institution

I. INTRODUCTION

Employee productivity is a vital component of organizational effectiveness in Higher Education Institutions (HEIs), as faculty members and non-teaching personnel are expected to perform multiple academic, administrative, research, and community-extension functions. In recent years, educational institutions worldwide have experienced increasing concerns regarding employee wellness, occupational stress, unhealthy dietary habits, and difficulties in maintaining work–life balance. These concerns have become more evident following changing workplace demands, technological pressures, extended working hours, and increasing institutional expectations. Globally, studies have shown that employees who experience unhealthy lifestyles and poor work–life balance are more likely to suffer from fatigue, burnout, reduced motivation, and declining work productivity.

At the global level, dietary habits have been recognized as significant determinants of physical health, cognitive functioning, and workplace performance. According to Baek (2024), unhealthy eating behaviors such as meal skipping, excessive intake of processed foods, and irregular meal patterns negatively affect concentration, energy levels, and work efficiency. Similarly, Khalafehnilsaz et al. (2024) emphasized that demanding work schedules and occupational stress often lead employees to adopt poor nutritional behaviors, which consequently reduce their productivity and overall well-being. These findings indicate that healthy dietary practices are essential in sustaining employee effectiveness and professional functioning.

Work–life balance has likewise emerged as a major concern among employees across different sectors, including education. International studies reveal that excessive workload, time pressure, emotional exhaustion, and poor stress management significantly affect employee performance and psychological well-being. Weinreich et al. (2023) found that

employees who experience imbalance between work and personal responsibilities demonstrate lower productivity, decreased job satisfaction, and higher levels of burnout. In academic institutions, faculty members and staff often perform duties beyond official working hours, including lesson preparation, research activities, meetings, extension work, and administrative tasks, making work–life balance increasingly difficult to maintain.

In the Philippine context, employee wellness and productivity remain important concerns among Higher Education Institutions. National studies indicate that workplace wellness programs, institutional support systems, and flexible work arrangements contribute positively to employee well-being and productivity. Argañosa and Bingham (2024) emphasized that institutional wellness programs improve employees' physical, occupational, and socio-emotional functioning. Similarly, Lumactod (2024) highlighted that supportive organizational environments in educational institutions enhance employee engagement, efficiency, and work satisfaction. Despite these findings, many HEIs continue to experience challenges related to employee stress, unhealthy lifestyles, and declining work performance.

Locally, HEIs in Northern Panay face increasing demands associated with instruction, accreditation, research productivity, extension services, and institutional compliance. Faculty members and non-teaching personnel in institutions such as Capiz State University (CAPSU), Northern Iloilo State University (NISU), and Aklan State University (ASU) perform multiple responsibilities that may influence their dietary behaviors, work–life balance, and productivity. However, limited empirical studies have explored these variables collectively within the context of HEIs in Northern Panay. Most existing studies focus only on single variables or are conducted in corporate and healthcare settings, making them less applicable to educational institutions.

This study addresses several research gaps. First, there is limited local literature examining the combined influence of dietary habits and work–life balance on employee productivity in HEIs. Second, few studies utilize mixed methods approaches that quantitatively examine relationships among variables while qualitatively exploring employees lived experiences. Third, there is inadequate contextual evidence from provincial HEIs in Northern Panay regarding institutional health and wellness concerns.

The study is anchored on the Research Agenda of the College of Education under the FORGE – Doctor of Education Major in Industrial Education, specifically focusing on “Future-Oriented Research in Global Industrial Education,” which emphasizes Future-Oriented Industrial Pedagogy, Organizational Leadership and Systems Transformation, Research-Driven Practice and Innovation, Global Engagement and Cultural Sustainability, and Educational Transformation Through Community Partnership. These research priorities highlight the importance of developing innovative, sustainable, and employee-centered educational environments that promote institutional effectiveness and human well-being.

In relation to the present study, the investigation of dietary habits, work–life balance, and productivity among faculty members and non-teaching personnel supports the agenda's emphasis on organizational transformation and research-driven practices that enhance employee wellness and institutional productivity. Likewise, the study contributes to educational transformation by providing evidence-based wellness initiatives that may strengthen the working conditions and overall effectiveness of Higher Education Institutions in Northern Panay.

Furthermore, this study supports the United Nations Sustainable Development Goals (SDGs), particularly SDG 3: Good Health and Well-Being, which promotes healthy lives and well-being for all, and SDG 8: Decent Work and Economic Growth, which emphasizes productive employment and healthy working environments. By examining employee wellness and productivity, the study contributes to sustainable institutional development and employee-centered educational practices.

Thus, this study examines the dietary habits, work–life balance, and productivity of faculty members and non-teaching personnel in selected Higher Education Institutions in Northern Panay. Specifically, the study investigates the relationships and predictive influence of dietary habits and work–life balance on employee productivity through a mixed methods sequential explanatory design. The findings are expected to serve as bases for institutional health and wellness initiatives that may improve employee well-being, strengthen productivity, and support sustainable educational development.

In addition, the researcher conducted this study to address the growing crisis of burnout among higher education employees in Northern Panay by linking dietary habits and work-life balance to institutional productivity. Driven by the personal struggle of meeting heavy administrative deadlines, the researcher aimed to move beyond symbolic gestures and advocated for policy-driven wellness initiatives that prioritized the health and humanity of the workforce.

Statement of the Problem

This study aims to examine the dietary habits, work–life balance, and productivity of faculty members and non-teaching personnel in selected Higher Education Institutions (HEIs) in Northern Panay. Specifically, it seeks to answer the following questions:

1. What is the level of dietary habits of HEI employees in Northern Panay in general and in terms of meal patterns, food choices, and nutritional behaviors?
2. What is the level of work–life balance of HEI employees in general and in terms of time management, perceived work-related stress, and personal life management?
3. What is the level of productivity among HEI employees in Northern Panay in general and in terms of work efficiency, task effectiveness and quality output?
4. Is there a significant relationship among dietary habits, work life balance and employee productivity among HEI employees in Northern Panay?
5. Do dietary habits and work–life balance significantly predict the performance?
6. Based on the findings, what health and wellness initiatives can be recommended to Higher Education Institutions in Northern Panay?

II. METHODOLOGY

Research Design

This study employs a mixed-methods sequential explanatory design to examine the relationship between dietary habits, work–life balance, and employee productivity among employees in higher education institutions. According to John W. Creswell and J. David Creswell (2018), the Sequential Explanatory design involves collecting and analyzing quantitative data first, followed by qualitative data to further explain and elaborate the quantitative results. In this study, the quantitative phase employed a sequential explanatory design approach to determine the respondents' dietary habits, level of work–life balance, and employee productivity, as well as to identify significant relationships among these variables. The qualitative phase was subsequently conducted to provide deeper explanations, insights, and contextual understanding of the quantitative findings through participants' responses and experiences.

The descriptive component focused on systematically describing the existing conditions and characteristics of the respondents in terms of dietary habits, work–life balance, and productivity in the workplace setting, while the correlational component examined the degree and direction of relationships among the variables without manipulating them. The use of the Sequential Explanatory design was appropriate because it enabled the researcher not only to determine statistical relationships but also to explain why and how such relationships existed based on the lived experiences and perspectives of the participants. As emphasized by Creswell and Creswell (2018), the strength of the Sequential Explanatory design lies in its ability to use qualitative findings to support, clarify, and enrich quantitative results, thereby providing a more comprehensive understanding of the research problem.

Furthermore, the quantitative data were analyzed using appropriate descriptive and inferential statistical tools, particularly the Spearman Rank-Order Correlation Coefficient (Spearman rho), to determine the strength and direction of the relationships among dietary habits, work–life balance, and employee productivity. According to Charles Spearman (1904), Spearman rho is appropriate for determining associations among ordinal variables derived from ranked or Likert-scale data. The qualitative data, on the other hand, were analyzed through content analysis and supported by direct quotations from participants to explain and validate the quantitative findings. Through the integration of quantitative and qualitative results, the study generated a more holistic and evidence-based understanding of how dietary habits and work–life balance influence employee productivity, which may serve as basis for institutional health and wellness programs in higher education institutions.

III. PRESENTATION, ANALYSES, AND INTERPRETATION OF THE DATA

This chapter presents, analyzes, and interprets the data gathered in the study. The findings are presented according to the objectives of the research using appropriate statistical tools and thematic analysis to provide comprehensive discussion and interpretation of the results.

Dietary Habits of HEI Employees in Northern Panay

Table 3 presents the level of dietary habits of HEI employees in Northern Panay in terms of meal patterns, food choices, and nutritional behaviors. The findings revealed that the overall level of dietary habits obtained a mean score of 3.68, verbally interpreted as “Good.” This indicates that the respondents generally practice acceptable and healthy dietary habits in their daily lives. The result suggests that employees in higher education institutions are conscious of the importance of maintaining proper nutrition despite the demands and pressures associated with their work responsibilities.

Higher education institution (HEI) employees in Northern Panay demonstrated generally good dietary habits, with an overall mean score of 3.68. Among the assessed aspects, meal patterns received the highest rating (3.76, “Good”), indicating that employees generally maintain regular eating schedules. This reflects awareness of the importance of proper meal timing to sustain energy, productivity, and overall health despite work-related demands. Regular meal patterns were further supported by qualitative responses, where participants emphasized that consistent breakfast and lunch routines help maintain focus and prevent fatigue during busy workdays.

Food choices were also reported as “Good” (mean score 3.61), suggesting that employees consciously select healthier and balanced food options when possible, despite occasional reliance on convenient or less nutritious meals due to workload or time constraints. Qualitative accounts highlighted strategies such as preparing meals at home or avoiding junk food and sugary beverages. Similarly, nutritional behaviors received a mean of 3.67 (“Good”), reflecting positive habits like moderation in consumption, adequate hydration, and balanced dietary intake. These findings suggest that HEI employees recognize the link between their eating habits and personal health, emphasizing the role of nutrition in supporting overall wellness and work efficiency.

Despite these positive behaviors, workplace demands such as workload, stress, and limited time sometimes hinder consistent adherence to optimal dietary practices. Participants reported occasions of skipping meals or resorting to fast food due to busy schedules, indicating areas where improvements are needed. The study recommends that HEIs implement targeted nutrition education, workplace wellness programs, and support initiatives to facilitate healthier eating practices. Strengthening institutional support could help employees achieve more consistent and optimal dietary habits, further enhancing their health, productivity, and job performance.

Table 3. Level of Dietary Habits of HEI Employees in Northern Panay in Terms of Meal Patterns, Food Choices, and Nutritional Behaviors

	Mean	Verbal Interpretation
Meal Patterns	3.76	Good
Food Choices	3.61	Good
Nutritional Behaviors	3.67	Good
Grand Mean	3.68	Good

Legend: 4.21-5.00 (Very High), 3.41-4.20 (High), 2.61-3.40 (Moderate), 1.81-2.60 (Low), and 1.00-1.80 (Very Low).

Work–Life Balance of HEI Employees

Table 4 presents the level of work–life balance of HEI employees in Northern Panay in terms of time management, perceived work-related stress, and personal life management. The findings revealed that the overall level of work–life balance obtained a mean score of 3.68, verbally interpreted as “High.” This indicates that the respondents generally maintain a favorable balance between their professional responsibilities and personal lives. The result suggests that employees are capable of handling workplace demands while still managing personal and social responsibilities effectively.

Higher education institution (HEI) employees in Northern Panay demonstrated a high level of work–life balance, with an overall mean score of 3.68. Among the evaluated aspects, personal life management received the highest score (4.07, “High”), suggesting that employees effectively allocate time to family obligations, personal activities, and self-care. Time management also scored high (3.97), indicating employees’ ability to organize schedules, prioritize tasks, and balance professional and personal responsibilities efficiently. These findings suggest that HEI employees possess the organizational skills and planning strategies necessary to maintain productivity while fulfilling personal commitments.

Perceived work-related stress also scored high (3.84), reflecting that while employees encounter workplace pressures such as teaching, administrative duties, research, and institutional tasks, they generally manage stress effectively. Qualitative accounts highlighted coping strategies, including setting priorities, structured scheduling, relaxation, and self-care routines. Employees emphasized the importance of balancing work and family responsibilities to maintain emotional well-being, life satisfaction, and motivation, showing a strong link between work–life balance and overall wellness and productivity.

Despite the generally high level of work–life balance, employees reported challenges that could affect consistency, including workload, deadlines, and time constraints. These challenges suggest a need for ongoing institutional support through wellness programs, stress management initiatives, flexible work arrangements, and supportive workplace policies. Strengthening such interventions can help employees sustain balance, improve emotional stability, maintain high productivity, and enhance overall job satisfaction. The study highlights that effective work–life balance is crucial

for the well-being and professional effectiveness of HEI employees and for fostering a healthier, more supportive academic environment

Table 4. Level of Work–Life Balance of HEI Employees in Terms of Time Management, Perceived Work-Related Stress, and Personal Life Management

	Mean	Verbal Interpretation
Time Management	3.97	High
Perceived Work-Related Stress	3.84	High
Personal Life Management	4.07	High
Grand Mean	3.68	High

Legend: 4.21-5.00 (Very High), 3.41-4.20 (High), 2.61-3.40 (Moderate), 1.81-2.60 (Low), and 1.00-1.80 (Very Low).

Productivity Among HEI Employees in Northern Panay

Table 5 presents the level of productivity among HEI employees in Northern Panay in terms of work efficiency, task effectiveness, and quality output. The findings revealed that the overall productivity level obtained a grand mean score of 4.31, verbally interpreted as “Very High.” This indicates that the respondents demonstrate excellent performance and productivity in carrying out their duties and responsibilities within their respective institutions. The result suggests that HEI employees are generally capable of performing their work efficiently while maintaining effectiveness and producing quality outputs.

Higher education institution (HEI) employees in Northern Panay demonstrated a very high level of productivity, with an overall mean score of 4.31. Among the assessed aspects, task effectiveness received the highest score (4.39, “Very High”), indicating that employees are highly capable of accomplishing assigned duties accurately and on time. Quality output also scored very high (4.28), suggesting that respondents consistently produce work that meets institutional standards, reflecting professionalism, attention to detail, and a commitment to excellence. Work efficiency received a similarly high score (4.25), highlighting employees’ ability to manage tasks productively while optimizing available time and resources, which supports high performance across multiple responsibilities.

The qualitative data reinforced these quantitative findings, with participants emphasizing planning, discipline, and dedication as key factors in achieving high productivity. Respondents shared that they prioritize tasks, organize schedules, and maintain focus despite heavy workloads, demonstrating a strong sense of accountability and commitment to institutional goals. Employees also noted that quality outputs reflect their professional integrity and that effective work practices allow them to balance multiple responsibilities without compromising standards.

Despite high performance, employees acknowledged that workplace challenges such as numerous reports, teaching loads, and institutional activities can affect productivity. Support from administration and positive relationships with colleagues were identified as facilitating factors in maintaining efficiency and motivation. Overall, the findings indicate that HEI employees possess the competence, professionalism, and dedication necessary to sustain very high levels of productivity, contributing positively to institutional effectiveness and the achievement of organizational objectives. The study highlights the importance of continuous institutional support, professional development, and work environment optimization to maintain and further enhance employee productivity in higher education settings.

Table 5. Level of Productivity Among HEI Employees in Northern Panay in Terms of Work Efficiency, Task Effectiveness, and Quality Output

	Mean	Verbal Interpretation
Work Efficiency	4.25	Very High
Task Effectiveness	4.39	Very High
Quality Output	4.28	Very High
Grand Mean	4.31	Very High

Legend: 4.21-5.00 (Very High), 3.41-4.20 (High), 2.61-3.40 (Moderate), 1.81-2.60 (Low), and 1.00-1.80 (Very Low).

Relationship Among Dietary Habits, Work–Life Balance, and Employee Productivity Among HEI Employees in Northern Panay

Table 6 presents the significant relationship among dietary habits, work–life balance, and employee productivity among HEI employees in Northern Panay. The findings revealed that all computed p-values were .000, which are lower than the 0.05 level of significance. This indicates that significant relationships exist among the variables included in the

study. The results imply that dietary habits, work–life balance, and employee productivity are interconnected factors that influence one another among HEI employees.

The study revealed a significant positive relationship between dietary habits and work–life balance, with an r-value of 0.363 ($p = .000$), indicating a weak but meaningful correlation. Employees who maintain healthier eating behaviors tend to experience better physical wellness, emotional stability, and energy levels, which supports effective management of professional responsibilities and personal life. Proper nutrition contributes to improved concentration, mood, and stress management, allowing employees to sustain a balanced lifestyle despite workplace demands.

A strong positive relationship was found between work–life balance and employee productivity, with an r-value of 0.659 ($p = .000$). This indicates that employees who effectively balance their professional and personal responsibilities tend to demonstrate higher efficiency, task effectiveness, and quality output. Maintaining work–life balance reduces burnout and fatigue, enhances motivation, and supports focused performance, highlighting the importance of emotional and mental well-being in sustaining workplace productivity.

Finally, a weak positive correlation was also observed between dietary habits and employee productivity ($r = 0.250, p = .000$), suggesting that healthier nutrition contributes to better energy, concentration, and cognitive functioning, which positively influences efficiency and task performance. Collectively, the findings demonstrate that dietary habits, work–life balance, and productivity are interconnected factors that significantly impact employees’ overall well-being and professional performance. HEI employees who adopt healthy lifestyles and balanced work practices are more capable of sustaining high-quality performance, supporting the importance of institutional wellness initiatives and balanced living in higher education settings

Table 6. Relationship Among Dietary Habits, Work–Life Balance, and Employee Productivity Among HEI Employees in Northern Panay

Variables	df	rValue	pValue	Remarks
Dietary Habits and Work–Life Balance	198	0.363	.000*	s
Work–Life Balance and Employee Productivity	198	0.659	.000*	s
Employee Productivity and Dietary Habits	198	0.250	.000*	s

Note: $p < .05$, significant at the 5% level

Predictive Influence of Dietary Habits and Work–Life Balance on Employee Productivity

Table 7 presents the predictive influence of dietary habits and work–life balance on employee productivity among HEI employees in Northern Panay. The findings revealed that work–life balance significantly predicts employee productivity, as reflected by a beta coefficient value of 0.48627 and a p-value of .000. On the other hand, dietary habits obtained a beta coefficient value of 0.00804 with a p-value of .827 and was identified as not a predictor of employee productivity. The results indicate that among the variables included in the analysis, work–life balance has a stronger influence on employee productivity compared to dietary habits.

The study found that work–life balance is a significant predictor of employee productivity, with a β -value of 0.48627 ($p = .000$). Employees who effectively manage both their professional responsibilities and personal lives are more likely to demonstrate higher productivity, including better efficiency, task effectiveness, and quality of outputs. Proper work–life balance allows employees to manage stress, maintain focus, and sustain motivation, which supports consistent performance and adherence to institutional standards. Qualitative accounts highlighted that employees who have time for personal care, family, and rest feel more capable of meeting work demands efficiently.

In contrast, dietary habits, while significantly related to productivity in correlation analysis, were not a predictor when analyzed alongside work–life balance ($\beta = 0.00804, p = .827$). This suggests that nutrition alone does not independently determine workplace productivity when other factors, such as stress management and workload balance, are considered. Employees indicated that even with healthy eating habits, productivity could still be affected by excessive

work demands, lack of rest, or organizational pressures, emphasizing that workplace and psychological factors exert stronger influence on performance outcomes.

Overall, the findings indicate that while dietary habits contribute to general wellness and support employees' ability to function effectively, maintaining a proper work–life balance has a more direct and substantial impact on productivity. HEI employees who achieve balance between work and personal obligations tend to be more focused, motivated, and efficient. The results highlight the importance of institutional initiatives that foster employee wellness, stress management, and flexible work arrangements to sustain high productivity, while nutrition and healthy lifestyles complement but do not independently predict performance outcomes in higher education settings.

Table 7. Predictive Influence of Dietary Habits and Work–Life Balance on Employee Productivity

Predictor	β	pValue	Remarks
Work–Life Balance	0.48627*	.000	Predictor
Dietary Habits	0.00804	.827	Not Predictor

Proposed Wellness Initiatives for Higher Education Institutions in Northern Panay Based on the Findings of the Study

Proposed Programs and Activities		
Program	Activities	Expected Outcomes
Nutrition and Healthy Lifestyle Program	Nutrition seminars, healthy eating campaigns, hydration awareness, healthy food promotion	Improved dietary habits and nutritional awareness
Work–Life Balance Enhancement Program	Time management workshops, flexible work arrangements, wellness breaks, family-support activities	Better work–life balance and reduced stress
Mental Health and Well-Being Program	Counseling services, stress management seminars, mindfulness and relaxation activities	Improved emotional wellness and coping skills
Physical Activity and Wellness Program	Exercise sessions, Zumba, fitness challenges, recreational activities	Enhanced physical health and energy levels
Employee Support and Recognition Program	Employee recognition activities, peer support programs, professional development training	Increased motivation, engagement, and job satisfaction

Implementation Strategies

1. Integrate wellness initiatives into institutional development plans and policies.
2. Collaborate with health professionals, local government units, and partner agencies.
3. Allocate institutional resources and budget for wellness activities and programs.
4. Establish a wellness committee responsible for planning and monitoring activities.
5. Conduct regular assessment and evaluation of wellness initiatives to ensure effectiveness and sustainability.

Monitoring and Evaluation

The effectiveness of the proposed initiatives may be evaluated through:

1. Employee wellness surveys
2. Attendance and participation records
3. Feedback mechanisms and satisfaction assessments
4. Periodic evaluation of employee productivity and well-being indicators
5. Annual program review and improvement planning

**Expected Overall Outcomes**

1. Improved dietary habits and healthier lifestyle practices among employees.
2. Enhanced work–life balance and reduced work-related stress.
3. Better mental, emotional, and physical well-being of employees.
4. Increased employee productivity, efficiency, and quality performance.
5. Stronger institutional support for employee wellness and organizational development.

IV. CONCLUSION

Based on the findings of the study, the following conclusions were made:

1. HEI employees in Northern Panay generally maintained healthy dietary habits and balanced lifestyles, enabling them to manage workplace demands while sustaining their overall well-being and effectiveness in performing their professional responsibilities.
2. Employees in higher education institutions demonstrated strong competence, professionalism, and commitment, which contributed to high levels of productivity, efficiency, and quality performance in the workplace.
3. Healthy dietary practices and work–life balance were important factors associated with employee well-being and workplace performance, indicating that maintaining a healthy lifestyle supports greater effectiveness and productivity among employees.
4. Work–life balance played a significant role in enhancing employee productivity, suggesting that employees who are able to effectively manage their professional and personal responsibilities are more likely to perform efficiently and productively.
5. The implementation of health and wellness initiatives would help promote healthier lifestyles, strengthen employee well-being, improve job satisfaction, and sustain productivity among employees in higher education institutions in Northern Panay.

Recommendations

Based from the conclusions of the study, the following recommendations are being offered:

1. Faculty members may maintain healthy dietary habits, practice proper time management, and engage in wellness activities to sustain productivity, well-being, and work–life balance despite academic responsibilities.
2. Non-teaching personnel may participate in stress-management and wellness programs to improve coping strategies, workplace performance, and overall health and well-being.
3. HEI administrators may strengthen institutional wellness initiatives through flexible work arrangements, balanced workload distribution, mental health support, and employee health programs to promote productivity and employee welfare.
4. Human resource and wellness coordinators may implement sustainable nutrition, physical wellness, stress management, and work–life balance programs that address the needs of employees in higher education institutions.
5. Policy makers and educational authorities may develop and strengthen policies that promote healthy working environments, employee wellness, and productivity within higher education institutions.
6. Future researchers may conduct related studies involving other variables, wider populations, or different research designs to further explore employee wellness, dietary habits, work–life balance, and productivity in educational institutions.

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