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**COVID-19 PANDEMIC: ITS EFFECTS ON EMPLOYEES AND THE WORKPLACE**

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**Abstract**

*The study looks into the effects of the Covid-19 pandemic on the productivity and motivation of employees in the workplace by examining whether workplace and home-based work gaps are defining factors regarding employee performance and well-being. Data were collected from 139 randomly selected employees. Using correlation analysis, the study found that emerging workplace practices have a moderate positive relationship with effects on HR Management. Moreover, it has also been determined that effects on employee performance and well-being positively correlate with emerging workplace practices. The findings are deemed significant to allow human resource managers to manage their employees during a pandemic in a work-from-home setting and still retain and improve their performance and well-being. Further research is suggested.*

**Keywords:** *covid-19 pandemic, workplace emerging practices, employee well-being, employee performance, work-from-home*

### **Introduction**

The corona infection ailment (SARS, CoV-2) was first recognized in Wuhan, China, in December 2019. Since then, there has been a significant social and economic impact on people's lives. The Boston Consultation Group stated, "*COVID-19 is a fundamentally people-based crisis: individuals are getting sick, and the repercussions for business and society are enormous and getting exponentially stronger daily. As leaders attempt to respond, people's priorities must be front and center.*" (Strack et al., 2020). This crisis displays that people's priorities will be put first and addressed immediately by ensuring their safety and mitigating risk.

Most organizations thrive on accumulating the need for a flexible and agile workforce and "*building brighter futures by redefining the world of work, reshaping retirement and investment outcomes, and unlocking real health and well-being*" (Mercer's *Global Talent Trends, 2021*). Because it is uncertain when the pandemic will end, organizations are planning different scenarios and time spans as they move from crisis response to recovery. Organizations were able to keep people working and began sending their employees to work from home to reduce the spread of the virus, which significantly affects employees' urge to work, performance, and well-being. The work-from-home set-ups are solidified in the Philippines due to the telecommuting act of 2018. Work Arrangement allows an employee to perform tasks from an alternative workplace using telecommunication and/or computer technologies (Philippine Information Agency, 2020).

The problem of this study is the emerging workplace practices, the effects on HR management, the effects on employee performance and well-being, and the significant relationship between emerging workplace practices. The primary purpose of this study is to determine factors caused by COVID-19 affecting employee welfare and well-being, the correlation between work and personal life, and its effects on HR Management, both virtually and physically. These said objectives; HR Managers would be able to troubleshoot struggles employees face, both at home and at their workplace, throughout this pandemic. Finally, this study examines whether workplace and home-based work gaps define employee performance and well-being factors.

### **Literature Review**

**This Covid-19 pandemic introduced a new usual way of work routines which caused an inclined expansion and adaptation from traditional work to virtual working environments.**

#### ***Virtual Teams and Work from Home***

Changes in work productivity can help direct managers assess how their workforce can respond. Companies have implemented work-from-home programs since the outbreak of COVID-19 to halt the spread of the virus and comply with health and community guidelines. This phrase has been used to describe employees working outside company offices. Savic (2020) suggests that work from home has four primary characteristics; (1) a person who is an employee of an organization or an employee of a corporation; (2) actual work engagement with an organization or an organization on specific tasks; (3) work being performed outside the company's physical premises; and (4) telecommunication with the employer.

Nakrošiene, Bučiūnienė, and Goštautaitė (2019) suggest that there are some advantages of labor from home, namely, time planning skills, the likelihood to figure during the foremost

productive time, and access an organization's documents from home, the suitability of getting a workplace reception, and having the ability to require care relations. Empirical studies found several outcomes of working from home, such as increased job satisfaction, high job performance, lesser turnover intentions, and reduced stress rate, that can lead to an overall improvement of the organization (Davidescu et al., 2020). Working from home has many challenges; employees are forced to adopt new technologies, and the need to perform their entire working day in their home with their children, parents, or spouse can lead to more distractions and disruptions. Work-Life balance is constructed on the thought that employment and private life complement one another in presenting perfection in one's life.

### **The effects on Human Resource Management**

#### ***Employee Retention and Workplace Dynamics***

In the study of Ibrahim, Ali, and Zumrah (2019), employee retention is a process to encourage employees to stay within the organization for the utmost period of their time. Retaining existing employees helps to avoid wasting company costs. Organizations occasionally overlook healthy workplace dynamics in pursuit of profitability and productivity. The COVID-19 pandemic exhibits many companies' challenges and weak points that have existed within the business for a long time. Companies act accordingly to the new normal, wherein business sectors can identify which duties need to be accomplished face-to-face and which are not, and to what extent (BCG, 2020; Price water house Coopers, 2020).

### **Effects on Employee Performance and Well-being**

#### ***Intrinsic Motivation***

Employee Morale is one of the key factors contributing to a business's success. In the article *Motivating Employees during the COVID Pandemic*, "The lack of staff morale affects

*companies in more ways than expected. Overly stressed and anxious employees result in poorer quality of work, as well as disengaged employees who at times, it can even lead to a higher turnover rate, which will be detrimental to organizations.”* (Oak & Schoeffler, 2020).

Page and Vella-Brodrick (2012) proposed that HR’s mental well-being and prosperity are essential to a company's growth and development. *The dynamics of employee well-being at work is a key to understanding the various factors affecting the healthiness, behavior towards the job, and performance of the employees.* The well-being of an employee at work is significant to how they think and feel about their job. Employers provide many positive factors to the workers at the workplace to boost their well-being. Many researchers suggested a positive association between worker well-being, productivity, and work relationships.

### ***Employee Engagement and Work Attitude***

Employee engagement is "a favorable, rewarding, work-related state of mind marked by vitality, devotion, and concentration of an employee." Engagement refers to a more permanent and widespread effective–cognitive state that is not centered on any individual entity, event, individual, or behavior” rather than a transient and specific state (Giurge, L.M. & Bohns, V.K. 2020). Robertson & Callinan (2015) proposed two significant attitudes: job satisfaction and organizational commitment. Employees' positive jobs, work attitudes, and psychological well-being are better predictors of employee productivity.

### ***Work-Life Balance and Anxiety & Depression***

Maintaining a healthy work-life balance is critical for any working professional. It aids in increasing the effectiveness, productivity, and efficiency of the workforce. Furthermore, it is a state of "equilibrium" where an employee equally achieves career or work pressures and subjective needs without relinquishing work demands or personal needs (Nelson &

Lyubomirsky, 2015; Sanfilippo, 2021) with the minor role conflict (Dhas, 2015). Depression is one of the primary causes of deficiencies in contemporary societies' populations (Dong et al., 2020; Nuggerud-Galeas et al., 2020).

In a study by Kim et al. (2019), an imbalance between work and private life can influence low productivity and decreased performance of an individual for a company. The gap between the strains of labor with existing resources will cause work stress and make people feel more negative and dissatisfied. Work stress, during this current situation, may cause role ambiguity, overwork, role conflict, and time pressure during performing from home, which might reduce job satisfaction. A recent study on Indonesian employees' mental well-being and productivity during the Covid-19 pandemic showed that depression was 18.4%, anxiety was 46.4%, and stress was 13.1%, with relatively good productivity. Related factors such as age, gender, job experiences, marital status, number of children, education level, and the nature of the organization were all associated with the employees' psychological health but not with their productivity (Sutarto et al., 2021)

### ***Performance and Well-being***

This pandemic has forced employees to work home-based because of the need to follow protocol by the World Health Organization (WHO) to reduce cases of COVID-19 patients. Employees are currently limited to resources; resources such as a stable internet connection are a necessity and must be available to them. Managers within the organizations must consider the different effects of this pandemic on their employees, and they should gather and implement work-from-home policies that can help optimize employee outcomes. A research article titled "A rapid review of mental and physical health effects of working at home: how do we optimize

health?" (Oakman et al., 2020) wherein it indicated that "well-being, stress and quality of life" are affecting the current home-based workforce.

### **Hypothesis**

The COVID-19 pandemic has significantly impacted employees, including how the workplace is managed. This has led many organizations to adopt emergent changes such as shifting to work-from-home and virtual teams and also affect how Human Resource manages the entirety of the organization, including employee retention, and implementation of workplace dynamics such as face-to-face or physical distancing, as it is part of the new health and safety protocols in the country. The effects of the pandemic to work practices and HR Management also puts employees at greater risk regarding their performance and well-being. The different effects of the crisis on employees are intrinsic motivation, engagement, anxiety and depression, and work-life balance. The following hypotheses are developed:

**H1:** The Emerging Workplace Practices have significance to the Effects of HR Management.

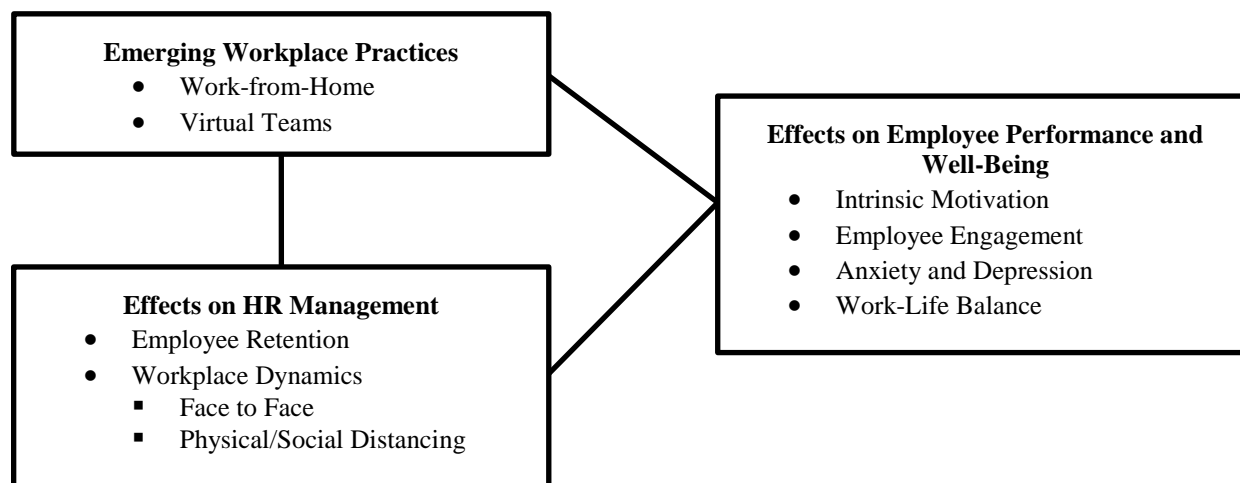
**H2:** The Emerging Workplace Practices have significance to the Effects on Employee Performance and Well-being.

**H3:** The Effects on HR Management have significance to Effects on Employee Performance and Well-being.

**Research Framework**

**Figure 1**

*Effects of the COVID-19 Pandemic Framework*



**Research Methodology**

There may be challenges limiting the pool of respondents to be gathered during the Covid-19 outbreak. "The situation with this COVID-19 pandemic is especially unpredictable," notes Leyla Mohadjer, Ph.D., Westat Vice President and Associate Director for Statistics and Evaluation Sciences. "So, we continually plan for different scenarios and quick turnaround strategies that rely on statistical research and survey methodology fundamentals." The researchers suggest simple random sampling as a probability approach to sampling design and inference.

**Questionnaire**

The method is done by selecting a subset of participants from a population. The researchers randomly selected employees from companies in the Philippines working in a work-



from-home setting. Each of the researchers distributed the survey questionnaire through google forms. Helia Jacinto of the University of Lisbon says about google forms, "We decided to use them because it seemed quite easy to build the questionnaire. The team thinks it is a good resource and worked just fine for what we needed."

The framework assesses all of the significant constructs indicated. The four-point scale was used in measuring responses where we made use of 1 being denoted as "Strongly Disagree" and four being denoted as "Strongly Agree." Mathematical tools were used to measure the significance of the variables: weighted mean and Pearson correlation coefficient.

### **Reliability**

A reliability test was conducted to reveal any questionnaire errors that need fixing. This is performed before the formal data collection is done. A reliability testing was carried out on workplace emerging practices with a scale comprising nine items, effects on HR Management comprising ten items, and effects on employee performance and well-being comprising 24 items; overall, 43 items. Cronbach's alpha showed the questionnaire to reach acceptable reliability,  $\alpha = 0.945$ , indicating that the items have reasonably good internal consistency. Therefore, a conclusion that the survey instrument is dependable can be derived.

### **Results and Discussion**

The following tables are the survey results that intend to discuss employee dissatisfaction and non-optimal work performance brought about by emerging workplace practices. The data gathered were obtained via google forms over two (2) months from 139 Work-from-home employees based in the Philippines.

**Table 1**

*What are the Emerging Workplace Practices identified in terms of the following?*

*Virtual Teams*

INDICATORS		Mean	Interpretation
VIRTUAL TEAMS		3.38	STRONGLY AGREE
1	I work well with my team virtually.	3.40	STRONGLY AGREE
2	I have the right amount of virtual contact with my colleagues every week.	3.32	STRONGLY AGREE
3	My team is provided with practical tools for the virtual setting.	3.42	STRONGLY AGREE
4	Our tasks were correctly delegated and fairly.	3.37	STRONGLY AGREE

\*Legend: 1.00-1.75: Strongly Disagree, 1.76-2.50: Disagree, 2.51-3.25: Agree, 3.26-4.00: Strongly Disagree

Table 1 exhibits how the respondents perceive “*Virtual Teams*” from a work-from-home setting. The overwhelming response is relatively positive (**Mean = 3.38**), as they feel they are coping well with the circumstances of having “*Virtual Teams*” at home. Moreover, they highly agreed that their team is “*provided with effective tools for virtual settings,*” whereas they least agreed with having “*the right amount of virtual contact with colleagues weekly.*” A recent study by Hatayama et al. (2020) examined the potential for working from home in countries at different levels of economic development and found that factors such as the economic and occupational structure, access to broadband internet, and the likelihood of owning a personal computer, are essential determinants of working from home. Since employees work from different locations, they must communicate regularly with their team members and managers.

**Table 2**

*Work from Home*

INDICATORS		Mean	Interpretation
<b>WORK FROM HOME</b>		<b>3.08</b>	<b>AGREE</b>
1	I do not struggle in a work-from-home setting.	2.88	AGREE
2	Working from home is personally beneficial to me.	3.24	AGREE
3	I have all the equipment I need to work from home.	3.22	AGREE
4	I have clear work targets when working from home	3.19	AGREE
5	I look forward to returning to the office.	2.86	AGREE

\*Legend: 1.00-1.75: Strongly Disagree, 1.76-2.50: Disagree, 2.51-3.25: Agree, 3.26-4.00: Strongly Disagree

Table 2 reflects the respondents' sentiments regarding working from home. The respondents generally agreed (*Mean = 3.08*) with a work-from-home setting. However, it is essential to note that while it is not detrimental to the overall result of the study, employees still struggle with the background on certain occasions throughout the pandemic. In many studies, working from home increases productivity and job satisfaction, particularly in technical jobs requiring minimal teamwork (Nguyen, 2021). However, it is crucial to know that not all industries can adapt to a work-from-home setting. To support this, a study analyzed the determinants of changes in productivity in a WFH setting. With such findings, WFH may be difficult for less experienced employees and jobs involving collaboration and coordination.

**Table 3**

*Employee Retention*

INDICATORS		Mean	Interpretation
<b>EMPLOYEE RETENTION</b>		<b>3.28</b>	<b>STRONGLY AGREE</b>
1	I feel that my work is valued.	<b>3.46</b>	<b>STRONGLY AGREE</b>
2	I get timely feedback from my manager despite COVID-19.	3.43	<b>STRONGLY AGREE</b>
3	I am still confident that I can reach my full potential in this company, given the challenges of COVID-19.	3.39	<b>STRONGLY AGREE</b>
4	I still enjoy working every day.	3.22	<b>AGREE</b>
5	My opinions are valued and considered.	3.39	<b>STRONGLY AGREE</b>
6	I still see myself working for this company until physical work is back.	3.21	<b>AGREE</b>
7	I rarely think about looking for a job at another company offering better employee programs during COVID-19.	2.90	<b>AGREE</b>

\*Legend: 1.00-1.75: Strongly Disagree, 1.76-2.50: Disagree, 2.51-3.25: Agree, 3.26-4.00: Strongly Disagree

Table 3 shows respondents' job retention and stability are high (*Mean = 3.28*) even in pandemic situations. Respondents feel that the company needs them even in the current situation where they feel their “*work is valued.*” However, it does not seem that not all respondents intend to change jobs by “*looking for a job at another company.*” Alexander (2021) suggests that companies are now opening their doors to people worldwide who also have more options to work remotely. His study, “*The Impact of Covid-19 on Employee Retention,*” has shown that

companies create a highly engaged, healthy, and effective workforce, and when employees are happy and productive, retention no longer becomes an issue.

**Table 4**

*Workplace Dynamics*

INDICATORS		Mean	Interpretation
<b>WORKPLACE DYNAMICS</b>		<b>2.96</b>	<b>AGREE</b>
1	I have not felt pressured to compromise good safety practices to do my job.	2.99	AGREE
2	I am satisfied with my organization's response to the COVID-19 pandemic.	3.29	STRONGLY AGREE
3	I am clear about COVID-19 safety standards that relate to my job.	3.08	AGREE

\*Legend: 1.00-1.75: Strongly Disagree, 1.76-2.50: Disagree, 2.51-3.25: Agree, 3.26-4.00: Strongly Disagree

Table 4 presents the workplace dynamics with **Mean = 2.96**, showing relatively low results compared to other means. Respondents generally believe that the company responded well to COVID-19 and is aware of the safety rules. Despite working in the work-from-home system, however, there seems to be an element of anxiety about safety caused by the pandemic situation. Businesses must comply with legal requirements to preserve their existence and protect their workers. “The Role of Organizational Support and Healthy Work Design” by the Centers for Disease Control and Prevention (2020) stated that it is essential to consider aspects of job redesign and restructure to control and minimize exposure to risk, stress, and other adverse health outcomes in all working environments. To reduce workers’ exposure to COVID-19,

organizations should develop and implement a pandemic response plan, such as allowing employees to work remotely full-time if possible, providing sick leave if they feel ill or need to care for their sick family members, informing employees about the COVID-19 policy.

**Table 5**

*What are the effects of the pandemic on employee performance and well-being as regards the following?*

*Intrinsic Motivation*

INDICATORS		Mean	Interpretation
INTRINSIC MOTIVATION		3.30	STRONGLY AGREE
1	I am proud to work in this organization.	3.54	STRONGLY AGREE
2	I feel happy when I am working intensely.	3.29	STRONGLY AGREE
3	I have been feeling confident during work from home.	3.09	STRONGLY AGREE
4	I can overcome the challenges in my work during COVID-19.	3.30	STRONGLY AGREE
5	When I look at the story of my life, I am pleased with how things have turned out so far.	3.29	STRONGLY AGREE

\*Legend: 1.00-1.75: Strongly Disagree, 1.76-2.50: Disagree, 2.51-3.25: Agree, 3.26-4.00: Strongly Disagree

Table 5 shows that respondents are motivated by their work (*Mean = 3.30*). Based on the respondents' experiences, they have confidence and a sense of challenge in their work and are satisfied with the current situation. Organizations can benefit in the long run by ensuring their employees' high work motivation. Employee motivation usually increases when the work environment is need-supportive, offering employees need satisfaction. Work motivation and

employees’ well-being are two significant values for any organization and are strongly linked. Therefore, organizations need to take care of their employees' work motivation, which can also support their well-being (Olafsen, Deci & Halvari, 2018). Employees experiencing a loss of enthusiasm and productivity must be acknowledged and addressed by offering solutions to assist them in coping.

**Table 6**

*Employee Engagement*

INDICATORS		Mean	Interpretation
EMPLOYEE ENGAGEMENT		3.10	AGREE
1	I am satisfied and feel happy with my current boss.	3.14	AGREE
2	I receive appropriate recognition when I do good work, even in a work-from-home setting.	3.14	AGREE
3	I have the need to work with a team rather than working alone.	2.96	AGREE
4	I feel that my colleagues keep me in the loop.	3.07	AGREE
5	I willingly participate in employee activities, even if it is held virtually.	3.13	AGREE
6	I have safe channels to share any concerns regarding coronavirus/COVID-19 or its impacts	3.12	AGREE

\*Legend: 1.00-1.75: Strongly Disagree, 1.76-2.50: Disagree, 2.51-3.25: Agree, 3.26-4.00: Strongly Disagree

Table 6 shows that the majority of respondents (*Mean = 3.10*) think that the pandemic has an impact on employee engagement. Respondents agreed that they are satisfied and happy

with their present management or organization and have received adequate recognition. Still, they least agree on to need to work on a team rather than alone. Robertson (2015) stated that organizations do better when employee engagement is high. To enhance employee engagement in difficult times, organizations should make more efforts toward the employees so that employees feel that their organization is genuinely interested in them.

**Table 7**

*Anxiety & Depression*

INDICATORS		Mean	Interpretation
ANXIETY & DEPRESSION		3.01	AGREE
1	I have been coping and concentrating very well at work since the spread of COVID-19 began.	3.03	AGREE
2	I have so much interest in my job when I work from home.	2.98	AGREE
3	I feel inspired and motivated to work while working from home.	2.91	AGREE
4	My health is the top priority of our company.	3.13	AGREE
5	My company's response to COVID-19 has reduced stress for employees.	3.13	AGREE
6	I feel many things are within my control and ability while working from home.	2.99	AGREE

\*Legend: 1.00-1.75: Strongly Disagree, 1.76-2.50: Disagree, 2.51-3.25: Agree, 3.26-4.00: Strongly Disagree

Table 7 presented that the COVID-19 pandemic implies anxiety and depression (*Mean* = **3.01**). The respondents agree that their company's main priority is their health. However, they



least agree to feel inspired and motivated in working from home. Since the study “*A Rapid Review of Mental and Physical Health Effects of Work at Home: How do we optimize health*” resulted in ten health outcomes which were reported: pain, self-reported health, safety, well-being, stress, depression, fatigue, quality of life, strain, and happiness. Furthermore, it is also significant to observe that WFH will continue to some degree for the foreseeable future.

Organizations will need to implement formalized WFH policies that consider work-home boundary management support, role clarity, workload, performance indicators, technical support, facilitation, and training for managers.

**Table 8**

*Work-Life Balance*

<b>INDICATORS</b>		<i>Mean</i>	<i>Interpretation</i>
<b>WORK-LIFE BALANCE</b>		<b>3.05</b>	<b>AGREE</b>
1	My job makes my personal life more manageable.	<b>3.00</b>	<b>AGREE</b>
2	My personal life is better because of working from home.	3.04	<b>AGREE</b>
3	I can concentrate on accomplishing my work even when there are distractions from family members during working from home.	2.92	<b>AGREE</b>
4	I manage to do personal needs even if I am working from home.	3.16	<b>AGREE</b>
5	I enjoy my time even during working from home.	3.09	<b>AGREE</b>
6	I can separate work and non-work	3.09	<b>AGREE</b>

Table 8 shows the effects of the COVID-19 pandemic on work-life balance. The respondents agreed that the pandemic implies their work-life balance (*Mean = 3.05*). They expressly agree that working from home allows them to manage personal matters, but they disagree that working from home will enable them to focus on work despite interruptions from family members. In the study of *an exploration of the psychological factors affecting remote e-workers' job effectiveness, well-being, and work-life balance*, women's work-life balance can increase due to remote working. When women can work from their homes, they have more time to spend with their families due to increased flexibility and without transitions from home to the workplace. Increased work-life balance prevents depression among women, which supports their well-being and the ability to work for a long time (Grant, Wallace & Spurgeon, 2013).

**Table 9**

*Human Resource Management*: Is there a significant relationship between emerging workplace practices and the following?

			Emerging Workplace Practices	
			Virtual Teams	Work From Home
Effects on HR Management	Employee Retention	R-value	.555 <sup>**</sup>	.482 <sup>**</sup>
		p-value	.000	.000
		N	139	139
	Workplace Dynamics	R-value	.385 <sup>**</sup>	.327 <sup>**</sup>
		p-value	.000	.000

		N	139	139
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Table 9 shows the correlation of the Effects of HR Management on Emerging Workplace Practices. It further explains the different variables of each factor. Overall, there is a highly significant relationship between HR management's effects and emerging workplace practices.

There is a moderate positive relationship between the effects on HR Management and the emerging workplace practices on virtual teams ( $r = 0.555, p < .001$ ) and work from home ( $r = 0.482, p < .001$ ). This implies that high management on employee retention is moderately associated with a high emerging practice of virtual teams and work from home. Also, there is a weak positive relationship between the effects of HR Management on workplace dynamics and the emerging workplace practices on virtual teams ( $r = 0.385, p < .001$ ) and work from home ( $r = 0.327, p < .001$ ). This means that high management on employee retention is weakly associated with a high emerging work practice on virtual teams and work from home.

A research study by Fanning (2017) shows that employees who work from home have 50% less turnover and are 17% more productive for almost a full day per week. Instead of employees slacking off their responsibilities, they worked harder and were happier overall. Valuing employees as critical assets, providing financial security, and working recognition are among the essential ingredients that would help reduce employee turnover. Therefore, the organization must further enhance its policies and procedures to retain a talented workforce. An additional study from Contreras et al. (2020) stated that Teleworking increases job performance, lessens work-family imbalance, reduces stress levels, and lessens turnover intentions. However, this benefit can be proven if employees can obtain technological, managerial, and peer support.

**Table 10**

*Employee Performance and Well-Being*

			Emerging Workplace Practices	
			Virtual Teams	Work From Home
<b>Employee Performance and Well-being</b>	<b>Intrinsic Motivation</b>	R-value	<i>.525"</i>	<i>.568"</i>
		p-value	<i>.000</i>	<i>.000</i>
		N	<i>139</i>	<i>139</i>
	<b>Employee Engagement</b>	R-value	<i>.503"</i>	<i>.386"</i>
		p-value	<i>.000</i>	<i>.000</i>
		N	<i>139</i>	<i>139</i>
	<b>Anxiety and Depression</b>	R-value	<i>.534"</i>	<i>.576"</i>
		p-value	<i>.000</i>	<i>.000</i>
		N	<i>139</i>	<i>139</i>
	<b>Work-Life Balance</b>	R-value	<i>.409"</i>	<i>.694"</i>
		p-value	<i>.000</i>	<i>.000</i>
		N	<i>139</i>	<i>139</i>

Finally, Table 10 shows a moderate positive relationship between employee performance, well-being, and emerging workplace practices.

There is a moderate positive relationship between the employee performance in terms of intrinsic motivation and the emerging workplace practices on virtual teams ( $r = 0.524$ ,  $p < .001$ ) and work from home ( $r = 0.568$ ,  $p < .001$ ). This suggests that a high intrinsic motivation of employees is moderately associated with a high emerging practice on virtual teams and working from home. There is a moderate positive relationship between employee performance in terms of employee engagement and the emerging workplace practices on virtual teams ( $r = 0.503$ ,  $p < .001$ ) and work from home ( $r = 0.386$ ,  $p < .001$ ). This suggests that a high employee engagement is moderately associated with a high emerging practice on virtual teams and work from home. There is also a moderate positive relationship between employee performance in line with anxiety and depression and the emerging workplace practices on virtual teams ( $r = 0.534$ ,  $p < .001$ ) and work from home ( $r = 0.576$ ,  $p < .001$ ). This suggests that high anxiety and depression are moderately associated with a high emerging practice on virtual teams and working from home. Finally, the employee performance in terms of work-life balance has a moderate positive relationship with the emerging workplace practices on virtual teams ( $r = 0.409$ ,  $p < .001$ ) and a strong positive relationship with work from home ( $r = 0.694$ ,  $p < .001$ ). This implies that a high work-life balance is moderately associated with a high emerging practice on virtual teams and is strongly associated with working from home.

The table indicates that employee performance and well-being were found to significantly impact employees' intrinsic motivation, engagement, anxiety and depression, and work-life balance. This is certain as the study conducted by Haddon J. (2018) to identify the impact of employees' well-being (physical, mental, and nutritional) on their performance in the workplace found that the major contributor to employee performance is Mental Health. Not only does it affect them individually but also their external factors. Furthermore, a study entitled

*"Impact of COVID-19 Lock Down on the Employees' Well-Being: A Study concerning Professionals"* concluded that if an organization, through workplace practices, can help its employees develop a positive work attitude, it can not only have a more productive employees but will also have committed employees with a higher level of work satisfaction (Gharia, Narang & Karnik, 2020). These works of literature support the findings, and it is in the actions of HR Management to revive strategies to enhance the well-being of employees.

### **Conclusion**

This study gathered the labor market's response to the game-changing pandemic in the Philippines by having Filipino employees working from home as respondents. The employees' response to workplace emerging practices and effects on HR Management represent their performance and well-being in the workplace. The study shows proven results that employee retention is still observed in a work-from-home environment and virtual workplace. However, anxiety and depression show the highest significance in a work-from-home and virtual workplace. On the other hand, work-life balance plays a high significance regarding work-from-home. Managers are reminded that as corporate professionals, the well-being of employees is the utmost priority and must remain inclusive towards every individual in the workplace. Management must then be able to use those above and discussed data in tailoring rules and regulations fitted for the times while remaining inclusive towards the employees. We have gathered enough information to encapsulate the perspective of the average Filipino worker based at home.

The paper does not end here. The researchers suggest that respondents of the same questionnaire will be millennials who work in a Filipino company with a work-from-home setting during a pandemic. This allows researchers to gather more accurate data that is of value

from the same age bracket. So managers can provide a more aligned solution to the needs of employees during an outbreak since most millennials are the next generation of employees. Further studies may alter or add framework variables, such as including an employee's compensation and benefits. Researchers may determine if it is an indicator of their motivation in a holistic approach with the following; their workload matches their salary and benefits and their ability to provide financial aid to themselves or their family. Including compensation and benefits may allow researchers to provide solutions for employee retention.

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