

# Employees' Well-Being and their Coping Strategies Amid COVID-19 Pandemic

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**Abstract**— This study focused on Employees' well-being and coping strategies amid Covid 19 Pandemic in Sorsogon Province, Fiscal Year 2020 were assessed based on demographic profile; physical well-being; mental well-being; work environment and the problems that affect their well-being, and their coping strategies used by them. It is a descriptive-survey method. A survey questionnaire was designed to gather data as reflected in the problem. The respondents are composed of 356 employees in SORECO. The statistical tools utilized were frequency, percentage, weighted mean, and ranking. From the findings, it was concluded that employees' demographic profile varies according to age, sex, marital status, educational attainment, monthly salary and position, in terms of the physical well-being, medical condition is ranging from cardiovascular, nervous to respiratory conditions while physical exercise regimen is ranging from strength, flexibility, balance and endurance. The employees' mental well-being in their experience of depression, and anxiety was ranging from observed to moderately observed. The work Environment in their physical work, safety protocols and staffing were observed, and moderately observed respectively. Problems that affect their well-being such as overwork, stress and other health issues and the coping strategies used are praying and meditating and others.

**Keywords**— Well-being, coping strategies, pandemic.

## INTRODUCTION

In the new normal situation of Pandemic, these may be difficult to obtain output-based performance from the employees when their health and safety are at stake. However, when an organization truly wants to create a positive work environment that is based on high trust, exceptional customer service, collaborative teamwork, operational excellence, and creative problem solving, it all started from the leadership team of the organization (Pandia, 2014). Employee well-being is the way employees' duties, expectations, stress levels and working environments affect their overall health and happiness (Martic,2020). On one hand, a workplace well-being relates to all aspects of working life, from the quality and safety of the physical environment, to how

workers feel about their work, their working environment, the climate at work and work organization (ILO, 2021).

Thus, the need to define the well-being that influences the magnitude of association with performance are occurring in the workplace. This study focused on the well-being and coping strategies of the employees of SORECO 1 & 2 in Sorsogon Province amid Covid 19 Pandemic, Fiscal Year 2020. Specifically, this sought to answer the following:

1. What is the demographic profile of the employees in terms of:

- a. Sex
- b. Age
- c. Civil Status
- d. Educational Attainment
- e. Monthly salary
- f. position?

2.What is the physical well-being of the employees along:

- a. Medical Condition
- b. Physical Exercise Regimen?

3.What is the mental well-being of the employees in terms of:

- a. Experience of Depression
- b. Experience of Anxiety?

4.What is the work environment of the employees in terms of:

- a. Physical work
- b. Safety Protocols
- c. Staffing?

5.What are the problems of the employees that affect their well-being, and the coping strategies used by them in the workplace?

**1. The demographic profile of the employees in terms of sex, age, civil status, educational attainment and monthly salary and their position.**

Table (a)I: AGE OF THE SORECO EMPLOYEES

AGE RANGES	f	%
20-30	14	3.93
31-40	175	49.16
41-50	123	34.55
51-60	44	12.36
<b>Total</b>	356	100

Table I shows the age ranges of the employees. It is revealed that of 356 employees, there were 175 or 49.16 % under 31-40 age ranges, those 123 or 34.55 % fall under 41-50 age range, and 14 or 3.93% are under 20-30. This means that this 31-40 age category signifies the work productivity of the employee in this pandemic since it has multidimensional effect depending on the extent to which the age-induced changes in work experience, physical strength and, cognitive abilities which are relevant for work performance. In other words, they always relate themselves with the sense of pride and accomplishment in their work. Although, they are already in their adulthood stage or in age that the more experienced and greater experience is generally associated with higher earnings and productivity. On the other hand, those under 20-30 age ranges are still considered neophytes as far as work credibility is concerned which means that there may be are a lot more to invest such physical and mental well-being in order for them to be at the level of those in 31-40 age ranges.

The result of the study implies that these may depend on the time, place, and approach surrounded the employees. This is supported by Skirbekk (2003) concludes that job performance decreases after age 50, in particular for jobs where problem solving, learning and speed are important and less so for jobs where experience and verbal abilities are important. Some cognitive abilities such as vocabulary size and verbal ability increase to a relatively late age or remain stable throughout the working life. However, Remery et al. (2003), analyze a survey of 1007 Dutch business leaders and personnel managers. They find that older individuals are more likely to be perceived as less productive when the share of senior employees is higher, which are the workplaces who should have the highest knowledge on this issue.

Table (b)I: SEX OF THE EMPLOYEES

Sex	f	%
Male	255	71.63
Female	101	28.37
<b>Total</b>	356	100

Table (b)I describes the sex of the employees of SORECO 1 & 2. In terms of sex revealed that there were 255 or 71.63 percent male and 101 or 28.37 percent female. The study means that SORECO 1 & 2 is a male dominated work since it requires physical strength. However, female and woman come only of its one third of its total number of employees responsible for the clerical and other jobs such as customer services, collections, encoding and recording.

This implies that electrical works do not exist only in dominating men but rather also women exist with them since both were considered equal in abilities and traits needed to successfully perform well on the job. This is supported by the findings that the electrician occupation is strongly dominated by men with a very small percentage of women employed as electricians (Hegewisch, Liepmann, Hayes, & Hartmann, 2010). In general, occupations that are often dominated by one sex group are not fully explained by just a sex-specific trait requirement such as physical strength. There is also the expectation from both the employer and employee about the particular abilities and traits needed to successfully perform well on the job (Miller & Hayward, 2006). Although, there are laws in the United States with regard to fair workplace practices, sexism and negative reaction towards women especially in male-dominated workplace settings still exists (Ciccocioppo, 2009). Also, there are still disparities in many occupations with women receiving lower wages than men for similar work (Ortiz & Roscigno, 2009).

Table (c) I: MARITAL STATUS OF THE EMPLOYEES

Marital Status	f	%
Single	150	42.13
Married	192	53.93
Widow & Widower	14	3.93
<b>Total</b>	356	100

Table (c)I reveals the marital status of the employees. It shows that most of the SORECO 1 & 2 employees were married got 192 or 53.93 percent, single got 150 or 42.13 and widow and widower got 14 or 3.93 percent. This means that this number of married employees comprising the male and female employees. Of 192 married, there were 150 or 42.13 males who represent their work which is comprising the hard labor such as installation, repair and maintenance of overhead and underground electrical power lines and auxiliary equipment.

However, this percentage of married male earned much stability such as salary, and peer recognition in their

work than those single males. Also, as the interview said that they are more decisive than those single male employees in the different aspects of work. The implication of this study is derived from the productivity theory which argues that marriage makes the men more productive since they have members of the family to raise under their care. This result gained the support from the study of that married male workers earn more than their unmarried co-workers is now well established in the labor economics literature. Traditional estimates of this marriage premium range from 10 to 40 percent. However, the source of this wage difference between married and unmarried men remains obscure. Some economists attribute this wage differential to differences in job productivity between married and single workers.

Table 1d shows the educational attainment of the SORECO 1& 2 employees. It reveals that out of 356, there were 353 or 99.16 graduate from their baccalaureate degrees. This means that the educational qualifications are the highest educational level an individual has successfully completed. From this table it is noted that the baccalaureate degree is the highest qualifications needed in SORECO 1 & 2.

However, since there are varied types of educational qualifications of the employees, this also means that these may cover many different skills of the employee or cannot be assured that all these are suited with the need of the job descriptions of the workplace.

*Table (d) I: EDUCATIONAL ATTAINMENT OF THE EMPLOYEES*

Education	f	%
<b>Baccalaureate Degree</b>	353	99.16
<b>Master’s Degree</b>	2	0.56
<b>Doctoral Degree</b>	1	0.28
<b>Total</b>	356	100

This result implies that SORECO 1 & 2 need to ensure that the job classifications and educational qualifications have to be monitored and evaluated in order for the demand of the job be answered gradually. This gain the support from the study of the ILO (2018), employment’s level of skills and the level of skills required by the job was considered an informative and useful approach. Since workers also acquire new skills outside formal education through on-the-job training, experience, self-learning, social activities or volunteering etc., which are often unrecognized, it was noted that they are themselves best placed to assess the level and/or types of skills required for their job against their own skills.

*Table (e) I: MONTHLY SALARY AND POSITIONS OF THE EMPLOYEES*

Salary	f	%
<b>20,000 &amp; below</b>	108	30.34
<b>20,001-30,000</b>	206	57.87
<b>30,001-40,000</b>	26	7.30
<b>40,001-50,000</b>	14	3.93
<b>51,000-60,000</b>	1	0.28
<b>61,000-70,000</b>	1	0.28
<b>Total</b>	356	100

Table (e) I reveals the monthly salary of the employees. It is shown that 206 or 57.87% got the 20,001-30,000 as their monthly salary; 108 or 30.34 got 20,000 and below; 26 or 7.30% got 30,0001-40,000 and 14 or 3.93% got 40,001-50,000, 1 or 0.28 got the 51,000 to 60,000 and 61,000 to 70,000 respectively. This means that the salary scale of the employees varies categorically between different education, careers or ranks in the employment ladder of their workplace.

The result implies that the management need to identify who among the employees have the differences in education, career and ranks who deserve equality based on their performances. This gained support from Average Salary in the Philippines (2021), that there are also salary comparison by education existing in the workplace such as salary difference between people having the same experience but different levels and doing the same job.

*Table (f)I: POSITIONS OF THE EMPLOYEES*

POSITIONS	f	%
<b>Technical Services</b>	2	0.56
<b>Technical Service Personnel</b>	23	6.46
<b>Construction Maintenance</b>	4	1.12
<b>Line Engineer</b>	20	5.62
<b>Line Men</b>	153	42.97
<b>Meter Reader</b>	28	7.87
<b>Member Services</b>	2	0.56
<b>Human Resource</b>	21	5.89
<b>Service Manager</b>	2	1.12
<b>Branch Manager</b>	2	0.56
<b>Comptroller</b>	20	5.62

<b>Electronic Bills Comptroller</b>	9	2.53
<b>Consumer Welfare Desk Officer</b>	9	2.53
<b>Finance</b>	20	5.62
<b>Audit</b>	16	4.49
<b>Corporate Planning Office</b>	2	0.56
<b>Cable TV</b>	3	0.84
<b>General managers</b>	2	0.56
<b>Board of Directors</b>	18	5.06
<b>Total</b>	356	100

This means that this large percentage of the position among employees are based on the technical service needs and prescribed job descriptions of SORECO 1 & 2 as electrical company. On one hand, linemen, line engineers and meter readers are the most in demand jobs but they may have the chance to expose them to the harm of this job or long hours under stressful conditions unless they may be wearing proper Personal Protective Equipment (PPE) for every electrical works. Also, in this pandemic, they may be safe from the hazard or the effect of this unpredictable and unanalyzable virus Covid 19 by following the Inter Agency Task Force (IATF, 2020) protocols such as physical distancing or conduct job hazard analysis where is the source of the transmission.

According to interview, “that as linemen, with this kind of work, they were exposed to the sun and danger of electrification and much more with their Covid 19 exposure risks since it is understood by them that their work is to provide the assistance in the maintenance of transmission lines”. This finding shown in the previous result of this study under sex that there was number or percentage of the 255 males and men comprising themselves in the workplace and exposure to this kind of work.

**2. The physical well-being of the employees along medical condition, and physical exercise regimen.**

*a. Medical Condition of the Employees were the cardiovascular, respiratory and nervous system which include their medical check-up status which can be viewed in the appendixes section.*

Table (a) II: MEDICAL CONDITIONS OF THE EMPLOYEES

Medical Condition	f	%
<b>Respiratory System</b>	8	2.25
<b>Cardiovascular System</b>	293	80.30
<b>Nervous System</b>	55	15.45
<b>Grand Total</b>	356	100

Table (a) II shown the medical conditions of the employees. Furthermore, it is revealed that there were 293 or 82.30% employees who are under cardiovascular conditions such as high blood pressure, high cholesterol, heart muscle disease, coronary artery disease and heart attack. There 55 or 15.45% under nervous system such as menstrual related pains, migraine, headache, dizziness, ulcers, acid reflux, UTI while 8 or 2.25% under respiratory system such as pneumonia and chronic bronchitis. However, all of them are at medium risk respectively. Also, this is highly enforced by the workplace to determine who among the employees are in good medical condition in this Covid 19, Pandemic.

According to an interview, “although, the symptoms had been felt once and twice but not too serious to consider as high risks, they can still manage to monitor.” Another interview reveals that, “there were times that they have felt indifferently when they were bombarded with too much work and requirements. Also, they felt some pressure from their co-workers and the work itself since they were exposed from the long hours of their work. As they have expressed in an interview that “whenever, they will not be feeling well in a moment, they will take some absences until they will get fine.” Also, they said that based on their observations, most male employees were the ones to experience high blood and high cholesterol since they were exposed to sun as well as their life styles every after work like drinking liquor and food in-take.

This means that the physical well-being is affected by varying medical condition such as respiratory system, cardiovascular system and nervous system. All these identified conditions were triggered by their exposure to sun that made the employees not to perform physical activities and carry out some tasks at work like high blood pressure or they may consider bodily pain and biological health condition such as Covid 19 virus. Although, they are under at medium risks this cannot be considered that their conditions may be caused by or worsen by their work. Unless a medical abstract may be presented by an individual employee. On one hand, these conditions may be affected or related by stress at the work place. Also, these findings prove the previous result of this study that there were 255 or 71.63 % male employees.

This result implies that the Management need to make use of the medical abstract of the employees as a source of information in order for them to at least trace who among the employees are undergoing predictable or unpredictable medical conditions. Also, this is one way for the Management to ensure the physical well-being

on medical check-up and conditions since this may be affecting job performance of the employees.

This result gained support from a recent Australian National Heart Foundation position statement concluded that there is poor evidence of support of a causal relationship between work-related stressors and coronary heart disease (Bunker et al. 2003). Also, for several reasons, it can be very difficult to link a specific work-related exposure to the development of cardiovascular disease in an individual person. These include latency, multiple possible risk factors, lack of specific work-related features, and various factors that influence diagnosis.

*b. Physical Exercise Regimen of the Employees were endurance, strength, balance and flexibility engaged by them. The specific frequency and ranks were shown in the appendix section.*

Table (b) II presents the physical exercise regimen of the employees. It is revealed that strength got the sum of ranks with final ranks of 1, flexibility got 35.4 with final ranks of 2 while balance got 40.5 with the final ranks of 3 whereas endurance got 64.5 which has the final rank of 4.

This means that the employees recognized the type of exercise to determine their physical strength since these were part of the work requirement demanded from them by the work itself during their application for this job.

Table (b) II: PHYSICAL EXERCISE REGIMEN

Type of Exercise	Sum of Ranks	Final Rank
<b>Endurance</b>	64.5	4
<b>Strength</b>	30.5	1
<b>Balance</b>	40.5	3
<b>Flexibility</b>	35.5	2

The linemen and electrician are required to have physical capabilities in order for them to perform the tasks that need more lifting weights such as to do troubleshooting with electrical lines and find reasons for power outages or other issues as well as splicing wires, replacing cables or performing other types of repairs. This is also highly encouraged to all employees since pandemic everyone has to observe healthy life style.

In fact, they engaged in different exercises in order to make them fit not only for their job but it is understood

by them that engaging physical exercises are their responsibility to themselves since each one has the responsibility to make them fit. However, there were circumstances that prevent them from doing so, this is based on the previous result of this study such as their medical condition where some of them were in medium risk of cardiovascular, respiratory and nervous system diseases.

According to the interview, “they have provided and spent 30 minutes to 1 hour every morning before the work or after work in the afternoon, thrice a week. However, they said that those were not observed regularly.” Another interview said that by engaging physical exercise improves their motivation to work, make them always alive and their brain’s ability work faster especially in solving problems and making decisions, but to do it regularly it conflicts with the other activities”. This finding may support with the previous result of this study since the employees afterwork they find themselves relaxed by going out with friends and take some drinks to refresh them from the whole activities. These are the reasons that they cannot do their exercise regularly.

The result of the study implies that the Management need to help the employees in place their habits of exercising daily by providing them training or inspirations or incentives to those who are doing their best to engage physical exercise to make their physical well-being good since by doing such this may lead them to contribute much to the productivity in the workplace.

This implication got the support from the benefits for both workers and employers of a fit and healthy workforce are multiple: less absenteeism, more productivity and higher staff morale. The workplace can contribute to the goal of having a fit and healthy workforce in many ways. Physical activity is fundamental to energy balance and weight control, and contributes to social and mental well-being (1996-2021 ILO).

**3. Mental well-being of the employees along their experience of depression, and experience of anxiety.**

*a. Experience of Depression. This is based on the feelings of depression by the employees in their daily life, personal and workplace by describing their experiences through observed, moderately observed and not observed.*

Table (a) III: EXPERIENCE OF DEPRESSION

Indicators	MW	Adjectival Interpretation
1. Feeling sad or having depressed mood	0.92	Moderately Observed
2. Loss of interest or pleasure in activities once enjoyed	0.33	Not Observed
3. Changes in appetite	0.82	Moderately Observed
4. Trouble sleeping or sleeping too much	0.89	Moderately Observed
5. Loss of energy or increased fatigue	0.17	Not Observed
6. Increase in purposeless physical activity.	0.94	Moderately Observed
Feeling worthless or guilty	0.92	Moderately Observed
Difficulty thinking, concentrating or making decision	0.96	Moderately Observed
Thoughts of death or suicide	0.03	Not Observed
Total Weighted Mean	0.66	Moderately Observed

Table (a) III presents the employees’ experience of depression. This presentation was aided with unstructured interview with some of the employees.

Table 3a shows the difficulty thinking, concentrating or making decision got the highest weighted mean of 0.96, increase in purposeless physical activity (inability to sit still, pacing, handwringing) or slowed movements or speech).

These actions must be severe enough to be observable by others got 0.94, feeling sad or having depressed mood, trouble sleeping or sleeping too much got 0.92, while Trouble sleeping or sleeping too much got 0.89, changes in appetite got 0.82. All of these are moderately observed by the respondents while the loss of interest or pleasure in activities once enjoyed got 0.33 and thoughts of death or suicide got 0.03. Its total weighted mean of 0.66 interpreted as moderately observed. Although, the results are in varying degree, all these are interpreted from the moderately observed to not observed.

The data means that the employees’ experience of depression in themselves has assured a light understanding since the result of this survey are all interpreted as moderately observed to not observed which means that they may be aware or probably be ignoring the manifestations of depression since mental health is something crucial on their part since it may rebound from their personal and professional lives to their overall health condition as employees. Although, they have encountered difficulty in coming up decisions and concentrations, and feeling sad or feeling depressed caused by unmet goals these are concealed by making themselves positive in mindset, busy doing their job, and performing their job on time which have no negative impact on productivity and profits of the workplace.

An employee’s thought was revealed in the interview said that “they just simply ignore and devote their time working and working, even if they seem to be scattered and absentminded, they just stop, and just staying at the table sometimes quit or keep on talking with fellow employee”.

Another employee assumed an idea that “whenever, they have thought and felt negatively to a situation, they just consider those as part of their individual differences, and not really their concern, and that they are not interested or they come to work without something done. Others said that, especially, in this pandemic, they have work arrangements, that prevented us not seeing or meeting each other” or sometimes, they have sleepless nights”.

The study implies that employees’ condition is something that is not to be ignored by the Management since the manifestations of mental health are already experiencing by them in the workplace as revealed in the interview such as “they just simply devote their time working and working, even if they seem to be scattered and absentminded, they just stop, and just staying at the table sometimes quit or keep on talking with fellow employee”, and “whenever, they have thought and felt negatively to a situation, they just consider those as part of their individual differences, and not really their concern, and that they are not interested or they come to work without something done” since this is considered partnership by both of them.

APA (2017), About 63% of Americans are part of the US labor force.<sup>10</sup> The workplace can be a key location for activities designed to improve well-being among adults. Workplace wellness programs can identify those at risk and connect them to treatment and put in place supports to help people reduce and manage stress. By

addressing mental health issues in the workplace, employers can reduce health care costs for their businesses and employees.

*b. Experience of anxiety. This is derived based on the feelings of anxiety by the employees in their daily life, personal and workplace by describing their experiences whether these were observed, moderately observed or not observed.*

Table (b) III: EXPERINCE OF ANXIETY

Indicators	MW	Adjectival Interpretation
Increased heart rate	0.28	Not Observed
Rapid breathing	0.14	Not Observed
Restlessness	1.97	Observed
Trouble concentrating	1.02	Moderately Observed
Difficulty falling asleep	1.11	Moderately Observed
Irritability	1.93	Observed
Feelings of isolation	1.0	Moderately Observed
Jitteriness	0.33	Not Observed
Shame	1.98	Observed
Sleeplessness	1.21	Moderately Observed
Sweating	0.67	Moderately Observed
Dizziness	0.65	Moderately Observed
Muscle tension	0.22	Not Observed
Fast heartbeat	0.79	Moderately Observed
Headache	1.96	Observed
Rapid breathing	0.14	Not Observed
Nervousness	1.24	Moderately Observed
Total Weighted	0.98	Moderately Observed

Table (b) III presents the employees’ experience of anxiety. It is revealed that shame, restlessness, headache, and irritability got the weighted mean from 1.98 to 1.93 interpreted as observed, respectively while nervousness, sleeplessness, difficulty falling asleep, feeling of isolation, fast heartbeat, trouble concentrating, sweating, and dizziness got 1.24 to 0.65 interpreted as moderately observed whereas jitteriness, increased heart rate, muscle tension and rapid breathing got 0.33 to 0.14 interpreted as not observed respectively with the total weighted mean 0.98 interpreted as moderately observed.

The data means that employees’ experience of anxiety is already felt by them since these are part of their observations and their experiences that require more of their social skills to be used in interacting people in the workplace which means by not really minding the

reactions or behaviors of fellow workers that may inflict them anxiety. However, this is no longer the same in this pandemic where everyone is annoyed by this unseen virus that made them distant from one another.

Also, noted in the result that the highest of the identified manifestations of anxiety is caused by this pandemic, such as restlessness, shame and headache since if one is inflicted by this virus. It is concluded by the people around that the one inflicted is not careful and is not observing safety protocol. This may cause fear on the part of the person since the ultimate recourse that can be requiring from the person is isolation through quarantine in the specified government facility or home quarantine. This situation escalates shame on the inflicted because they can be adjudged wrongly that the dignity of one’s person is at stake like being embarrassed in certain social situations or by isolating which brought them into its splicing effect such as restlessness, and headache.

On the other hand, employees’ anxiety is caused by this unseen virus that made people sick and annoyed where everyone is paying attention to the stressful and anxiety-producing situation caused by the employees who are not careful in the workplace like when a sneezing, coughing or talking without the use face mask or face shield. This may cause them nervousness, fast heartbeat, sleeplessness and worse if having a feeling of isolation from other employees. An interview revealed by saying that “isolation can do good to others but the person who is isolated made them experienced psychological distress. Others were anxious about the effect of the Covid 19 Pandemic to their health.”

The result of the study implies that both employees and employers need to work hand in hand in order for them to have an understanding on the normalcy of experiencing anxiety in the workplace from time to time so that well-being of each one is protected. Although, there was a sign of acceptance on their part, they still need to start by designing an in-service training on how they can practice their social skills and identify the strategies on how each stakeholder of the workplace may manage their anxiety.

According to Zins, Weissbert, Wang, & Walberg, (2004), “Social skills can also be defined within the context of social and emotional learning through recognizing and managing our emotions, developing caring and concern for others, establishing positive relationships, making responsible decisions, and handling challenging situations constructively and ethically”. Social skills help in navigating everyday interactions such as exchanging information, holding

conversation, making new friends, maintaining the friendship, asking for help from others and giving instructions.

Also, Masse (2000), identified it as ‘withdrawal into oneself’, which is ‘the core of distress’. The persons have difficulty controlling life and unable to handle adverse events. They undervalue and judge themselves and withdraw from social contexts and become socially isolated. This lack of balance between the self and the ideal self is also confirmed by Gustafsson et al. (2008).

**4. Work Environment of the Employees in terms of Physical Work, safety Protocols and Staffing.**

*a. Physical Work. This describes the condition of the workplace where they are working every day.*

Table (a) IV: PHYSICAL WORK

Indicators	WM	Adjectival Interpretation
There is the process flow that provides safety and protection of the employees and all stakeholders.	1.00	Moderately Observed
There is proper signages that guide or provide directions.	1.78	Observed
Every member of the workplace has the responsibility to make them safe.	1.81	Observed
<b>Total Weighted Mean</b>	<b>1.53</b>	<b>Observed</b>

Table 4a presents the physical work of the employees. It is revealed that every member of the workplace has the responsibility to make them safe got the highest mean of 1.81 while there is proper signages that guide or provide directions got 1.78. These are observed by the employees in their workplace whereas there is the process flow that provides safety and protection of the employees and all stakeholders got 1.00 and interpreted as moderately observed.

Interview revealed that their workplace had been secured by saying that “their workplace had been provided by what is necessary for this Covid 19 Pandemic by following the IATF guidelines such as safety protocols and signages. Also, “they were encouraged to respect each one’s opinions and most of all their fellow workers who were considered by them as their buddy pal since they go each other for work every

day or in arrangement type.” Also, some of them said that “in order for them to have a good environment and feeling secured, they encourage themselves to respect their fellow worker not only their person but also their belongings.”

Another statement from the interview said, “it is their responsibility as employees to take care of the facilities, and the people in the workplace since this is their bread and butter. By saying that “all their needs and the needs of the family are coming from here.”

The data means that the employees considered their work environment as compliant with requirement for this Covid 19 Pandemic by making the employees feel safe and secured as well as comfortable particularly to those employees who are required to work despite the pandemic. Their workplace is equipped with proper signages that guide and provide the employees” directions how to operate and execute things or machine while in the workplace or how tasks need to be done by considering to themselves their safety. On one hand, the employees assumed the responsibility to look after their own safety by making their work environment promotes safety since they worked and felt secured and enjoyed a safe physical work environment. However, it was noted in the data that the Management seems to be not conscious on the importance of the process flow since it is to be considered a groundwork of the systems that need to be established in the workplace. Although, it is moderately observed it is understood by saying that “start where employees all begin.”

The result of this study implies that Management need to prioritize the safety programs on safe live since these are the foundation of the increase of the employees’ safety and productivity, and reduce costs since these are the fundamental responsibility of the employers. This implication gained support from the findings of this research, and Anthony et al., (2007) that these health and safety programs should stress employee involvement, continued monitoring, and an overall wellness component. Work safety requires that safe working conditions should not create significant risk of people being rendered unfit to perform their work especially this Covid 19, Pandemic.

*b. Safety Protocols. This describes the workplace’ safety protocols by rating the indicators with observed, moderately observed and not observed.*

Table (b) IV presents the protocols observed by the employees. It is revealed that Strict implementation of social distancing for the frontline, security personnel,



employees and clients got the highest weighted mean of 2.0, placement in strategic areas of alcohol-based hand sanitizers, and ensuring the availability of hand wash soap in all toilets got 1.98, clean and disinfect frequently touched surfaces daily. This includes tables, doorknobs, light switches, handles, desks, computers, phones,

keyboards, sinks, toilets, faucets and countertops got 1.96, reduced face to face transactions. It is encouraged that messengers, liaison officers and clients to send an electronic copy of documents to concerned offices got 1.88.

*Table (b) IV: SAFETY PROTOCOLS*

<b>Indicators</b>	<b>WM</b>	<b>Adjectival Interpretation</b>
<b>Placement in strategic areas of alcohol-based hand sanitizers.</b>	1.98	Observed
<b>Wearing of appropriate face shield and mask for the frontline, security personnel as well as the employees.</b>	0.13	Not Observed
<b>Strict implementation of social distancing for the frontline, security personnel, employees and clients.</b>	2.0	Observed
<b>Vehicle dispatchers record the name, contact details and address of the passengers before dispatch.</b>	1.06	Moderately Observed
<b>Reduced face to face transactions.</b>	1.88	Observed
<b>Setting up of common receiving desk at the administration building and other terminal.</b>	1.87	Observed
<b>Cleans daily and disinfect frequently touched surfaces.</b>	1.96	Observed
<b>Washing hands often with soap and water for at least 20 seconds.</b>	1.06	Moderately Observed
<b>Over-all Weighted Mean</b>	1.49	Moderately Observed

All these are observed respectively by the employees whereas vehicle dispatchers record the name, contact details and address of the passengers before dispatch, washing hands often with soap and water for at least 20 seconds, especially after being in a public place, or after blowing your nose, coughing or sneezing. If soap and water are not readily available, use a hand sanitizer with at least 70% alcohol got 1.06, interpreted as moderately observed respectively, while wearing of appropriate face shield and mask for the frontline, security personnel as well as the employees got 0.13 interpreted as not observed while its over- all weighted mean got 1.49, interpreted as moderately observed.

The data means that the employees have their own shared responsibility in observing the safety protocols during this Covid 19, Pandemic since they were the ones to benefit from these established procedures in the workplace. It is also noted in the data that employees recognized the strict implementation of the social distancing among themselves which means that they see to it that are ready to combat this unseen virus. However, wearing of face shield and mask was not observed since they have several reasons for not observing this protocol such as the government curtails their freedom, health purposes and other form of ignorance among employees.

Interview said that “they cannot fully breath, and mask prevents their breathing.” Also, they said, “they were not enforcing the protocol to themselves especially of wearing the mask since social distancing is widely-observed.” Another statement said that, “wearing mask and shield is understood by them that it is one way to help prevent the virus to spread, that’s why it is important to wear it to avoid the getting and spreading the unseen virus, the Covid 19 pandemic.”

The result of the study implies that the Management need to enforce a monitoring on the protocols in order to ensure that the protocols had been established to protect their employees from exposing, getting and being inflicted/ catching the unseen virus. Also, to impose a community-wide wearing of mask and by making them understood through posting information in the conspicuous place in the work place which may consider an advantage to themselves and others in following the protocols.

This result gained support from the study of Cheng, et al. (2019) Face mask usage by the healthy population in the community to reduce risk of transmission of respiratory viruses remains controversial. They assessed the effect of community-wide mask usage to control Coronavirus Disease 2019 (COVID-19) in Hong Kong Special Administrative Region (HKSAR).

c. Staffing. This describes the process adopted by the workplace in recruiting and by placing the right people to man or lead the workplace particularly in this pandemic.

Table 4 (C) IV presents the staffing. It is revealed that security personnel are oriented on the safety protocols got the highest weighted mean of 1.98, and HR is functional and practice coordination within the workplace got 1.85, interpreted as observed respectively whereas, improve and maximize staff utilization got 1.19, and observe retention and recruitment got 1.07, interpreted as moderately observed respectively, while the workplace is fully staffed got 0.34 interpreted as not observed. Its over-all weighted mean got 1.29 which is interpreted as moderately observed.

Table (C)IV: STRATEGIC STAFFING

Indicators	WM	Verbal Interpretation
Security Personnel are oriented on the safety protocols.	1.98	Observed
Staff utilization had been improved and maximized	1.19	Moderately Observed
HR is functional and practice coordination within the workplace.	1.85	Observed
Retention and recruitment had been practiced.	1.07	Moderately Observed
The workplace is fully staffed.	0.34	Not Observed
Over-all Weighted Mean	1.29	Moderately Observed

The data revealed that the Management adopted the process of staffing in this Covid 19 Pandemic which means that the permanent employees as front liners were

Table V: PROBLEMS THAT AFFECT THE EMPLOYEES' WELL-BEING AND THEIR COPING STRATEGIES USED

Problems	f	R	COPING STRATEGIES	WM	Verbal Interpretations
Conflict with bosses or workmates	350	7th	Ignore the conflict	2.82	Sometimes
			Pakiplastikan or just set aside the conflict that the boss/workmate is not existing in the workplace		
			Spending time with friends/talk to friends		
Bullying, discrimination or harassment	255	6th	Having time for the self/Enough sleep	2.90	Sometimes

made functional in addressing their productivity and carrying out other policies and activities to combat this unseen virus. Also, the orientation had been a system in the workplace since the process of bringing employees up to speed on the workplace's new policies, and responsibilities in this pandemic time had been done. This result is already found in this research which was the workplace enforce strictly implementation on wearing the mask as one of the policies oriented to the employees. However, this study found out that the employees in the workplace is not oriented on the right number of permanent and temporary employees to operate or run efficiently the business in the workplace.

This result implies that the Management through the HR need to place emphasis on the strategy to get employees' involvement in order to reach the goal of the workplace. It can also be done by designing a training through webinars that discuss to the employees the meaning of staffing or involving them in planning or any strategic activity to introduce to them the implications of strategic staffing in the workplace especially, this Covid 19, Pandemic.

This implication had been shared by the study of Organizational excellence depends on adopting and using a programmed staffing strategy, starting from the recruitment and placement of qualified people in order to induce them to achieve company goals. Therefore, organizational excellence is a worthy and valuable goal that any organization should strive to attain. In Hashemya et al., (2016), organizational excellence is seen as growth and improvement in all aspects of the organization, taking into account the balance between all the beneficiaries' needs and expectations, while respecting the highest levels of their satisfaction.

**5. Problems of the Employees that Affect their well-Being and their Coping Strategies Used**

			I talk to expert or to the person causing it		
<b>Boredom</b>	220	13th	Facebook	3.08	Often
			Eat favorite food		
<b>Overwork, stress or safety issues</b>	356	1st	Praying or meditating	4.80	Always
			Work and work		
			Avoid annoying person		
<b>No promotion prospects</b>	354	8th	Just to instill patience/wait for my turn	3.14	Often
			Talking to a credible person in the workplace		
<b>Poor Pay</b>	299	9th	Engaging in other work	3.08	Often
			Engage in sideline		
<b>Recruiting and selecting staff</b>	275	10th	Be friendly,	3.72	Often
			Be like Miss Congeniality		
<b>Offering terms, conditions and benefits of employment benefitted by a few</b>	255	6th	Brought it into the awareness of committee	2.29	Sometimes
<b>Deciding who receives training and what sort of training is offered to a few only.</b>	295	4th	Be assertive	3.29	Often
			Inform the heads of your interest		
<b>Selecting staff for transfer, promotion, retrenchment or dismissal is not observed objectively</b>	288	11th	Use humor	3.61	Often
			Practice deep/slow breathing		
<b>Overtime and number of hours worked are not regularly observed</b>	354	8th	Write letter to the Management	3.04	Often
			Request a meeting to call the attention of the Management		
<b>Conflict between work and family commitments</b>	257	12th	Prioritize the family	1.25	Seldom
			Observe the time deserve for the family		
<b>Performance pressure, and;</b>	353	2nd	Think positive	3.28	Often
			Not minding others		
<b>Poor job performance of the front liners.</b>	348	3rd	Prioritize important tasks	3.17	Often

Table 5 presents the problems of the employees that affect their well-being, and the coping strategy they used. It is revealed that of the problems, overwork, stress or safety issues got 356 ranked 1st, Overtime and number of hours worked are not regularly observed got 354 ranked 2nd, performance pressure got 353 ranked 3rd, while bullying, discrimination or harassment got 255 ranked 10th, Offering terms, conditions and benefits of employment benefitted by a few got 250 ranked 11th

and boredom got 229 and ranked 12th. The data means that the problems of the employees are common in every workplace that hinder the development and organization' overall success.

Also, these problems have encompassing effect to the work performance of the employees such as the overwork, stress or safety issues which have been recognized by the employees since there were signs of

overworking which have been observed by each employee which means that the time allotted for the day is not enough time for them to get the target required by the job since it requires or everything that is to be done since they were trying to pursue this may lead them to stress and affect their health condition, or much worse when they end themselves doing their job poorly or having a decreased productivity that lead to another problems which may be poorly pay or no promotion may happen. Generally, these problems are considered natural phenomenon for the employees where all these coping strategies may be used in order for them to solve their problems in the workplace. Also, employees adopt many coping strategies that helped them promote emotional health such as praying and meditation which can be considered by them a mind-body complementary that end the tiresome into a deep state of relaxation and a tranquil mind. These taught them manage their working relationships, stabilize job security, and settle anxieties on job performance.

Interview revealed that “instead to go on absenteeism, they would rather go to church and pray” or sometimes they have to eat chocolate to ease out the stress that they feel, or “they need to escape from work responsibilities or by arriving late on the prescribed schedule.”

This result implies that Management need to update their policies that may affect the employees’ work performances. Also, to establish open two-way communication in the workplace so that they can spot out the signs of stressed-out employees through their work performance such as: who among them experiencing problem to meet the deadline, or non-compliant with their work requirement or output from the task given to them, and those who are decreasing in their productivity since these are the opportunities for them to coach their employees as well to ease them up from the difficulties that the employees are experiencing. In this sense, if these are observed mostly, the employees and employers they will get along with in the workplace

This result gained support from Howatt et al. (2017), that some employees leave their job because they can’t cope with the demands of their work or direct manager, don’t fit into the culture, or can’t get along with their peers. Lack of coping skills may be one reason that some HR leaders don’t consider. Employees’ intrapersonal skills influence how they perceive both their work and the culture, so helping an employee get a coping skills baseline assessment of their risk can be an economical and effective way to retain critical hires. Starting with a conversation around a two-way accountability model,

employees and employer can define the employees’ workplace experience.

## **VII. CONCLUSIONS:**

From the findings, the following have been drawn:

1. Employees’ demographic profile vary according to age, sex, marital status, educational attainment, monthly salary and position.
2. In terms of the physical well-being of the employees, medical conditions are ranging from cardiovascular, nervous to respiratory conditions while physical exercise regimen are ranging strength, flexibility balance and endurance.
3. The employees’ mental well-being in their experience of depression, and anxiety was ranging from observed to moderately observed.
4. The Work Environment of the Employees in their physical work, safety protocols and staffing were observed, and moderately observed respectively.
5. Problems that affect the well-being of the employees are ranging from overwork, stress or safety issues to performance pressure whereas their coping strategies used are ranging from praying or meditating to think positive and not minding others.
6. The Comprehensive Employees Development Program has to be designed for the welfare of the stakeholders in the workplace.

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