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Employees' Well-Being during the COVID-19 Pandemic: Implications to Human Resource Management

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ABSTRACT

Inarguable, being in the workforce is one of the most essential aspects of life. In fact, the greatest quantity of the lifetime of the people is spent working. However, the pandemic creates long-lasting effects on the workforce. The pandemic has triggered many modifications reshaping the workforce. There was the abrupt digital and remote working transformation which led to employees a harsh need to quickly adapt to these transformations. With this, there is the big question, how are the employees during this pandemic? How is the well-being of this workforce? This study determined the employees' well-being of the employees of the University of Nueva Caceres during the COVID-19 pandemic. There were 170 employees of the university who completed the survey administered through online platform. The Personal Wellness Assessment with 8 Dimensions of Wellness was used to measure the well-being of the employees. The Statistical Package for the Social Sciences (SPSS) was used to analyze the data gathered. The results showed that during the COVID-19 pandemic the UNC employees reported high level of well-being. Specifically, they have extremely high spiritual, intellectual, and social but they feel challenged when it comes to emotional, financial, and physical aspects of their well-being. Significant relationships were also found between the age of the employees and their well-being in terms of physical, emotional, and spiritual. Significant relationships were also found between the length of service of the employees and their physical and emotional well-being. The gender differences of the employees along the aspects of well-being were significantly found in social and spiritual. Significant

difference in civil status was also found in physical and emotional well-being. The results further indicated no statistical difference in the status of well-being according to the department.

Keywords
COVID-19
dimensions of well-being
employees' well-being
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Introduction

The Human Resource in every organization is considered the sole agency responsible for making certain that employees are in sound physical and mental state. One of their key tasks is to take measures in the proper implementation of various employee programs and interventions. Sequentially, this will increase employees' output, job satisfaction, and overall performance thereby reducing turnover and outlays on medical expenses. All of these to bring productivity and dynamism to the organization. However, when the COVID-19 pandemic hit the world, abrupt changes happened. This caused radical changes in work organizations and affected the workers such as adopting work-from-home set-up, physical and social distancing, stress, unemployment, and other challenges [1]. Workplaces have had to make significant alterations in the way they conduct business.

The pandemic not only significantly changed the environment of every individual and organizational institution but also forced a change for the new normal [2]. The social connection between employees and employers has also transformed into a digital world which also change their relationship and their perception of well-being as well [3]. These changes during the COVID-19 predicament generate qualms among employees. Specifically, the pandemic has greatly impacted the employees' quality of life and therefore affected their psychological well-being [4]. Many have been working under pressure and have had to work tirelessly due to the abrupt transition of the workspace environment [5]. Many employees experience burnout, fatigue, distress, depression, apprehension, anxiety, and post-traumatic stress [6]. Hence, the psychological impact of the lockdown cannot be underestimated.

With this being said, employers have the moral responsibility to look after their employees' health and safety and to provide a safe environment even if they are not in the physical structure of the organization [7]. Aside from ensuring that they are given the proper remuneration, employers must make sure that their employees do not work excessive hours and that they have enough rest. They must take steps to safeguard the health of their employees [8]. Therefore, throughout the pandemic, one of the main priorities of the organizations is

employee well-being – the need to answer the changes in their employees' needs [9]. With the rapid need for transition to the new normal, most organizations globally adjusted their work patterns [10],[11]. The sudden shift forced stirred challenges in the scope of maintaining work efficiency, commitment, and work–life balance. Thus, there is an imperative need for up-to-date research on employee well-being.

By and large, this research was conducted to enrich the body of knowledge on the well-being of employees during the COVID-19 pandemic. The findings of this endeavor may offer deep understanding and awareness for organizations and society as well that may help reduce adversities the employees. Specifically, this research looked into the well-being of the employees of the University of Nueva Caceres during the COVID-19 pandemic. This study determined the employees' well-being of the University of Nueva Caceres during the COVID-19 pandemic. Specifically, this answers the following questions:

- What is the status of the well-being of the employees in physical, emotional, occupational, social, spiritual, intellectual, and financial?
- Are the demographics age and length of service of the respondents correlated with the status of their well-being?
- Are the dimensions of well-being differ along the demographics of the employees in terms of gender, civil status, and department?

Material And Methods

A. Research Design

This study is quantitative descriptive research that utilized the survey method using a self-report questionnaire. This research described the well-being of the employees of the University of Nueva Caceres in Naga City during COVID-19. This study further compared the different dimensions of employees' well-being from the demographics of the respondents.

B. Participants

One hundred seventy (170) employees of the university were able to complete the survey through online platform via Google Form. The demographics of the respondents are reported in Table 1.

As shown in the Table 1, the majority of the respondents were female (109, 64.10%) and with a mean age of 44 which almost half with age ranging from 22 – 30 years old (69, 40.59%). More than half of the respondents were single (89, 52.40%), and more than a quarter belonged to the Basic Education Department (56, 32.90%). Most of the employees had length of service of 2 – 3 years (50, 29.41%), followed by 11 years and above (46, 27.06%).

Table 1. Frequency and percentage of the respondents by profile

Characteristics	Frequency	Percentage
Gender		
• Female	109	*64.10*
• Male	61	*35.90*
Age (M = 44.86 years old)		
• 22 – 30 years old	69	*40.59*
• 31 – 39 years old	27	*15.88*
• 40 – 48 years old	40	*23.53*
• 49 – 57 years old	23	*13.53*
• 58 years old and above	11	*6.47*
Civil Status		
• Single	89	*52.40*
• Married	81	*47.60*
Department		
• Basic Education	56	*32.90*
• College	38	*22.40*
• Non-Teaching	48	*28.20*
• Heads/Leaderships	28	*16.5*
Length of Service (M = 8 years)		
• one year and below	26	*15.29*
• 2 - 3 years	50	*29.41*
• 4 - 5 years	30	*17.65*
• 6 - 7 years	11	*6.47*
• 8 - 10 years	7	*4.12*
• 11 years and above	46	*27.06*
Total	170	*100.00*

C. Instrument

The well-being of the respondents was measured using the Personal Wellness Assessment with 8 Dimensions of Wellness developed by the Substance Abuse and Mental Health Services Administration (SAMHSA). The instrument was an 80-item survey questionnaire that included eight dimensions namely, emotional, spiritual, intellectual, physical, environmental, financial, occupational, and social. The responses of the employees were measured using a 4-point Likert scale quantified as: 4-Always, 3-Most of the time, 2-Sometimes, and 1-rarely, if ever. Cronbach alphas for the different dimensions as well for the overall instrument were calculated to determine the reliability of the tool (see Table 2).

Table 2. Cronbach's Alpha scores for measurement models

Measurement Models	Number of Items	Cronbach's Alpha Based on Standardized Items	Cronbach's Alpha
Physical Wellness	10	.727	.724
Emotional Wellness	10	.884	.881
Occupational Wellness	10	.872	.852
Environmental Wellness	10	.858	.851
Social Wellness	10	.858	.850
Spiritual Wellness	10	.882	.875
Intellectual Wellness	10	.895	.892
Financial Wellness	10	851	.846
Overall	20	.965	.961

Reliability analysis was carried out on the different subscales as well for the overall scale of the eight dimensions of wellness. Cronbach's alpha showed high internal consistency in the eight measures: physical (α = .724), emotional (α = .881), occupation (α = .852), environmental (α = .851), social (α = .850), spiritual (α = .875), intellectual (α = .892), and financial (α = .846). Overall, the instrument has an excellent internal consistency (α = .961).

D. Data Analysis

The data gathered were reported using descriptive statistics (means and standard deviations) in each item of the areas of well-being and the overall well-being of the employees. The Pearson Product Moment Correlation r was used to determine the correlation between the demographics age and length of service of the respondents and the status of their well-being while the T-test for Independent Samples and One-Way ANOVA were utilized to conclude the differences among the dimensions of well-being and the demographics of the employees in terms of gender, civil status, and department. The Statistical Package for the Social Sciences (SPSS) was used to analyze the data gathered.

Results

A. Status of Well-being of the Employees

The status of well-being of the employees included seven dimensions which were covered in the present research. These dimensions include physical, emotional, occupational, social, spiritual, intellectual, and financial. The weighted mean was employed to calculate the responses of the employees. The status of the well-being of the employees is shown in the succeeding tables.

As shown in Table 3, the employees have extremely high physical well-being when it comes to abstaining from improper sexual behavior (M=3.79), *abstaining from drug abuse both over-the-counter (OTC) and illicit drugs* (M=3.61), and *drinking alcohol responsibly* (M=3.54). However, they fell short in *maintaining desirable weight* (M=2.54) had low physical well-being *enough sleep and feeling refreshed* (M=2.25), and *engaging in vigorous exercises every day* (M=2.02). Overall, the physical well-being status of the employees is high (M=2.90).

The status of emotional well-being of the employees shown in Table 4 revealed that employees have extremely high emotional well-being along *accepting responsibility for their own actions* (M=3.71), *setting priorities* (M=3.44), and *being positively flexible to life's challenges* (M=3.36). However, although high in the assessment, it seems that the employees fall short in *expressing all ranges of feelings* (M=3.07), *maintaining work-life balance* (M=3.04), *avoiding chronic worry not being suspicious of others* (M=3.02). Overall, the employees have a high status of emotional well-being (M=3.22).

Table 3. The status of the physical well-being of the employees

Indicators	Mean Score	Standard Deviation	Interpretation
1) abstains from improper sexual behavior	3.79	0.66	Extremely High
2) abstains from drug abuse both over-the-counter (OTC) and illicit drugs	3.61	0.86	Extremely High
3) drinks alcohol responsibly	3.54	1.00	Extremely High
4) listens to the body when there is something wrong	3.17	0.86	High
5) protects the skin from sun damage	2.86	0.98	High
6) eats fresh fruits and vegetables and drinks at least 8 glasses of water daily	2.65	0.85	High
7) knows the important health numbers such cholesterol, blood pressure, etc.	2.57	1.00	High
8) Maintains desirable weight	2.54	0.91	High
9) gets 7-8 hours of sleep and awaking up feeling refreshed	2.25	0.92	Low
10) engages in vigorous exercises for over 30 minutes a day	2.02	0.86	Low
Overall Mean Score	**2.90**		**High**

Legend: Extremely High - 3.26–4.00; High 2.51 – 3.25; Low 1.76 – 2.50; Extremely Low 1.00 – 1.75

Table 4. The status of the emotional well-being of the employees

Items	Mean Score	Standard Deviation	Interpretation
1) accepts responsibility for own actions	3.71	0.49	Extremely High
2) sets priorities	3.44	0.70	Extremely High
3) flexible and adapts or adjusts to life's challenges in a positive way	3.36	0.68	Extremely High
4) not letting emotions get the better of him/herself and thinks before acting	3.20	0.67	High
5) feels good about oneself and believes that others like him/her for who he/she is	3.15	0.77	High
6) asks assistance when needed from either friends and family, or professionals	3.10	0.92	High
7) recognizes stressors in life and have ways to reduce them	3.08	0.81	High
8) expresses all ranges of feelings (i.e. hurt, sadness, fear, anger, and joy) and managing related behaviors in a healthy way	3.07	0.76	High
9) maintains balance of work, family, friends, and other obligations	3.04	0.83	High
10) avoids chronic worry not being suspicious of others	3.02	0.74	High
Overall Mean Score	**3.22**		**High**

Legend: Extremely High - 3.26–4.00; High 2.51 – 3.25; Low 1.76 – 2.50; Extremely Low 1.00 – 1.75

The status of occupational well-being of the employees, as presented in Table 5, yields extremely high well-being in *striving to develop good work habits* (M=3.53), *developing necessary skills to achieve career goals* (M=3.48), and *recognizing the necessary skills to achieve career goals* (M=3.45). On the other hand, the employees may seem to have reduced ways of *balancing work with play and other aspects of life* (M=3.05), *knowing where to find employment, if needed* (M=2.85) and *exploring different career options* (M=2.62). Overall, the occupational well-being of the employees is high (M=3.24).

Table 5. The status of occupational well-being of the employees

Items	Mean Score	Standard Deviation	Interpretation
1) strives to develop good work habits such as punctuality, dependability, initiative etc.	3.53	0.59	Extremely High
2) develops necessary skills to achieve career goals	3.48	0.60	Extremely High
3) recognizes necessary skills for the occupation he/she is engaged in	3.45	0.63	Extremely High
4) considers enjoyment in choosing a possible career	3.45	0.71	Extremely High
5) works effectively with others	3.41	0.63	Extremely High
6) has confidence in job search skills such as resume writing, interviewing, etc.	3.32	0.61	Extremely High
7) takes advantage of opportunities to learn new skills to enhance one's future career possibilities	3.28	0.72	Extremely High
8) balances work with play and other aspects of life	3.05	0.80	High
9) knows where to find employment, if needed	2.85	0.91	High
10) explores different career options	2.62	0.96	High
Overall Mean Score	**3.24**		**High**

Legend: Extremely High - 3.26–4.00; High 2.51 – 3.25; Low 1.76 – 2.50; Extremely Low 1.00 – 1.75

As shown in Table 6, the status of social well-being of the employees is extremely high on items *respecting others' diversity* (M=3.77), *giving and taking equally in cooperative relationships* (M=3.51), and *trying to be better persons* (M=3.51). Apparently, the employees have diminished well-being quality on items *giving priority to their own needs by declining others, when necessary* (M=3.07), *being involved in university or community groups* (M=2.95), and *participating in different social activities and enjoying being with other people* (M=2.88). In sum, the social well-being of the UNC employees is extremely high (M=3.29).

Table 6. The status of social well-being of the employees

Items	Mean Score	Standard Deviation	Interpretation
1) respects others' diversity (i.e., race, ethnicity, religion, gender, etc.)	3.77	0.45	Extremely High
2) gives and takes equally in cooperative relationships	3.51	0.59	Extremely High
3) tries to be a "better person"	3.51	0.63	Extremely High
4) considers how and what to say to others when speaking	3.41	0.62	Extremely High
5) plans time with family and friends	3.31	0.75	Extremely High
6) has someone to talk to about private feelings	3.27	0.87	Extremely High
7) enjoys the time spent with others	3.24	0.81	High
8) gives priority to own needs by saying 'no' to others' requests, when applicable	3.07	0.73	High
9) involved in at least one university or community group	2.95	0.91	High
10) participates in a wide variety of social activities and enjoys being with people who are different than	2.88	0.86	High
Overall Mean Score	**3.29**		**Extremely High**

Legend: Extremely High - 3.26–4.00; High 2.51 – 3.25; Low 1.76 – 2.50; Extremely Low 1.00 – 1.75

As shown in Table 7, the status of the spiritual well-being of the employees was extremely high on *having faith in a greater power* (M=3.73), *decision and action guided by their own values* (M=3.69) and *having a sense of purpose* (M=3.58) and accepting others' views (M=3.58). Allegedly, the employees have a lessened degree of attitude on items *integrating spiritual practice within everyday life* (M=3.37), *taking time alone to think about what is important in life* (M=3.25), and *making time for relaxation* (M=3.16). In sum, the employees' status of spiritual well-being is extremely high (M=3.49).

Table 7. The status of spiritual well-being of the employees

Items		Mean Score	Standard Deviation	Interpretation
1)	has faith in a greater power, be it a God---like force, or something else	3.73	0.60	Extremely High
2)	decisions and actions are guided by his/her values	3.69	0.50	Extremely High
3)	has a sense of purpose in life	3.58	0.64	Extremely High
4)	accepts others' views	3.58	0.56	Extremely High
5)	has a deep appreciation for the depth of life, death and understands universal human connection or consciousness	3.54	0.63	Extremely High
6)	works for peace in my interpersonal relationships, in community, and in the world at large	3.52	0.61	Extremely High
7)	recognizes that there are many spiritual paths and that every spiritual tradition recognizes and teaches basic precepts or laws of wise and conscious human conduct while seeking qualities of altruism, optimism, hope and forgiveness	3.47	0.68	Extremely High
8)	integrates "spiritual practice" within everyday life of work, family and relationships	3.37	0.70	Extremely High
9)	takes time alone to think about what's important in life	3.25	0.80	High
10)	makes time for relaxation	3.16	0.83	High
Overall Mean Score		**3.49**		**Extremely High**

Legend: Extremely High - 3.26–4.00; High 2.51 – 3.25; Low 1.76 – 2.50; Extremely Low 1.00 – 1.75

The status of intellectual well-being of the employees shown in Table 8 has extremely high status on the items *open to new ideas* (M=3.72), *listening to ideas of other people, and constantly reexamining own judgments on different issues* (M=3.58), and *gathering facts before making decisions* (M=3.54). Meanwhile, the data shows that the employees may have a diminished attitude toward knowing how to access academic resources, when necessary (M=3.31), *watching educational programs on television regularly* (M=3.22), and *knowing about available campus resources in the area of study* (M=3.11). Overall, the intellectual well-being of the employees is extremely high (M=3.40).

The financial well-being of the employees, as shown in Table 9, revealed that the employees have the highest attitude on financial well-being when it comes to *securing their Social Security card* (M=3.63), *paying bills off completely every month* (M=3.58), and *paying all bills on time* (M=3.43). Meanwhile, although high, they fall short of *following a spending plan every month* (M=2.98), *saving part of the income received* (M=2.95), and *always having money for his/her*

needs (M=2.61). In sum, the financial well-being of the UNC employees is high (M=3.19). Overall, the employees' status of financial well-being is high (M=3.19).

Table 8. The status of intellectual well-being of the employees

Items		Mean Score	Standard Deviation	Interpretation
1)	open to new ideas	3.72	0.47	Extremely High
2)	listens to ideas different from his/her own and constantly reexamines own judgments on social, cultural, sexual orientation, ethical, and political issues	3.58	0.55	Extremely High
3)	gathers facts before making decisions	3.54	0.57	Extremely High
4)	seeks personal growth by learning new skills	3.44	0.67	Extremely High
5)	looks for ways to use creativity and critical thinking skills	3.42	0.63	Extremely High
6)	keeps oneself informed about social, political and/or current issues	3.34	0.72	Extremely High
7)	learns about different topics that interest him/her from books, magazines, newspapers, and the Internet	3.32	0.68	Extremely High
8)	knows how to access academic resources when necessary	3.31	0.72	Extremely High
9)	watches educational programs on television regularly (news, political discussions, documentaries).]	3.22	0.74	High
10)	knows about available campus resources in the area of study	3.11	0.85	High
Overall Mean Score		**3.40**		**Extremely High**

Legend: Extremely High - 3.26–4.00; High 2.51 – 3.25; Low 1.76 – 2.50; Extremely Low 1.00 – 1.75

Table 9. The status of the financial well-being of the employees

Items		Mean Score	Standard Deviation	Interpretation
1)	keeps Social Security Card or Number in a secure place	3.63	0.66	Extremely High
2)	pays bills (credit card, utilities, rent, etc.) off completely every month	3.58	0.74	Extremely High
3)	pays all bills on time	3.43	0.72	Extremely High
4)	spends wisely or within means	3.32	0.77	Extremely High
5)	changes the PIN every time he/she gets a new debit card	3.20	1.01	High
6)	reviews bank statements when received	3.14	0.87	High
7)	balances or reconciles bank accounts regularly	3.07	0.93	High
8)	follows a spending plan every month	2.98	0.97	High
9)	saves part of income received (from work, family, gifts, or refunds of any kind)	2.95	0.98	High
10)	always have the money for what he/she needs	2.61	0.79	High
Overall Mean Score		**3.19**		**High**

Legend: Extremely High - 3.26–4.00; High 2.51 – 3.25; Low 1.76 – 2.50; Extremely Low 1.00 – 1.75

Table 10 shows the status of the overall well-being of the UNC employees. Apparently, the dimension rated the highest was spiritual (M=3.49), followed by intellectual (M=3.40), and social (M=3.29), all Extremely High. Next was occupational (M=3.24), followed by emotional (M=3.22), then financial (M=3.19), and the least was physical (M=2.90), all interpreted as High. Overall, the UNC employees have a High status of well-being (M=3.25).

Table 10. The status of overall well-being of the employees

Areas	Mean Score	Interpretation
1) Spiritual	3.49	Extremely High
2) Intellectual	3.40	Extremely High
3) Social	3.29	Extremely High
4) Occupational	3.24	High
5) Emotional	3.22	High
6) Financial	3.19	High
7) Physical	2.90	High
Overall Mean Score	**3.25**	**High**

Legend: Extremely High - 3.26–4.00; High 2.51 – 3.25; Low 1.76 – 2.50; Extremely Low 1.00 – 1.75

B. Relationships of the Demographics Age and Length of Service with the Status of Well-being of the Employees

It was hypothesized that the demographics age and length of service of the employees would correlate significantly with their well-being. The Pearson Product Moment Correlation Coefficient r was used to calculate the relationships. The data along these relationships are presented in the succeeding tables.

As shown in Table 11, the correlation of the respondents' age (M=37.51, SD=12.37) and the different dimensions of well-being yielded a low, positive correlation found with physical well-being (M=29, SD=4.81) found at r = 0.26**, $p > 0.01$; emotional well-being (M=32.16, SD=5.17) found at r = 0.31**, $p < 0.01$; and spiritual well-being (M=34.89, SD=4.53) found at r = 0.19*, $p < 0.05$. Hence, it implies that the older the employees the better their physical, emotional, and spiritual well-being and 6.67 percent of the positive view of the employees on physical well-being, 9.61 percent of their positive view on emotional well-being, and 3.61 percent of their positive view on spiritual well-being can be attributed to age.

Table 11

Table 11. Correlation between age of the employees and their well-being

Dimensions of Well-being	Age
Physical Well-being	.262**
Emotional Well-being	.314**
Spiritual Well-being	.185*
N	170

Note: *$p < 0.05$; **$p < 0.01$

As presented in Table 12, the correlation between the demographic length of service (M=8.0) of the employees was found significant with the areas, physical well-being (M=29, SD=4.81) r = .262**, $p < 0.01$; emotional well-being (M=32.16, SD=5.17) r = .314**, $p < 0.01$. It was found that different dimensions of well-being yielded a low, positive correlation were found along physical well-being (M=29, SD=4.81) found at r = 0.208**, $p < 0.01$; emotional well-being (M=32.16, SD=5.17) found at r = 0.31**, $p < 0.01$; and spiritual well-being (M=34.89, SD=4.53) found at r = 0.255*, $p < 0.01$. Hence, it implies that the higher the number of years of

service of the employees more positive their outlook on physical and emotional well-being and 4.33 percent of the employees' positive view on physical well-being, and 6.50 percent of their positive view on emotional well-being can be attributed to their years of service.

Table 12. Correlation between length of service of the employees and their well-being

Dimensions of Well-being	Length of Service
Physical Well-being	.208**
Emotional Well-being	.255**
N	170

Note: *p < 0.05; **p < 0.01

C. Differences of the Employees' Demographics on the Dimensions of Well-being

An independent t-test was calculated comparing the different dimensions of well-being in terms of gender and civil status. Table 13 shows that there is a significant difference along the dimension of social well-being (t(168) = *-2.326, p<0.05). Hence, female's (M=33.54, SD=4.82) social well-being is higher than male's (M=31.79, SD=4.52). The effect size is 0.177 which is very small, 3.13 percent of the difference can be accounted for by the gender of the employees.

Table 13. Gender differences in the well-being of the employees

	Males		Females		t
Measures	M	SD	M	SD	
Social	31.79	4.52	33.54	4.82	*-2.326
Spiritual	33.85	4.75	35.47	4.33	*-2.255

Note: *p < 0.05; **p < 0.01

Moreover, a significant difference was likewise found along the dimension of spiritual well-being (t(168) = *-2.255, p<0.05). Thus, female's (M=35.47, SD=4.33) spiritual well-being is higher than male's (M=33.85, SD=4.75). The effect size is 0.177 which is very small, 3.13 percent of the difference can be accounted for by the gender of the employees.

The data in Table 14 shows the data comparing the different dimensions of well-being in terms of civil status. A significant difference along the dimension of physical well-being (t(168) = *-2.565, p>0.05) along with the civil status of the respondents. Hence, the mean score on the social well-being of the respondents who are married (M=29.98, SD=4.59) is higher than those who are single (M=28.11, SD=4.85). The effect size is 0.18 which is very small, 2.7 percent of the difference can be accounted for by the civil status of the employees.

Table 14. Civil status differences in the well-being of the employees

	Single		Married		t
Measures	M	SD	M	SD	
Physical	28.11	4.85	29.98	4.59	**-2.565
Emotional	31.00	5.21	33.43	4.84	**-3.142

Note: *p < 0.05; **p < 0.01

Furthermore, a significant difference was likewise found along the dimension of emotional well-being ($t(168)$ = *-3.142, p>0.05). Therefore, the mean score on the emotional well-being of the respondents who are married (M=33.43, SD=4.84) is higher than those who are single (M=31.11, SD=5.21). The effect size is 0.17 which is very small, 2.89 percent of the difference can be accounted for by the civil status of the employees.

Table 15. Differences in the overall well-being of the employees according to their department

	Sum of Squares	df	Mean Square	F
Between Groups	2452.495	3	817.498	.903
Within Groups	150242.705	166	905.077	

Note: *p < 0.05; **p < 0.01

The overall well-being of the employees revealed that in terms of the department, the mean of non-teaching personnel has the highest mean (M=264.48, SD=27.77) among the four groups of respondents (Basic Education, College, Non-Teaching, and Heads/Leaderships) while the Basic Education has the lowest (255.21).

The statistical test used to test the hypothesis that there is a significant difference in the well-being of the employees according to the department was the One-Way Analysis of Variance (ANOVA) tested at 0.05 level of significance. The results indicated no statistical difference in the status of well-being according to the department, F (3, 166) = .903, p > 0.05.

Discussion

This survey research determined the employees' well-being at the University of Nueva Caceres (UNC) during the COVID-19 pandemic. This included the status of the well-being of the employees along physical, emotional, occupational, social, spiritual, intellectual, and financial. This concluded whether there was a significant correlation between the demographics age and length of service of the respondents as well as the status of their well-being. This likewise tested whether there were significant differences along the demographics of the employees in terms of gender, civil status, and department and the dimensions of their well-being.

Well-being is the state of being healthy, happy, or successful. The results showed that during the COVID-19 pandemic, in the case of the UNC employees, they reported have high level of well-being. This is especially evident in the aspects of spiritual, intellect, and social. However, it is apparent that they feel challenged when it comes to the emotional, financial, and physical aspects of their well-being.

As defined, spiritual well-being is faith in a higher being and is not aligned with a religion. Spiritual wellness includes all facets of well-being relating to the search for drive and

meaning in life. Hence, it is apparent that the UNC employees may have full confidence and faith in a higher being who provides the drive to fulfill their being and the meaning in life. It can also be said that UNC employees have clear values, a sense of self-confidence, and a feeling of inner peace which are signs of strong spiritual health [12]. According to Ref. [12] individuals with strong spiritual health have a sense of meaning and purpose in life, and have awareness of their values as well as how integral they are with one's everyday life. Flexible work also became the new normal for many workers which is the same with the UNC employees. Although they may be armed with strong spiritual wellness, the fact that they were limited with emotional, financial, and physical well-being, is evidence that they may suffer from psychological health issues. It is without a doubt that the employees may be able to handle themselves in adjusting to COVID-19 requirements and pressures.

Significant relationships were also found between the age of the employees and their well-being in terms of physical, emotional, and spiritual. This proves that the older the employees, the better their healthy habits; the better their ability to cope with stress, express emotions, and their positivity in life; and the better their values and sense of meaning and purpose in life are. One reason for this could be that younger workers are still learning to adapt to the working environment or that older employees are more resilient in adapting to a shifting environment [13]. It can also be viewed that younger workers face stricter working conditions and older workers may have superior autonomy in their work [14]. The correlation between the length of service of the employees was found significant along with physical and emotional well-being. This implies that the longer the length of service of the employees the more they attend to their physical health and the better their capacity to handle stress, express emotions, and their confidence in life. It should be recognized that the employees who have a longer length of service are also those who are older. Therefore, it may be essential that health promotion for employees may potentially be beneficial to their well-being.

The gender differences of the employees along the aspects of well-being were significantly found in social and spiritual. It appeared that female employees have higher social and spiritual well-being than their male counterparts. The findings of this study countered the research of Ref. [15] who concluded that there was no significant difference between men's and women's scores on the spirituality test. However, in the previous research, it was proved that they simply have different ways of expressing their spirituality. Moreover, the study conducted by Ref. [16] supported the result of the present study. They explained that emotions subject to gender differences such as distress, embarrassment, happiness, awe, anger, and pride were found no difference between males and females. However, expressions of disgust,

embarrassment, interest, and sadness were strong gender stereotypes that are reported among women than men.

The civil status difference of the employees among the aspects of well-being was significantly found along physical and emotional. The results proved that married employees have significantly higher physical and emotional well-being than employees who are single. The results further reflected no statistical difference in the status of well-being according to the department. Thus, the Basic Education, College, Non-Teaching, and Heads/Leaderships employees have similar status of well-being.

Conclusion

The investigation conducted made it probable to positively confirm the employees' well-being during the pandemic. The results of the present study were able to fill the literature gap in terms of verifying substantial associations among the studied constructs. The study also provided evidence of the relationship between the employees' well-being and their demographics. The findings led to a clearer understanding of the possible impact of the pandemic on the aspects making up employee well-being. The results showed the prevalence of a significant influence on the well-being of the employees and their age, length of service, gender, and marital status. These findings provide practical and vital information for creating a human resource management program to alleviate the impact of possible psychological distress on the long-term spiritual, mental, social, and physical well-being of UNC employees.

Limitation

The timing of the survey allowed the researchers to describe the well-being of the employees during the peak of the COVID-19 pandemic. Employee well-being may change sometime after the onset of remote working, so a longitudinal study is therefore recommended. As this study is only concerned with the UNC employees, the generalizability of the results is only minimal. Furthermore, this study evaluated the employee well-being through a self-assessment questionnaire. Therefore, research validating the results through other sources of assessment such as in-depth interviews is recommended. Future research could be expanded such as measuring the productivity of the employees during the pandemic. Moreover, future research crafting useful policy strategies to focus on active aging for older workers during the pandemic is also recommended to future researchers.

Conflict of Interest

The authors declare that there is no conflict of interest.

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