

Work from Home: The impacts on university employee's well-being and individual work performance

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Abstract

During the COVID-19 pandemic, the majority of the firms and institutions implemented work from home to continue their operations and keep the well-being of their employees. Indeed, organizations including the universities operate successfully amid the implementation of quarantine, digitalization, and limited face-to-face communication. We studied the impacts of the acceptance of work from home and well-being on individual work performance. We found that acceptance of work from home have indications of significant influences on employees' well-being and individual work performance. For the selected university employees, work from home is moderately preferred because of the cherished activities like commuting, time with friends, and the occurrence of more physical activities. The incidence of illnesses, sleep disturbance, anxiety, dissatisfaction, and loneliness were indicators of well-being concerns that influence individual work performance. Appreciation by others and the increased spirituality motivate the employees during the work from the home set-up. COVID-19 pandemic brings various issues in communication, resources, emotions, environment, financial difficulties, work-life imbalance, time management, stress, less work, and lack of access to office materials, to the employees. However, there are opportunities for better learning, better well-being, and more often family routines. Focus on work, work-life balance fit, positive attitude, less stress, and savings are benefits of working from home. University leadership, supervisors, and managers have an overview of the issues to be provided

with solutions. The qualitative responses are potential research instruments to be tested for reliability. An adequate number of employees in different positions and universities to create a quantitative model is encouraged for future researchers.

Keywords: individual work performance, well-being, work from home

Background of the Study

With the virulence of COVID-19 on people, many firms and institutions implemented social distancing, online learning and communications, and assignment of remote work for selected jobs to keep the employees' safety and well-being (Warren & Bordoloi, 2020). Evanoff et al. (2020) mentioned that "the response to the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) pandemic creates an unprecedented disruption in work conditions" (p. 2). To understand and support the health and well-being of the employees under work from home (WFH) arrangement and to enhance productivity and performance, we investigate the outputs of the employees with the individual work performance measurements. We argue that the work from home set-up is associated with the employees' well-being, productivity, and performance.

At the onset of the pandemic last year, WFH arrangements have been implemented globally in those sectors where services can be delivered online (Arruda, 2020). The WFH setup was implemented to reduce and mitigate the possible transmission of the virus. Due to the health restrictions imposed by the government, most, if not all employees had to shift from actual office work to remote working. As the WFH produced benefits on the part of the employers as well as the employees, there are detrimental effects as well on the part of the well-being of the employees.

In 2015, the United Nations (UN) released its Sustainable Development Goals (SDGs) to "achieve a better and more sustainable future for all." These 17 goals created by the United Nations Development Program were adopted by 193 member-state. Among the 17 goals, 8 of them support the WFH arrangement. The disruption in 2020 brought about by the pandemic, posed a greater impact on the health and well-being of the people and uncertainty in terms of the accomplishment of the SDGs.

In the Philippines, the practice of WFH was introduced with the passage of RA 11165 otherwise known as the "Telecommuting Law." The law allows the company to offer a telecommuting program to its employee voluntarily and under such terms and conditions as they may mutually agree upon. In essence, the law allows the company for a flexible work arrangement.

COVID-19 Pandemic and Work from Home

On March 11, 2020, the World Health Organization (WHO) declared a pandemic with COVID-19. There were limited face-to-face communications, more work-from-home tasks, restrictions on contact with employees and people, and prevention protocols that include social distancing (Mäkinieniemi & Oksanen, 2021). University employees in the administration and support departments are not spared from the difficulties brought by the said outbreak.

Drasler et al. (2021) measured acceptance of the work-from-home set-up by employees and students, mostly online or teleworking, with organizational, efficiency, social and personal aspects.

Employee's Well-being

Employee's well-being is the condition of happiness, comfort, health, and a high status about the person's holistic self (Supranowicz & Paz, 2014). Health is a dimension of well-being in the reviewed journal articles (Supranowicz & Paz, 2014).

Health Domain. Supranowicz and Paz (2014) defined health “as not just the absence of diseases but a state of complete physical, mental and social well-being” (p. 252). Thus, health is a dimension of well-being.

Physical Domain. Supranowicz and Paz (2014) utilize the measurements scale of the physical domain is composed of seven typical experienced ailments that are commonly coinciding with different health disorders. To implement the question items by said researchers in the survey, the respondents were asked the frequency they experience headache, tiredness, abdominal pain, palpitation, joint pain, backache and sleep disturbance. The personal experiences of the research participants were expected to measure the physical domain of well-being on 5 points-scale. (Supranowicz & Paz, 2014; p.253)

Mental Domain. The same research processes were made for the measurement scales of the mental domain with seven items about the feelings and emotions and “stress-related diseases or mental disorders, namely: anxiety, guiltiness, helplessness, hopelessness, sadness, self-dissatisfaction and hostility” (Supranowicz & Paz, 2014; p.253).

Social Domain. There are seven social domain measurement items. The descriptions were arranged in sub-domains of social domain and (statements in parentheses): security (I feel safe in my everyday life), communicability (Contacts with other people are often difficult for me), protection (I can rely on the help from relatives), loneliness (I often feel lonely), rejection (People often criticize me), sociability (I like to be with people) and appreciation (I feel appreciated by people). The subjects could choose one of five responses from “definitely not” (1 point) to “definitely yes” (5 points). The variables based on negative formulated statements (communicability, loneliness, and rejection) were coded in such a way that all items of the social well-being domain were measured in the same direction. (Supranowicz & Paz, 2014; p.253)

We adjusted the scales for ranking of perceptions with 5 being the highest level and 1 as never.

Individual Work Performance

As Individual Work Performance (IWP) measures employee performance and productivity, IWP is behaviors or actions that are relatively important for organizational goals (Koopmans et al., 2014).

Task Performance. First, task performance is denoted by employee's productivity wherein the focus on the task, excellence on the job, quality, quantity, and optimal time of outputs are measured (Koopmans et al., 2014).

Contextual Performance. Secondly, contextual performance describes the extra miles that the employees are taking on responsibilities, tasks, job knowledge, job skills, creative solutions to work problems, and active participation in meetings (Koopmans et al., 2014).

Counterproductive Work Behavior. Lastly, counterproductive work behavior measures the employee's participation in complaints, work related-problems, negative aspects of work situation, and the communication of these negative aspects inside and outside the institution or organization (Koopmans et al., 2014).

San Beda University and Its Commitment to Taking Care of Employees

San Beda University (n.d.) recorded in its history that San Beda was founded in Manila, the Philippines in 1901 by monks of the Order of St. Benedict or Ordo Sancti Benedicti (OSB), also known as the Benedictines. It is affiliated with the Abbey of Our Lady of Montserrat, established from the Abbey of Montserrat in Cataluña, Spain. St. Benedict is the founder, is the "Father of Western Monasticism" and is also the "Patron of Europe". San Beda University is championing the cause of Catholic education and the formation of Christians committed to excellence and service of God and country. Such values and commitment include taking care of its constituents and employees.

Understanding Staff, Office Administration, and Support Departments' Employees

Keeping the well-being of the employees is the core commitment of San Beda University to keep their high performance and enhance their productivity. With the vast changes and improvements to adapt to the COVID-19 pandemic, the employees' health and well-being are important to carry out the vital roles in implementing the university's actions and near-future strategies.

Research Problem

Among the non-teaching personnel of San Beda University (SBU) during the COVID-19 pandemic, we aimed to answer the research problem: What are the impacts of work from home (WFH) on university employees well-being and individual work performance?

Specific Objectives

Specifically, we intend to determine the following pertinent to the non-teaching personnel of SBU:

1. The effect of acceptance of WFH on employee's well-being,
2. The effect of acceptance of WFH on individual work performance,
3. The effect of employee's well-being on individual work performance,
4. The perceived challenges brought by work from home (WFH) to employees' productivity, and

5. The perceived effects of the COVID-19 pandemic on the employees and their families,

We determined the qualitative dimensions of employee well-being, current employee productivity, and perceived spiritual domains of employees of SBU with non-teaching roles to contribute to a more meaningful research context.

Literature Review

We evaluated several studies and identified the research gap related to employees' well-being and its influence on employee performance and productivity. We came up with a synthesis of the prior research and examined the gap which led us to our research problem.

Mäkineniemi and Oksanen (2021) recognized that the pandemic had conspicuously changed the social lives of people around the world because COVID-19 could be contracted through direct contact and fomites. Employees who physically did the tasks did not escape the challenges. Warren and Bordoloi (2020) observed that employment was a scope where there were increased inequities due to the pandemic that led to the disproportionate effects on well-being. The supervisors, managers, and teachers in the universities were able to work from home through remote-work technology but many employees classified under lower-income groups were unequally burdened by the unfavorable situations at home (like the quality of spaces, internet access, and comfort) that also affected the well-being (Warren & Bordoloi, 2020). Evanoff et al. (2020) also found that the pandemic had negative effects on the well-being and mental health and well-being of the employees. Prevention of COVID-19 infections and enhancement of supervisor support were controllable risk factors that might promote the well-being and mental health of the employees (Evanoff et al., 2020). Ipsen et al. (2021) identified the 3 main advantages of WFH during lockdown namely: work-life balance, improved work efficiency, and greater work control in 29 European countries. In contrast, the 3 major disadvantages were home office constraints, work uncertainties, and inadequate tools.

A robust longitudinal study was conducted in Italy, France, Spain, Germany, and Sweden during the period May to November 2020. Life satisfaction, a worthwhile life, depression, loneliness, and anxiety were the

observed variables. WFH workers had lower well-being but the unemployed showed the least level of well-being. During the shift to WFH, anxiety was evident although adaptability of employees prevailed. Policy stringency badly affected well-being. Those with better education and more advanced age felt the negative impacts of WFH as compared to young children and those employees who were used to crowded houses (Schifano et al., 2021). As studied by Irawanto et al. (2021) in Indonesia, the gap in the demands of work from the available resources made the employees feel dissatisfied that caused stress, ambiguity, overwork, or role conflict. From 1,976 respondents in Hong Kong, Wong et al. (2021) concluded that success in WFH increased the preference of employees for WFH set-up. The WFH effectiveness was enhanced by personal and family well-being but was reduced by environmental and resource constraints (Wong et al., 2021). Song and Gao (2018) found that both males and females felt the stress of telework, although most females felt the heavier burden. Both were likely unhappy if extra tasks were brought for work from home, and experienced reduced tiredness on weekdays.

Giovanis and Ozdamar (2021) observed that the financial security and related psychological well-being of the employees heightened during the COVID-19 pandemic, especially if the employee did not receive a shift that required WFH. But those employees who were in the operations, office, or field experienced the same mental well-being upset. Bakker and Demerouti (2018) utilized the recent Job Demands-Resources (JD-R) theory to explain how working conditions affected the employees' well-being and motivations, wherein the employee self-undermining pushed a loss cycle of job demands, strain, and negative behaviors while employee job crafting interestingly activated a cycle of job resources, engagement, and positive attitude at different levels among individuals and organizations.

Table 1.
Research Scope Analysis of Selected Journal Articles on Employees' Well-being

Author (Year)	Context	Managers/ Faculty	Employees	Both	Settings	Research Methods	Sample Sizes
Prasath et al. (2021)	Hope and optimism have large effects on well-being			X	X	Self-assessments	
Warren and Bordoloi (2020)	COVID-19 pandemic affects well-being and inequities			X	X	Theoretical paper	X
Evanoff et al. (2020)	Pandemic harms mental health and well-being		X		X	Cross-sectional analysis	X
Charoensukmongkol, & Phungsoonthorn, (2020).	There is a negative association between the quality of crisis communication and perceived uncertainties and that perceived uncertainties			X	X	Two-case study	X
Cankir & Sahin (2018)	Psychological well-being affects positive attitudes towards employees' work			X	X	Cross-sectional analysis	X
Gandy et al. (2014)	Well-being was the most significant predictor of employees' productivity.			X	X	Both cross-sectional and longitudinal analysis	

Mihalache and Mihalache (2021) associated employee well-being with positive feelings or emotions at work, such as “feeling energetic, happy, enthusiastic, inspired, or satisfied” (p.2). Prasath et al. (2021) emphasized the importance of support for university employees in keeping their well-being, coping with stressors, and exhibiting high performance and productivity. Such supports were also determinants for higher education to survive and thrive the well-being of faculty, staff, and administrators, Charoensukmongkol and Phungsoonthorn (2020) also proved that “crisis communication on employees’ perceived uncertainties could be moderated by the quality of supervisor support and coworker support and that there was a negative association between the quality of crisis communication, perceived uncertainties and low emotional exhaustion” (p. 12). The state of mind, feelings in relationships, energy, and comfort in the conditions of each employee’s physique are the contexts of ideal well-being as shown in Table 1.

Moreover, Cankir and Sahin (2018) determined the relevance of work engagement because the positive attitudes toward work and zeal in the identity with the organization contributed to individual performance results as well as organizational efficiency. Gandy et al. (2014) still considered well-being as the most significant predictor of productivity given disease status and demographic profile. With both longitudinal and cross-sectional analysis and adequate respondents, well-being was a validated determinant for employee productivity. Psychological ownership failed as a factor of employee well-being and performance (Yan et al., 2020). If the employee was self-motivated with strong self-efficacy, then they tend to be more adaptable and satisfied in different situations (Yan et al., 2020). According to 509 millennial employees of a digital start-up company in Indonesia, there were various results about the impacts of well-being on employees’ performance in the reviewed literature. However, Nangoy et al. (2020) confirmed that satisfied employees who enjoyed the work have pleasant conditions and well-being, and performed well. Nielsen et al. (2017) emphasized the happy worker-productive worker paradigm and generalized that happy employees performed well in their job, although their research method was a meta-analysis. With the responses from 503 (80.9%) administrative staff from Universiti Teknologi MARA Cawangan Selangor, Malaysia, 87.1% were happy with WFH, but the work performance was satisfactory only in 53.7% of the respondents (Hashim et al., 2020). The unwanted stress and informal overtime were interesting occurrences (Hashim et al., 2020).

Synthesis

As seen in Table 1, a majority of the research we reviewed was conducted outside the Philippines. Indeed, there were peculiarities in the profile, needs, status of well-being, expectations, and employees' performance at San Beda University. While there were growing interests in the study of employees' well-being and employee performance and productivity, focus on understanding the staff and workforce seemed to be limited. Gandy et al. (2014) generated a high level of generalization in their research characterized by solid methods – both longitudinal and cross-sectional analyses, and with a very large number of respondents. Recently, the context and descriptions of the well-being and performance of university staff and workforce were important to be determined to serve as an impetus for solutions and support from the leadership of a university. Based on the selected journal articles we reviewed, the utilization of mixed methods in studies related to well-being, WFH, and work performance has not been assessed. We attempted to address this research gap through this study.

Framework

We present below the conceptual and operational frameworks used in this study. We also present the alternative hypotheses relevant to our arguments based on the review of the literature.

Conceptual Framework

Figure 1.

Conceptual Framework: The Association of Work from Home on Well-Being and Individual Work Performance (The Authors, 2022; Adapted from Drasler et al., 2021, Supranowicz & Paz, 2014; & Koopmans et al., 2014)

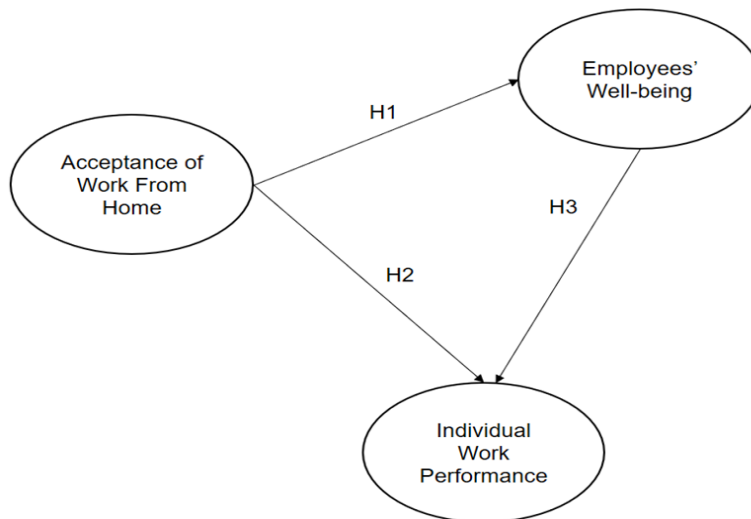


Figure 1 shows the conceptual framework for the expected association of work from home on well-being and individual work performance based on related studies. We posit that the acceptance of WFH affects employees' well-being and individual work performance. Similarly, we argue that employees' well-being affects individual work performance, based on the reviewed literature.

Operational Framework

Drasler et al. (2022) measured acceptance of work from home with organizational and efficiency aspects as well as with social and personal aspects. We adapted the research survey instruments of Drasler et al. (2022) and Supranowicz and Paz (2014). Supranowicz and Paz (2014) testified to the development of instruments for measuring well-being in physical, health, mental and social domains. We also determined the descriptions and the level of the spiritual domain of the respondents. Moreover, Supranowicz and Paz (2014) also elaborated on the health status, physical, mental, and social well-being scale (PMSW18-Ad), but for adolescents. To determine the employee's productivity and performance, Koopmans et al. (2014) noted the measurement scales of individual work performance (IWP). We also adapted the set of measurements for individual work performance with dimensions on task performance, contextual performance, and counterproductive work behavior (Koopmans et al., 2014). However, IWP was challenging because there was little consensus on how to build constructs and measure said scale.

Hypotheses

The following are the alternative hypotheses that we tested using rank correlation analysis at a 5% level of significance. We proposed the following research hypotheses:

H1: Acceptance of work from home is associated with an employee's well-being.

H2: Acceptance of work from home is associated with individual work performance.

H3: Employee's well-being is associated with individual work performance.

Research Methodology

We described below the research design and research approach. This section discussed the research participants, sampling design, measurement and instrumentation, the research procedures, research ethics approaches, data analyses, and analytical tools.

Research Design

We used mixed methods (Fakis et al., 2014) or hybrid qualitative and quantitative research methods to form conclusions about well-being and individual work performance for the benefit of the university leaders and employees. We utilized descriptive and explanatory analysis. Specifically, we utilized the explanatory sequential mixed methods by Plano & Clark (2011; as cited in Subedi, 2016) that involved the collection of quantitative data at first and the subsequent gathering of qualitative data to reinforce the explanation and convey the context of the quantitative findings. The quantitative parts addressed the research objectives 1-3 and included ratings to be answered with ordinal data. Similar to the works of Pfaff et al. (2014), Spearman's rho (Anderson et al., 2018), a non-parametric test that was lenient on the test of assumptions, was the test statistics used to evaluate the rankings of the perceptions of the respondents and the interrelationships between WFH, employee's well-being and individual work performance. The qualitative parts designed open questions (Subedi, 2016) to determine the challenges brought by WFH to employees' productivity, and the effects of the COVID-19 pandemic on the employees and their families.

Research Approach

This research used a cross-sectional survey of selected respondents. We also used close and open-ended questions to explain the responses and ratings. The responses to open-ended questions helped generate research themes to explain the phenomena under investigation (Creswell, 2013).

Research Participants/ Respondents

Based on the overall research objective of this study to determine the impacts of university employees' well-being on individual work performance, the unit of analysis was the selected non-teaching personnel of San Beda University-Manila. Responses were gathered from 97 respondents out of the identified employees. Participation in this research was purely voluntary.

Sampling Design

From a population of 435 non-teaching personnel for both San Beda University, Manila, and Rizal, we obtained a sample of 97

respondents. The selection of 97 respondents for the explanatory sequential mixed method Plano & Clark (2011; as cited in Subedi, 2016), considered a large sample size (Anderson et al., 2018), was based on non-probability purposive sampling (Creswell, 2013). The study considered the well-being of non-teaching personnel vis-à-vis their performance, as indicated by perceived rankings, research codes, and themes in San Beda University. Sampling adequacy was tested using the Kaiser Meyer Olkin test. Supervisors and managers with direct reports were excluded from this research. Agency personnel was also excluded as research participants.

Measurement and Instrumentation

The demographic profile of the respondents were gathered, which included gender, age, and occupation. We adapted the measurement scales on the well-being of Supranowicz and Paz (2014) and the measurement scales on individual work performance of Koopmans et al. (2014). The question items were assigned on 5 points-scale. We adjusted the rankings to be complementary and treated as scales (Hair et al., 2019). We set the ordinal rankings with "5 as very high level", "4 as high levels", "3 as low levels", "2 as very low level" and "1 as never."

Research Procedures

We designed a personal interview and survey, and an online survey with closed and open questions (Creswell, 2013). We utilized printed questionnaires and Google forms to gather responses.

Statistical Methods

For research objectives 1, 2, and 3, we used quantitative analysis, and qualitative research themes from narratives by respondents as guided by the methods used by Plano & Clark (2011; as cited in Subedi, 2016), Sabwami et al. (2020), Fakis et al. (2014) and Creswell (2013). For research objectives 4 and 5, we used qualitative thematic analysis, and research themes from narratives by respondents, following the works of Plano & Clark (2011; as cited in Subedi, 2016), and Pfaff et al. (2014). To analyze the descriptive statistics, we used OpenStat by Miller (2014) and interpreted based on Anderson et al. (2018). We used partial least squares-structural equations modeling with Smart PLS 3 (Ringle et al., 2015) to determine the relationship between constructs. We interpreted the statistical results with the guidelines of Hair et al. (2019). We used

JAMOVI to compute for the Kaiser Meyer Olkin sampling adequacy test. Statements from the respondents and thematic analysis were also analyzed to come up with research findings (Creswell, 2013).

Results and Discussion

As an explanatory sequential mixed method research, we gathered an adequate sample size ($n=97$) with an overall Kaiser Meyer Olkin test $KMO=0.82 > 0.65$ to provide indications of association and qualitative explanations in narratives, terminologies, codes, and themes. We also confirmed the reliability of the research instruments. We present below the actual respondents, descriptive statistics, and rank correlation analysis as we addressed the 5 research objectives.

Brief Profile of Respondents

Ninety-nine (99) employees of San Beda University participated in the survey. However, only 97 employees were analyzed as a research sample due to disqualifications in positions and incomplete responses. Of the total sample, 45 percent were males while 36 percent were females. 18 percent preferred to be anonymous. The respondents were regular employees. They have employment experience of 14.92 years, with ± 2.35 confidence level at 95%. The mean age was 41.92 years old, with ± 2.53 confidence level of 95%.

Statistical Analyses

The reliability of research instruments used to evaluate the levels and influences of acceptance of work from home (Cronbach's $\alpha=0.889$), well-being (Cronbach's $\alpha=0.946$), and individual work performance (Cronbach's $\alpha=0.932$) are high with the computed values within 0.70 to 0.95 range. There was no multi-collinearity with variance inflation ($VIF < 5$) for all the constructs. After the reduction of measurement items based on factor loadings, no outlier was detected.

Table 2.*Descriptive Statistics (n=97)*

Constructs	Scale	Mean	Median	Mode	Interpretation	Cronbach's Alpha
Acceptance of Work from Home	Ordinal Data	3.68	4	4	Moderate Level	0.869
Well-being	Ordinal Data	3.68	4	3	Moderate Level	0.946
Individual Work Performance	Ordinal Data	4.05	4	4	High Level	0.925

Based on the results, there was no overall response at a "very high level or excellent level." As shown in Table 2, there is a moderate level of acceptance of WFH based on the ordinal responses. The overall well-being of the selected employees is at a moderate level. On a positive note, the overall individual work performance is at a high level. After factor analysis and suppressing all factor loadings or inter-correlations between measurement items if, below 0.708, the measurement items were efficiently reduced to 16 for well-being, 4 for acceptance of work from home, and 10 for individual work performance.

Relationships Among Variables

The findings gave indications that acceptance of work from home and well-being were antecedents of individual work performance among the non-teaching employees. Of the sample, 36% have both office tasks and teaching roles while 64% are office employees without teaching roles. We also highlighted the statements and specific responses, perceptions, issues, and concerns to which the office employees gave importance. The path coefficient (β), t-value, and p-value indicate the presence and direction of the relationship between cause and effect (Hair et al., 2019) while the effect size depicted the strengths of the relationship (Cohen, 1988, as cited in Hair et al., 2019; Funder & Ozer, 2019), as shown in Table 3.

Table 3.*Relationships Among Variables (n=97)*

Cause	Effect	β	t-value	P-value	f^2	P-value	Indications
Acceptance of Work from Home	Well-being	0.264	2.155	0.016	0.075	0.194	A significant weak positive relationship
Acceptance of Work from Home	Individual Work Performance	0.485	6.284	0.000	0.437	0.017	A significant very strong positive relationship
Well-being	Individual Work Performance	0.402	5.776	0.000	0.301	0.014	A significant strong positive relationship

Effects of Acceptance of WFH on Employee's Well-being

As seen in Table 3, the acceptance of work from home has indications of a weak relationship ($\beta=.264$, $t=2.155$, $p=.016$, $f^2=.075$) with well-being. Employee's well-being is the condition of happiness, comfort, and health, and a high status of the person's physical, mental, social, and holistic self (Supranowicz & Paz, 2014) that needs a period of preparation and conditioning. A decision to accept WFH has a low bearing on well-being. Drasler et al. (2021) included the mental, physical and social aspects- components of well-being (Supranowicz & Paz, 2014) in the criteria for the acceptance of work from home, which explains the influences acceptance of WFH on an employee's well-being. The crisis communication (Charoensukmongkol & Phungsoonthorn, 2020) that could impact acceptance of WFH and lower emotional exhaustion in employees was not identified by the respondents. The disturbance brought by WFH was also emphasized by Schifano et al. (2021) and Irawanto et al. (2021).

Effects of Acceptance of WFH on Individual Work Performance

As seen in Table 3, the acceptance of work from home has indications of a significant very strong positive relationship ($\beta=.485$, $t=6.284$, $p=.000$, $f^2=.437$) with individual work performance, which is worth investigating. We noted the relatively very good, moderate, and poor conditions that affect the office employees of San Beda University. The respondents accepted work from home at moderate levels considering the lack of commuting facilities as a relatively sad condition for them. They also view any work-from-home experience in terms of organization and efficiency as relatively excellent or very good. However, the respondents viewed at a moderate level that more time could be devoted to working more efficiently, and there were lower stress levels during WFH. Concerning social and personal aspects, the poor conditions identified were less time for friends and the occurrence of more physical activities. It was good to note that more time was devoted to the family during WFH. The selected office employees perceived a relatively high level of individual work performance, although not a very high level. The favorable WFH task-related conditions were: planning of work and done on time, achievement of results were kept in mind, and employees separated main issues from side issues at work. Moreover, the employees took extra responsibilities, initiated new tasks after each work accomplishment, took challenging tasks when available, kept knowledge and skills up to date, came up with creative solutions to new problems, and actively participated in work meetings at a high level. The arguments of Cankir and Sahin (2018) were proven that the relevance of work engagement with positive attitudes towards work and zeal in the identity with the organization contributed to individual performance. The research instruments of Drasler et al. (2021) were reliable based on Cronbach's alpha within .70 to .95 in the assessment of the acceptance of work from home by the selected employees and indicates that a higher perception might increase the individual work performance.

Effects of Employee's Well-being on Individual Work Performance

As shown in Table 3, there is a significant strong relationship between employees' well-being on individual work performance ($\beta=0.402$, $t=5.776$, $p=.000$, $f^2=.301$). Some of the poor conditions of the selected employees related to health were an average of 2 illnesses and 2 consultations with physicians experienced. Concerning life events, a majority of the employees experienced financial difficulty, lack of

opportunity for relaxation, and problems at the workplace. In contrast, the good conditions were low levels of chronic disease incidence and self-rated health among the respondents. There was a very low incidence of violence and the employees managed the restrictions on social contact. Sleep disturbance was the most dominant physical concern. Common yet alarming occurrences were headache palpitation and backache. In terms of mental domain, anxiety and dissatisfaction were the common concerns. They reported typical feelings of helplessness, hopelessness, depression, insecurity, and communication issues. The respondents had occasional experiences of guilt and hostility. In the social domain, loneliness was the worst experience. Typical experiences were insecurity, communication issues, lack of protection, and rejection. Appreciation and spiritual domain proved to be inspiring for the employees.

Nangoy et al. (2020) and Nielsen et al. (2017) confirmed that well-being affected employees' performance. However, the individual work performance was relatively high as opposed to the findings of Hashim et al. (2020). There are indications that the findings of Mihalache and Mihalache (2021) which associated employees' well-being with the positive feelings or emotions at work were true. Prasath et al. (2021) are also right in emphasizing the importance of support for university employees in keeping their well-being, coping with stressors, and exhibiting high performance and productivity. It appears that the arguments of Cankir and Sahin (2018) are true regarding the relevance of work engagement and positive attitudes toward work contributing to individual performance. The result is also coherent with the work of Gandy et al. (2014) that well-being is also the stronger predictor of individual work performance. Well-being is mandatory and a prerequisite to continuing employment. The top-of-mind perceptions of the respondents emphasize the challenges brought by WFH.

Challenges Brought by Work from Home (WFH) to Employees' Productivity

Communication, resources, emotions, environment, and financial difficulties were the distractions and research themes, as shown in Table 4.

Table 4.*What are the challenges in the WFH setup?*

Summary of Responses
Maintaining work-life balance (environment)
Difficulty to separate household chores from work (environment)
Not conducive workplace (environment)
Additional housework (environment)
My work requires physical support from other employees (environment)
Environment and access to materials (environment)
Managing distractions while working at home and the internet slow connection (environment)
House chores are distracting (environment)
Occasional noise around the residence (environment)
Physical discomfort at home (environment)
Difficult to relax and switch off once the workday is over (environment)
Lack of computer and internet resources because children also require the tools (resources)
Internet connection (resources)
Requirement for upgraded gadgets (resources)
Power interruption (resources)
Connectivity (resources)
Obsolete computers (resources)
Lack of internet allowance (financial difficulties)
Increased food and electricity expenses (financial difficulties)
Expenses incurred to have strong connections (financial difficulties)
The clarity in communication (communication)
Miscommunication (communication)
Difficulty to separate personal from professional concerns
Loneliness or social isolation (emotions)

Effects of COVID-19 Pandemic on the Employees and their Families

As listed in Table 5, the effects of WFH on the employees' productivity revolved around specific research themes such as communication issues, work-life imbalance, time management, stress, less work, and lack of access to office materials. There were reported advantages as well such as the focus on work, work-life balance fit, positive attitude, less stress, and savings, with similarities to the findings of Ipsen et al. (2021).

Table 5.

What are the effects of WFH on your productivity as an employee?

Summary of Responses
More time to do the task because of lesser commute time (focus on work)
Less movement for commuting, more time for work (focus on work)
I can focus on work (focus on work)
I can focus on the task at hand (focus on work)
Productive at work and even at home but suffers quality time for the kids (work-life imbalance)
I can balance my work and family (work-life balance)
Very stressful because of my house location due to no internet connectivity/ signal (stress)
More tiring (stress)
Less physical stress (less stress)
I have less work to do (less work)
Lack of collaboration and communication (communication issues)
Lack of communication with clients (communication issues)
I am less productive because the materials are in the office (lack of access to office materials)
Lack of access to my computer (lack of access to office materials)
Less financial expenses for travel fares and food expenses (savings)
I have done my work well but I need to adjust the time to access resources (time management).
Having patience in work home set up (positive attitude)

It is also noteworthy to learn the personal experiences of the selected employees and their families, as shown in Tables 6 and 7. In addition to issues in communication, resources, emotions, environment, and financial difficulties, there were identified effects on the employees themselves and their families such as better learning, well-being, and family routines.

Table 6.

What are the effects of WFH on your productivity as an employee?

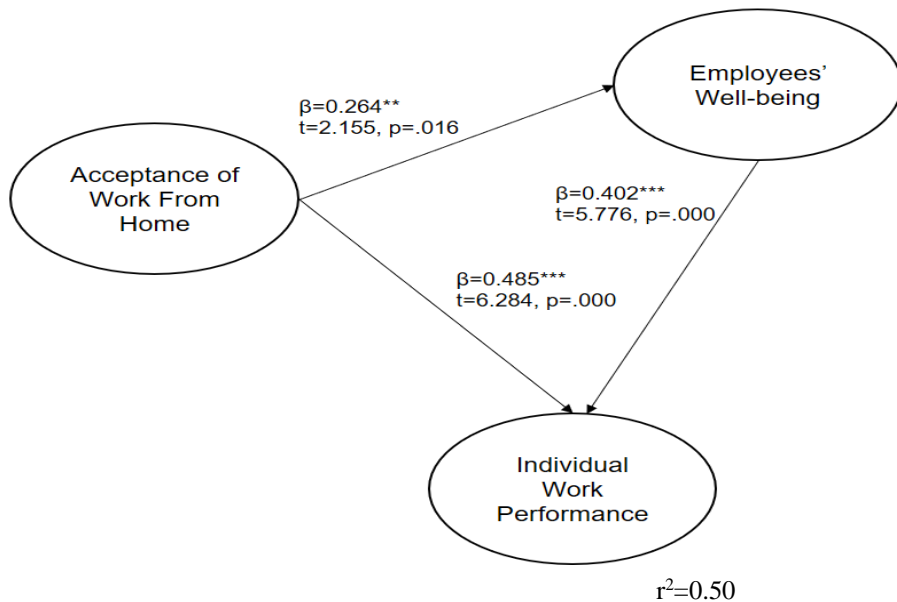
Summary of Responses
Being scared for my family (emotions)
Fear, loneliness, boredom, regrets (emotions)
I worry too much for my family (emotions)
It gave me worries and anxieties most of the time (emotions)
Missing old habits/way of life (emotions, procrastination)
Anxious and lesser family get together (emotions, routines)
Overly cautious and protective with family (emotions)
More appreciation for the conditions of people (emotions)
Anxiety, Anxiety attacks (emotions)
Mental and psychological effects; Covid-19 scare (well-being)
Physical and mental health were affected (well-being)
I became inactive and gained excessive weight (well-being)
Restrictions to many social activities (well-being)
I learned to be more careful (learning)
Realized we can do work from home (learning)
Reflections and realizing many things (learning)
Managed multi-tasking (learning)
Financial difficulty experienced (financial difficulties)
Unstable work schedule and financial problems (routines, financial difficulties)
Stress, short on financial needs, scared of the spread of the virus (well-being, financial difficulties)
Less physical activity (environment)
Fewer travels or mobility (environment)

COVID-19 troubles the emotions, well-being, finances, and work environment of the employees and their families, as listed in Table 7. However, it offered soft and hard learnings.

Table 7.

What are the effects of COVID-19 pandemics on your family?

Table 7. What are the effects of COVID-19 pandemics on your family?
Summary of Responses
Sadness (emotions)
Anxiety (emotions)
Made us scared when the virus comes into our home (emotions)
Fear (emotions)
Toxic family set-up (emotions)
Security and safety (emotions)
Extra caring (emotions)
Lack of social interactions with other people (routines)
Strengthen family bonding (routines)
Lack of socialization with relatives and friends (routines)
It made us closer because we kept on checking updates to everyone in the family (routines)
Work, school, a lot (routines)
Difficulty in accessing medical and other services (routines)
Resiliency and stronger prayer life (routines)
Disruption to normal life (routines)
Changing relationships and roles, and altering usual childcare, school, and recreational activities (routines)
More time and bonding with family (routines)
Much closer family; Closer together (routines)
Financial difficulty
Decrease family business income (financial difficulty)
Anxiety and the same time are the financial (emotions, financial difficulties)
Financial, not seeing everyone, and death of family members (financial difficulties, routines)
Difficulty to find a job (financial difficulty)
Financial difficulty, less mobility and social life (well-being, financial difficulties)
Experienced, physical and mental health affected (well-being)
Strengthens our faith and became closer to God (well-being)
The demise of loved ones with advanced age (life event)

Figure 2.*Final Model*

Notes: significant at *** $p < 0.01$ and $p < 0.05$; significant at ** $p < 0.05$ but $p > 0.01$, $n = 97$

Giovanis and Ozdamar (2021) and Bakker and Demerouti (2018) have common findings. The social routines with relatives and friends became limited during the pandemics. Some families enjoyed more time together, had peace of mind, became more concerned or cautious with each kin, as well as enhanced their family relationships. As shown in Figure 2, 50% of the effects on individual work performance could be explained by the variance in acceptance of work from home and employees' well-being. However, acceptance of work from home explained only 7% of the improvement in employees' well-being. Thus, this may indicate that there are many antecedents of employees' well-being that are valuable for research.

During the COVID-19 pandemics, the employees became optimistic, and at times alarmed with their experiences that involved emotions, social interactions, routines, well-being, annoying environment, and learning opportunities. Emotions, interactive routines, financial difficulties, life events, and well-being constituted the positive and negative experiences of the university employees' families. The stability of

their jobs with San Beda University contributed a great part to preventing troublesome anxieties from job insecurities.

Conclusions and Recommendations

Employees do not just thrive but show the ability to perform very well in the work from the home set-up. Although the overall acceptance of work from home is moderate, the well-being of San Beda University employees is perceived at a moderate level. The employees have very good self-rated individual work performance.

Conclusions

Acceptance of work from home has indications of moderate influences on employees' work performance. Success in keeping very good individual work performance begins with the employee's decision and commitment to act. For some university employees, it is still better to work in the office because of the missed activities like commuting, time with friends, and the occurrence of more physical activities. Depending on the roles, there is more time for work during WFH. The incidence of illnesses, sleep disturbance, anxiety, dissatisfaction, and loneliness were indicators of well-being concerns that affect individual work performance. Several research themes are highlighted in this research. Appreciation by others and the heightened spirituality motivate the employees during the work from the home set-up. COVID-19 pandemic brings various issues in communication, resources, emotions, environment, financial difficulties, work-life imbalance, time management, stress, less work, and lack of access to office materials, to the employees. In contrast, there are opportunities for better learning, better well-being, and more often family routines. Focus on work, work-life balance fit, positive attitude, less stress, and savings are recognized benefits of working from home. Conduciveness of the workplace, feeling of safety and security, and the proactive efforts of employees to take care of themselves are vital to their adaptability, confidence, stability, and successful individual work performance.

Implications for Practice

The university leadership has a snapshot of the areas of concern of the employees under work from a home set-up that needs to be addressed. Although WFH is less preferred, there is a need to manage the work arrangements in the university. Managers can also focus on leveraging the strengths for better learning, better well-being, more often family routines, focus on work, work-life balance fit, positive attitude, stress management,

and financial management by the university employees toward better individual work performance, and organizational performance as well. With the uncovered negative emotions that are felt by the university employees and their families, open communication and counseling are priorities to mitigate anxiety and frustrations. Focus on employees' well-being remains to be the driver of high employee performance and sustainability. Both the university and employees must accept the benefits and disadvantages of WFH, and a blended way of doing jobs in workplaces shows potential implementation in the new normal.

Implications for Future Research

Similar research should be conducted in the future that could be longitudinal and expand the number of employees to cover different positions and universities. The qualitative responses are potential research instruments that can be refined through more rigorous research methods, such as in-depth interviews and focus group discussions. The separate analysis of different domains of well-being, the different categories of individual work performance, and considerations in the acceptance of work from home are research opportunities. We recommend future researchers investigate antecedents of well-being and individual work performance such as communication issues, emotional quotient, work-life imbalance, time management, stress, workload, and lack of access to office materials.

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