

## Well-being of Employees in the New Normal

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### Abstract

This descriptive study was conducted to determine the level of well-being of employees in the new normal according to positive emotion, engagement, relationship, meaning, and achievement of 137 employees for the Calendar Year 2020. Needed data were collected using a self-made survey questionnaire that has hurdled the rigorous validity and reliability tests. The findings revealed a uniformly high level of well-being of employees in the new normal according to positive emotion, engagement, relationship, meaning, and achievement. A significant difference exists in the level of well-being of employees in the area of relationship when grouped by civil status; also significant in the area of meaning when analyzed by sex, and substantial in the area of achievement when analyzed by sex. Subsequent comparative analyses correspondingly showed a consistent outcome on the well-being of employees: Significant in the area of relationship when grouped by civil status, significant in the area of meaning when grouped by sex, and likewise significant in the area of achievement when grouped by sex. The findings call for a concerted effort among concerned division, technical, and administrative support heads to foster gender equality in the workplace through periodic training that raises awareness on the promotion of acceptable behaviors, and by institutionalizing mentoring to build confidence, especially among female employees handling roles traditionally dominated by the opposite sex.

**Keywords:** Psychology, well-being of employees, positive emotion, engagement, relationship, meaning, achievement, Negros Occidental, Philippines.

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## **Introduction**

### **Nature of the Problem**

Davis (2019) believes that well-being is the feeling of health, pleasure, and wealth. It entails having a positive outlook on life, feeling content with it, finding meaning or purpose, and handling stress. In short, it is the state of being when all essential dimensions are in a wellness condition. Health is "a condition of whole physical, mental, and social well-being and not only the absence of disease or infirmity," according to the World Health Organization. As health is the core dimension of well-being or wellness, people are again challenged by the global pandemic crisis called Coronavirus disease 2019 (COVID-19). In the context of the current issues in the Philippines, this pandemic crisis has resulted in a record-high unemployment rate reflecting the effects of the COVID-19 economic shutdown on the Philippine labor market. As the government battled to contain the sickness, it restricted people's movements to their homes and reduced employment across all industries (Praveen, 2020).

As the community quarantine has been gradually lifted in some areas of the Philippines, government agencies continue to provide their service to the community despite the danger of being exposed to the virus. To meet the quickly changing government reaction to the COVID-19 epidemic, government agencies, notably the Department of Labor and Employment, developed some issuances and regulations concurrent with implementing community quarantine (Yap, 2020). Reduced work hours and/or workdays, employee rotation, and other alternative work arrangements have been encouraged to be adopted to cushion or mitigate the impact of the employee's loss of income during operations under strict social distancing measures and/or Flexible Work Arrangements and Work-From-Home arrangements (Calonzo, 2020).

As government agencies adjust to functioning in pandemic conditions, the workforce's health, resilience, and well-being are increasingly critical to sustaining operations. The levels of uncertainty mixed with new working environments mean individuals' mental health and well-being could be impacted. Considering that most of the employees in Pag-IBIG Fund are agency hired contractually, there is an excellent possibility for retrenchment because of this Pandemic.

For these reasons, the researcher's curiosity to know why and what are the reasons why government employees are still eager and more driven to work despite the danger that Covid-19 can cause them and also their families. In this way, the researcher would be able to know and learn about her fellow employees on their takes on the changes in their work environment and how they cope with the changes in their well-being during this pandemic crisis.

### **Theoretical Framework**

The study was anchored on the theory of well-being, Positive emotion, Engagement, Relationships, Meaning, and Achievement (PERMA) by W. Seligman (2011). Well-being is a construct, and happiness is a "thing." A "real thing" that is a directly Treasurable entity. Such an entity can be "operationalized," meaning a highly specific set of measures defines it. The theory has treasurable elements, each a real thing, each contributing to well-being, but not defining only well-being. People with the most positive emotion, the most engagement, the most positive relationship, the most meaning in life, and the most achievement are the happiest and have the most life satisfaction. The goal of the theory is to increase happiness.

Each of these elements is a treasurable thing, but only by measuring these elements do we get an overall picture of how much happiness there is. Well-being is just like "weather" and "freedom in its structure: no single treasure defines it exhaustively, but several things contribute to it, are these elements of well-being, and each element is a measurable thing. Notably, the components of well-being are not just merely self-reports of thoughts and emotions of good emotion, of how engaged a person is, and of how much meaning a person has in life. Instead, they encompass a variety of various kinds of activities.

The theory inspires the researcher to outline several ways to measure well-being. This theory is suitable for this study since it aims to measure the level of well-being in the abovementioned areas perceived by the research to adjust to the new normal. This theory serves as a basis for the researcher to measure the level of well-being of employees working in the government sector.

### **Current State of Knowledge**

This section begins by bringing the spotlight on a content analysis that explored how emotions and well-being were reflected in a social media professional development community for educators. Given the lack of research on the intersection of online professional development, educator well-being, content analysis of social media posts, online emotional contagion, and social network theory, this study filled a unique need. The research questions were: (1) What is the emotional sentiment of posts in a social media professional development community for educators? (2) How is well-being represented in social media professional development community posts for educators? (3) What is the nature of the social network that posts flow through? Public social media posts from a professional development community on Twitter were downloaded over a week, cleaned, and analyzed (Tanaka, 2020).

The first two research questions were answered by analyzing the tweets against publicly available lexicons especially designed to gain information about emotions, sentiment, and well-being in text data. A social network analysis of #edchat was conducted for the third research question. The key findings for question 1 were that positive emotions flowed through the network over negative emotions. The top occurring emotions were "anticipation," "trust," and "surprise." For research question 2, it was discovered that the positive instances of well-being elements flowed through the network over their negative counterparts. The top occurring elements were "engagement" and "meaning." The results of the social network analysis were that #edchat is a medium to large size well connected but not dense network (Tanaka, 2020).

Several users were found to be connectors and bridges of information, emotions, and well-being flow throughout the network. This study demonstrated that emotions and well-being elements might be found in Twitter data through research-based lexicons. Content analysis of large sample sizes of publicly available social media data is relatively cheap, easy, quick, and repeatable for real-time updates. Given that social network analysis can uncover key players in the network responsible for spreading and gatekeeping information, educators, policymakers, and instructional designers may learn how to best use

the power and virality of social media for educational and professional development purposes (Tanaka, 2020).

Similar research has been done on the relationship between leisure involvement and subjective well-being (SWB). However, the significance of SWB's interest in particular leisure pursuits has been overlooked. Thus, we investigated whether engaging in pure leisure activities or having the chance to fulfill a desire to engage in a leisure activity is related to well-being. An online survey regarding interests, the frequency of participation in different leisure activities, and physical, cognitive, and emotional well-being were completed by 402 participants. The study found that leisure involvement, as opposed to leisure interest per se, had greater relationships with all elements of well-being. More precisely, participation in social activities and sports and interest in them were strongly associated with many aspects of well-being. In addition, beyond leisure engagement per se, SWB was incrementally predicted by a good individual fit between leisure interest and involvement across various activities. Low levels of SWB were linked to excessive leisure participation, according to analyses of nonlinear associations, although high interest in leisure activities attenuated this association. Therefore, in addition to actual leisure involvement, the intrinsic desire for leisure activities may have a significant impact on well-being (Schulz et al., 2018).

Furthermore, the research by Hamouche (2020) demonstrates that COVID-19 has a detrimental effect on a person's mental health. The impression of safety, threat, and risk of contagion, obesity versus the unknown, confinement and quarantine, stigma and social exclusion, financial loss, and employment insecurity are some of the stressors. Organizational, institutional, and individual moderating variables have been specifically recognized as three dimensions. Notably, from the standpoint of human resource management, a list of suggestions has been made to lessen the effect of COVID-19 on the employee's mental health, both during and after the outbreak.

The study by Hsu and Barrette (2020) found that marital status is related to psychological well-being, with married people faring better than those who were previously married or had never been married. They look at the connections between married status and good and bad elements of well-being, such as control over one's surroundings, personal development, positive interactions with others, acceptance of oneself, and life's purpose. The results for some measures of positive well-being also reveal an advantage for the continuously married, compared with the formerly and the never-married. However, results for other positive measures indicate that the unmarried, and the remarried, fare better—*not worse*—than the continuously married. Further, some results suggest greater benefits for remarried or never-married women than men.

Moreover, the study by Majeed et al. (2020) revealed that social media plays a significant role in modern life. Still, excessive use during the COVID-19 Pandemic has become a source of concern. In spite of problematic social media use, the current study examined trait mindfulness as a crucial personal asset that may be linked to decreased anxiety of COVID-19. The findings corroborated the moderated mediation model, demonstrating a connection between employees' COVID-19 anxiety and depression and their problematic use of social media during the present epidemic. Additionally, trait mindfulness served as a crucial buffer, lowering the unfavorable indirect link between problematic social media usage and depression via aversion to COVID-19. Additionally, trait mindfulness served as a crucial buffer, lowering the unfavorable indirect link between problematic social media usage and depression via aversion to COVID-19.

They investigated the psychological recovery process of full-time employees during the two weeks at the beginning of the Coronavirus pandemic in their study, "Getting Back to the "New Normal": Autonomy Restoration During a Global Pandemic," by Anicich, Eric M., Foulk, Trevor A., Osborne,

Merrick R., Gale, Jake, and Schaerer, Michael (Sep 2020). (COVID-19). Researchers tested this hypothesis using a unique experience-sampling dataset after COVID-19 was designated as a "global pandemic" by the World Health Organization and a "national emergency" by the United States on Monday. Government (March 16–27, 2020). (March 16–27, 2020). Results suggest that autonomy restoration was activated even as the Pandemic worsened. Employees reported decreasing powerlessness and increasing authenticity during this period, despite their subjective stress levels not improving. Further, the trajectories of recovery for both powerlessness and authenticity were steeper for higher (vs. lower) employees in neuroticism, a personality characteristic central to stress reactions. Importantly, these patterns do not emerge in a second experience-sampling study collected before the COVID-19 crisis (September 9–20, 2019), highlighting how the Pandemic initially threatened employee autonomy but also how employees began to recover their sense of independence almost immediately. The present research provides novel insights into employee well-being during the COVID-19 Pandemic and suggests that psychological recovery can start during a stressful experience.

Equally important is the study about Mental Health and Work Attitudes among People Resuming Work during the COVID-19 Pandemic cited that in terms of the factors associated with employees' mental health, it was found that worrying about unemployment was a major risk factor for anxiety, depression, and insomnia. Indeed, jobs are an important part of life for working adults. They are unemployed means that they will lose their source of income and have no security, which may make them anxious and depressed and cause them to have low sleep quality (Song, 2020).

In addition, other sociodemographic factors are associated with employees' mental health during the COVID-19 Pandemic. For example, higher education-level employees were more anxious, and younger employees were more likely to be depressed. These findings were in line with earlier research that showed higher levels of education and age as risk factors for mental health during the COVID-19 Pandemic. However, it was found that male employees had higher levels of insomnia than their female counterparts, which seems to counter our general perception that females tend to experience more insomnia than males. A possible explanation is that males are generally regarded as the head of the family. They may assume more responsibilities and feel more pressure under the economic downturn caused by COVID-19, thus leading to relatively poorer mental health. Despite these risk factors associated with employees' mental health, we found that some protective factors, i.e., resilience and optimism, can prevent these symptoms of mental disorders. That is, resilient and optimistic people are more likely to withstand the negative effects of exposure to the COVID-19 Pandemic and maintain mentally healthy in the face of adversity (Song, 2020).

In another study about employers' response to the current COVID-19 Pandemic, a critical component will be planning for the economic recovery in the coming months. A comprehensive employee benefits and communications approach is vital to the company and its employees. The post-COVID-19 era will have an economy shaped by new habits and regulations. Employers and employees will discover the benefits of a new way of working and living that will challenge traditional business and lifestyle norms. So, there is a measurable incentive for employers to think more broadly about how to take positive actions around the health and well-being of their workforce. As employers plan for the pandemic recovery in the coming months, a comprehensive approach to benefits and communications is the key to the company and its employees. An effective approach builds employee trust in employer leadership and encourages workers to feel more committed to their organization's goals. Supporting employee well-being will be crucial for recovery and preparing for the new normal (Mango, 2020).

Also, in the study Fanguaf (2014) proves in her research that spiritual well-being is an important factor that creates resilience to transform one's negative outlook towards a positive outcome in a given

situation. It affects one's horizontal perspective, where one possesses a healthy sense of decision-making and a sense of choices. He can also transcend difficulties toward a more meaningful and fulfilling life.

Age, gender, years of service, and employment status of the respondents; the degree to which three antecedents—employee well-being, work-life satisfaction, and organizational commitment—contribute to workplace happiness; and the degree to which they each contribute. The purpose of the research is to assess employee satisfaction with their work environment at the National Housing Authority's Human Resource Department (HRD) (NHA). According to the study's findings, a sizable portion of respondents was from the Millennial generation. There are more female employees compared to male employees. Employees' workplace happiness affects their well-being, work-life satisfaction, and organizational commitment to a great extent. There are no significant differences in how the employees' work-life satisfaction, well-being, and organizational commitment affect workplace happiness when grouped according to age, gender, years of service, and employment status. However, there is a significant difference in the employees' organizational commitment when they are grouped according to their gender (Gotengco, 2018).

This is especially true of the study's description of the trends and correlates of social well-being in the Philippines. The majority of Filipinos are happy and satisfied with their current lives, but those living outside of Metro Manila have higher levels of happiness and life satisfaction, according to the study, which was based on a nationwide survey of 1200 households. Similarly, slightly more than half are dissatisfied with their employment, job security, and finances but have significantly higher levels of satisfaction with their family/married life, relationships with friends/neighbors, and a variety of other factors. The three main pillars of social well-being for Filipinos are work and finances, family and relationships, and free time and activities. The farther they are from Manila, they believe other groups are treated more equally in terms of how people from different social categories are handled. When asked about their social capital and trust networks, respondents said they trusted their family and friends the most while having less faith in their neighbors, coworkers, the local government, and the police. It's interesting to note that during and after disasters, people have more faith in secondary institutions like hospitals and municipal governments. In ordinary life, it may appear vital to bind social capital (with main groups), but after a tragedy, it becomes crucial to bridge and link social capital with institutions (Porio, 2017).

Last but not least, psychological well-being has been extensively researched in several fields and circumstances. Literature demonstrated its close connection to spirituality. However, how these two ideas operate continues to elude academics, psychologists, and mental health specialists. Studies point to variables that may help to understand the connection between spirituality and psychological well-being in order to delve deeper into their nature. This study, therefore, put out the hypothesis that spirituality could affect psychological well-being via pessimism. The researcher looked at undergrads (n=222) using descriptive and explanatory correlational approaches with Hayes Process Macro 3.0. The study produced four significant findings. The link between spirituality and psychological health is marginally impacted by pessimism, somewhat mediating it. The findings of this study confirm earlier hypotheses on the link between spirituality and psychological health. As well as having implications for well-being and mental health, the study's findings may be used in a variety of scenarios. Future research directions are also highlighted (Basileo, 2019).

## **Objectives**

This study aimed to measure the level of well-being of employees in the last quarter of the year 2020 according to positive emotion, engagement, relationship, significance, and achievement. In addition,

this study sought to determine whether a significant difference exists in the level of well-being of employees in the new normal when grouped by age, sex, civil status, and average family monthly income.

### **Hypothesis**

When employees are compared and categorized in accordance with the aforementioned factors, there are no appreciable differences in the degree of well-being among them in the new normal.

### **Methodology**

#### **Research Design**

This study utilized the descriptive research design, which is believed to be appropriate in measuring whether a significant difference exists in the level of well-being of employees in the new normal when grouped and compared according to the variables, age, sex, civil status, and family income.

#### **Respondents**

A sample of 137 employees was the study's respondents out of the total population of 210 employees, and Cochran Formula was used to get the sample size. These respondents were identified using the stratified sampling and random sampling technique using the Fishbowl method.

#### **Instruments**

A survey questionnaire, a researcher-made instrument, was used to gather the data to determine the level of well-being of employees in the new normal, where it was subjected to validity (4.41=excellent) and reliability (0.936=excellent). The questionnaire was divided into two parts, wherein part I deals with the profile of respondents in terms of age, sex, civil status, and average family monthly income. Part II of the questionnaire is a 30-item statement for the models, 6 for positive emotions, 6 for engagement, 6 for a relationship, 6 for meaning, and 6 for achievement, which measures the level of well-being of employees using a 5-point Likert scale rating with 5 as always, 4 as often, 3 as sometimes, 2 as rarely and 1 as infrequently.

#### **Procedure**

The researcher sought the help of three (3) validators, considered experts in the field, to validate the questionnaire. After determining the questionnaire's validity, the researcher sought the HR Manager's permission to conduct the study. After approval, the researcher then proceeded with the reliability of the research questionnaire by administering it to thirty (30) employees who were not actual respondents to the study. In the study, the researcher explained the purpose of the study, administered the questionnaire to the respondents, and guided them carefully in answering. The responders received assurances that the information collected would be kept private.

#### **Analysis**

The degree of employee well-being in the categories of positive emotion, engagement, relationship, meaning, and achievement was assessed using a descriptive-analytical framework using the mean as the instrument. However, using the Mann-Whitney U test as the instrument, a comparative analytical framework was utilized to evaluate if there was a significant difference in the degree of the well-being of employees in the new normal when grouped and compared according to age, sex, civil status, and family income. Finally, the following rating scale and description were utilized in interpreting

the results: 4.50-5.00=Very High Level; 3.50-4.49=High Level; 2.50-3.49=Moderate level; 1.50-2.49=Fair; 1.00-1.49=Very Low Level.

### **Ethical Considerations**

The researchers ensured that respondents were given the free will to be involved in the study, their identities were not disclosed, and they were assured of the confidentiality of the data gathered. After completion, all data stored in electronic gadgets were discarded to protect against unauthorized access or use of information.

### **Results and Discussion**

This section presents the results of the objectives of the study.

#### **Level of Well-being of Employees in the New Normal based on Positive Emotion, Engagement, Relationship, Meaning, and Achievement.**

**Table 1**

*Level of Well-being of Employees in the New Normal based on Positive Emotion*

<b>Items</b>	<b>Mean</b>	<b>SD</b>	<b>Interpretation</b>
1. cultivate gratitude and forgiveness.	4.62	0.583	Very High Level
2. savor physical pleasure and mindfulness.	4.26	0.788	High Level
3. build hope and optimism about the future.	3.40	0.492	Moderate Level
4. maintain good health and be free from illness and injury.	4.60	0.549	Very High Level
5. am marked by the appetites and passions of the body.	4.16	0.699	High Level
6. am marked by firm determination or resolution.	4.36	0.627	High Level
<b>Mean</b>	<b>4.23</b>	<b>0.369</b>	<b>High Level</b>

Table 1 shows the level of well-being of the employees, in the area of positive emotion, in general, is high level ( $M=4.23$ ,  $SD=.369$ ). The area of Positive Emotion showed that item 1, "cultivate gratitude and forgiveness," obtained the highest mean of 4.62, interpreted as a very high level, while item 3, "build hope and optimism about the future," got the lowest mean of 3.40 interpreted as moderate level.

This implies that the onset of the pandemic triggered the mental capacity to decide which path to prioritize was hindered when a perspective of the future was established already. Unpreparedness from the challenges of the pandemic contributed to the question of the hope to rebuild or start over gradually until all systems are proven effective to counter the challenge of the unpredictable future.

Contrary to the study (Song, 2020), which stated that despite these risk factors associated with employee's mental health, we found that some protective factors, i.e., resilience and optimism, can prevent these symptoms of mental disorders. That is, resilient and optimistic people are more likely to withstand the negative effects of exposure to the COVID-19 pandemic and maintain mentally healthy in the face of adversity.



**Table 2**  
*Level of Well-being of Employees in the New Normal based on Engagement*

Items	Mean	SD	Interpretation
1. a positive feeling of wanting to push ahead with something or accomplish a task.	4.51	0.608	Very High Level
2. belief in myself and my abilities.	4.44	0.674	High Level
3. persistence and refusal to stop in achieving a goal.	3.48	0.544	Moderate Level
4. a sense of concern with and curiosity about something.	4.25	0.651	High Level
5. bounded or obligated under a pledge of action.	4.10	0.740	High Level
6. favor or promote modern or innovative ideas.	4.16	0.730	High Level
<b>Mean</b>	<b>4.16</b>	<b>0.397</b>	<b>High Level</b>

Table 2 shows the level of well-being of the employees in the area of general engagement is high ( $M=4.16$ ,  $SD=.397$ ). The area of engagement revealed the highest mean of 4.51, interpreted as a very high level on item 1, "positive feeling of wanting to push ahead with something or accomplish a task," while item 3, "persistence and refused to stop in achieving a goal," got the lowest mean of 3.48, interpreted as moderate level.

This infers that the employees still don't want to give up on accomplishing their tasks or continue a certain course despite the difficulty. When roadblocks or obstacles bring them to reality, they still refuse to stop achieving their goal. Employees' persistence is an act of conviction that draws them to even more level up their engagement.

This study contradicts Abraham (2018), feelings of indifference were also prevalent in the responses. Indifference is a state in which a person, wherein the individual stops giving cease care and/or stops taking action on something happening around them. Indifferent people can be seen as cold, aloof, disinterested, unmotivated, and lacking in passion. This may be the result of the emotional fatigue from the overwhelming anxiety emancipated from the pandemic crisis. This leads to one's emotions being worn out, thus leading to indifference. Moreover, the negative thinking and distractions associated with anxiety from the current situation can ultimately lead to a neutral outlook on a specific crisis.

**Table 3**  
*Level of Well-being of Employees in the New Normal based on Relationship*

Items	Mean	SD	Interpretation
1. willing to give and share unstintingly.	4.48	0.595	High Level
2. free from traditional social restraints.	4.18	0.699	High Level
3. lack of arrogance and false pride.	4.20	0.803	High Level
4. characterized by communicating beliefs or opinions.	4.20	0.716	High Level
5. exhibiting empathy for others.	4.72	0.449	Very High Level
6. belief in the honesty and reliability of others.	4.50	0.632	Very High Level
<b>Mean</b>	<b>4.38</b>	<b>0.436</b>	<b>High Level</b>

Table 3 shows the level of well-being of the employees in the area of relationships, in general, is high level ( $M=4.38$ ,  $SD=.436$ ). The area of relationship showed that item 5, "exhibiting empathy for

others," obtained the highest mean of 4.72, interpreted as a very high level. In contrast, item 2, "free from traditional social restraints," got the lowest mean of 4.18, interpreted as a high level.

This implies that employees can empathize and recognize their emotions through challenging situations, which is of utmost consideration in a relationship and is not hampered by social standards regardless of societal status. However, the traditional social restraints are still dependent upon the controlling influence such as mores and beliefs.

In these uncertain and highly stressful times, there is heightened reliance on managers and supervisors to maintain their workforce's well-being, health, and safety. During the COVID-19 crisis, leaders were performing their typical roles under the additional stress of workforce instability. They escalated safety and health risks while managing their mounting work-life challenges and staying informed about rapidly changing policies. And with an increased prevalence of mental health issues experienced by workers on the front lines of the coronavirus pandemic, supervisors and managers have been called upon to recognize when their employees may need additional psychological help (Hammer and Alley, 2020).

**Table 4**

*Level of Well-being of Employees in the New Normal based on Meaning*

<b>Items</b>	<b>Mean</b>	<b>SD</b>	<b>Interpretation</b>
1. having knowledge and spiritual insight.	4.65	0.537	Very High Level
2. there is an absence of mental stress and anxiety.	3.42	0.524	Moderate Level
3. there is an arousal of the mind to unusual activity or creativity.	4.12	0.758	High Level
4. there is a quality of unselfish concern for the welfare of others.	4.26	0.718	High Level
5. there is a feeling of self-respect and personal self-worth.	4.49	0.654	High Level
6. there is a feeling of thankfulness and appreciation.	4.61	0.573	Very High Level
<b>Mean</b>	<b>4.26</b>	<b>0.359</b>	<b>High Level</b>

Table 4 reveals that the level of well-being of the employees in the area of meaning, in general, is high ( $M=4.26$ ,  $SD=.359$ ). Meaning showed the highest mean of 4.65, interpreted as a very high level on item 1, "having knowledge and spiritual insight." In contrast, item 3, "there is an arousal of the mind to unusual activity or creativity," got the lowest mean of 4.12, interpreted as a high level.

This suggests that the meaning of life was influenced mainly, and manifestation is evident through spiritual maturity, taking time to discern whether the decision to make is consistent with their values. Although naturally, they tend to unavoidably experience stress and anxiety when exposed to certain unpleasant situations. The meaning of life, then, is how they could surpass the anxiety brought about by the pandemic strengthened by hope through a high level of spirituality.

The study confirms with Fanguaf (2014) that spiritual well-being is an important factor that creates resilience to transform one's negative outlook towards positive outcomes in a given situation. It affects one's horizontal outlook, where one possesses a healthy sense of decision-making and a sense of choices. He can also transcend difficulties toward a more meaningful and fulfilling life.

**Table 5***Level of Well-being of Employees in the New Normal based on Achievement*

Items	Mean	SD	Interpretation
1. disposition of kindness and compassion.	4.61	0.597	Very High Level
2. an untroubled state that is free from disturbance.	4.39	0.730	High Level
3. in a state that is calm and tranquil.	3.45	0.500	Moderate Level
4. great abilities and diverse skill sets.	4.34	0.740	High Level
5. the quality of being steadfast in allegiance or duty.	4.42	0.672	High Level
6. having succeeded or being marked by a favorable outcome.	4.34	0.710	High Level
<b>Mean</b>	<b>4.26</b>	<b>0.435</b>	<b>High Level</b>

Table 5 shows the level of well-being of the employees in the area of achievement, in general, is high level ( $M=4.26$ ,  $SD=.435$ ). The area of achievement showed that item 1, "disposition of kindness and compassion," got the highest mean of 4.61, interpreted as a very high level. However, item 3, "in a state that is calm and tranquil," obtained the lowest mean of 3.35, interpreted as a moderate level.

This denotes that the sense of achievement for the employees is when they show deep awareness of the suffering of another and find a way to relieve it. On the other hand, finding ways to provide urgent needs, whether personal or for others, moderately affected their state of tranquility. If a pressing situation requires immediate attention, remaining calm under pressure is observable from the employees; thus, they are affected by the news reports on social media, whether fake or not.

Results were supported by the study conducted by Majeed et al. (2020), which revealed that social media plays a significant role in modern life, but excessive use during the COVID-19 pandemic has become a source of concern. In spite of problematic social media use, the current study examined trait mindfulness as a crucial personal asset that may be linked to decreased anxiety of COVID-19. The findings corroborated the moderated mediation model, demonstrating a connection between employees' COVID-19 anxiety and depression and their problematic use of social media during the present epidemic. Additionally, it was discovered that trait mindfulness served as a significant buffer, lowering the unfavorable indirect relationship between problematic social media use and depression via aversion to COVID-19.

### **A Comparative Analysis of the Level of Well-being of Employees in the New Normal based on the Listed Areas and Groupings by Selected Variables**

**Table 6***Difference in the Level of Well-being of Employees in the New Normal based on Relationships and Selected Variables*

Variable	Category	N	Mean Rank	Mann Whitney U-test	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	85	63.86	1773.00	0.051		Not Significant
	Older	52	77.40				
<b>Sex</b>	Male	40	68.85	1934.00	0.977	0.05	Not Significant
	Female	97	69.06				
<b>Civil Status</b>	Single	92	63.13	1350.00	0.013		Significant

	Married	45	81.00			
<b>Average Family Monthly Income</b>	Lower	83	64.11	1835.00	0.072	Not Significant
	Higher	54	76.52			

Table 6 presents the difference in the level of well-being of employees in the new normal in the area of Relationships when they are grouped and compared according to variables. Variables of age, sex, and average family monthly income appeared insignificant as the computed p-value of 0.051, 0.977, and 0.072, respectively, are greater than the significance level of 0.05. Therefore, the null hypothesis stating that there is no significant difference in the Level of Well-being of Employees in the new normal in the Area of Relationships when they are grouped and compared according to age, sex, and average family monthly income is not rejected. However, when employees are grouped and compared according to civil status, the computed p-value of 0.013 is less than the level of significance of 0.05. Hence, there is a significant difference in the Level of Well-being of Employees in the new normal in the Area of Relationships when they are grouped and compared according to civil status.

This implies that for single and married, the relationship is vital to the well-being of the employees. The employees have a strong, healthy relationship with their co-employees and employers and believe that through it, the entire company will benefit and survive the pandemic's challenges. Employees have mutually respectful relationships with their co-employees, and employers are likelier to be happy, loyal, and productive in the long run. The relationship between co-employees and employers is evident.

As supported by the study of Hsu and Barrette (2020), Marital status is associated with psychological well-being, with the married faring better than the formerly and never-married. They examine the association between marital status and negative well-being, measured as depressive symptoms, and positive well-being, measured as autonomy, environmental mastery, personal growth, positive relations with others, self-acceptance, and purpose in life. The results for some measures of positive well-being also reveal an advantage for the continuously married, compared with the formerly and the never-married. However, results for other positive actions indicate that the unmarried, and the remarried, fare better—not worse—than the continuously married. Further, some results suggest greater benefits for remarried or never-married women than men.

**Table 7**  
*Difference in the Level of Well-being of Employees in the New Normal based on Meaning and Selected Variables*

Variable	Category	N	Mean Rank	Mann Whitney U-test	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	85	67.62	2093.00	0.600		Not Significant
	Older	52	71.25				
<b>Sex</b>	Male	40	54.29	1351.50	0.005		Significant
	Female	97	75.07				
<b>Civil Status</b>	Single	92	67.48	1930.00	0.516	0.05	Not Significant
	Married	45	72.11				
<b>Average Family Monthly Income</b>	Lower	83	68.34	2186.50	0.808		Not Significant
	Higher	54	70.01				

The difference in the level of well-being of employees in the new normal in the area of Relationships according to variables in Table 7 revealed no significant differences when they were grouped and compared according to variables age, civil status, and average family income with the

computed p-value of 0.600, 0.516, and 0.808 respectively. However, when the employees were grouped and compared according to sex, the calculated p-value of 0.005 was less than the level of significance. Therefore, there is a significant difference in the Level of Well-being of Employees in the new normal in the Area of meaning when employees were grouped and compared according to sex.

This implies that for life's meaning, female employees have integrated attitudes, values, standards, and the opinions of others into their own identity or sense of self which is manifested in the level of their well-being. The meaning of life is the realization of their existence and is strengthened by their spiritual maturity, and their survival depends mainly on destiny. These were evident from the testimonies of the female employee's casual conversations during rest periods when they shared their thoughts about the purpose of their existence.

Spiritual wellness is connecting to something greater than yourself and having a set of values, principles, morals, and beliefs that provide a sense of purpose and meaning to life, then using those principles to guide your actions. Spiritual wellness has the power and capability to make our decisions and choices easier, ground us during periods of change, and give us the resiliency to survive with grace and inner peace in the face of adversity. Having a spiritual element in our lives may even help us heal when suffering from a physical or mental condition. Many behaviors associated with overall wellness are key components of spiritual health. Examples include volunteering, being positive and optimistic, contributing to society, connecting with others, feeling a sense of belonging, and practicing self-care (Smith, 2016).

**Table 8**

*Difference in the Level of Well-being of Employees in the New Normal based on Achievement and Selected Variables*

Variable	Category	N	Mean Rank	Mann Whitney U-test	p-value	Sig. level	Interpretation
<b>Age</b>	Younger	85	67.54	2085.50	0.576		Not Significant
	Older	52	71.39				
<b>Sex</b>	Male	40	56.85	1454.00	0.020		Significant
	Female	97	74.01				
<b>Civil Status</b>	Single	92	67.79	1958.50	0.605	0.05	Not Significant
	Married	45	71.48				
<b>Average Family Monthly Income</b>	Lower	83	67.97	2155.50	0.703		Not Significant
	Higher	54	70.58				

Statistics in Table 8 show the difference in the level of well-being of employees in the new normal in the area of achievement when they are grouped and compared according to variables. Variables of age, civil status, and average family monthly income appeared to be insignificant as the computed p-value of 0.576, 0.605, and 0.703, respectively, are more significant than the significance level of 0.05. Therefore, the null hypothesis states that there is no significant difference in the Level of Well-being of Employees in the new normal in the Area of Achievement when grouped and compared according to variables age, civil status, and average family monthly income is not rejected. However, when employees are grouped and compared according to sex, the computed p-value of 0.020 is less than the level of significance of 0.05. Thus, there is a significant difference in the Level of Well-being of Employees in the new normal in the Area of Achievement when they are grouped and compared according to sex.

This implies that achievement in any form, for male and female employees, is challenging due to the pandemic but fulfilling and contributes to the level of their well-being. Achieving something despite the pandemic will give them a sense of fulfillment worthy of being treasured, whether personal or in the company they are currently employed. The process of achieving something might be complicated, but

they are ready to inhale courage and exhale fear, maximizing the utilization of their skill sets and undivided attention.

In support, Gotengco (2018) study revealed that there are no significant differences in how the employees' work-life satisfaction, well-being, and organizational commitment affect workplace happiness when grouped according to their age, gender, years of service, and employment status. However, there is a significant difference in the employees' organizational commitment when they are grouped according to their gender.

### **Conclusion**

The onset of the pandemic triggered/challenged the employees' mental capacity but did not hinder them from moving on and deciding which path to prioritize. Millennials are a largely optimistic group, believing life and work should be worthwhile and have meaning. Millennials are interested in knowing where they fit in their organizations, teams, and positions. They want employment that gives them a sense of direction and importance. They are the generation that is most prone to change employment and search for new chances. Better interpersonal relationships are also closely related to positive feelings. Positive emotional experiences can be found in plenty when workplace connections are good. Employees that are actively involved in their work are not just content with it; they are inspired by it. Since they are more inclined to put in extra time and effort, it is crucial for a company to evaluate and improve employee engagement. The more workers are willing to put in long hours to ensure the success of their company, the higher the level of engagement. Employees' working relationships were long determined to be crucial to their overall well-being and performance ratings at work. As they are linked to employee benefits and attaining organizational objectives, healthy workplace relationships are of great interest. Work that is meaningful has long been acknowledged as a major factor in employee engagement. By fostering a culture of ethics, morals, and corporate social responsibility that fuses an employee's values and work life, organizations can support this. When trust is present in the workplace, employees can develop a need for achievement. Employees are more likely to meet or exceed performance standards when managers create a sense of responsibility. The variables of this study do not affect the employees' well-being because they have already established a mindset that they have to survive this pandemic for their families. A cheerful and comfortable work atmosphere where co-workers are helpful, motivational, and supportive of one another will be shaped by camaraderie and having a harmonious connection with colleagues, regardless of differences in civil status. Equality in the workplace plays a vital role in ensuring that employees are treated fairly and justly, without judgment. Employees shouldn't face discrimination because they are male or female. Gender equality is typically defined as women and men enjoying equal opportunities, rights, and responsibilities in all life areas. When employees take the time to avoid gender discrimination, they can increase productivity, alleviate conflict and reduce the chances of legal issues. Gender equality is key to capturing the skills, ideas, and perspectives each gender has to offer. Furthermore, as employees face their life's challenges in the area where they are currently employed, they can develop a fighting spirit to survive whatever challenges they may encounter in fulfilling their duty as an employee. The findings call for a concerted effort among concerned division, technical, and administrative support heads to foster gender equality in the workplace through periodic training that raises awareness on the promotion of acceptable behaviors and by institutionalizing mentoring to build confidence, especially among female employees handling roles traditionally dominated by the opposite sex.

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