



# Strategies for Maintaining Employee Well-Being During the COVID-19 Pandemic

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## Abstract

**Purpose:** This study aims to analyze company strategies in maintaining employee well-being during the Covid-19 pandemic and to examine how these strategies evolved before and after the pandemic.

**Research Methodology:** The study used a randomly distributed questionnaire to employees from various businesses. A total of 157 respondents participated, with 134 valid responses analyzed. The data included demographics (type of business entity, industry, and company size), the impact of COVID-19, and strategies to maintain employee well-being. These covered: (a) implementation of well-being programs before and after the pandemic; and (b) implementation based on dimensions such as physical health, psychological health, relationships, and work–home balance.

**Results:** Companies increased their focus on employee well-being during the Covid-19 pandemic, particularly through physical health initiatives. However, there is still an imbalance, with psychological health receiving less attention.

**Conclusions:** Companies increased their focus on employee well-being during the Covid-19 pandemic, particularly through physical health initiatives. However, there is still an imbalance, with psychological health receiving less attention.

**Limitations:** This study is limited by 134 responses and the use of self-reported questionnaire data, which may introduce bias. It focuses only on selected dimensions and may not fully capture all aspects influencing employee welfare.

**Contributions:** This study provides insights into how companies adapt well-being strategies during crises and highlights the importance of balancing well-being dimensions, especially psychological health support.

**Keywords:** *Strategy, wellbeing, employes, pandemic*

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## 1. Introduction

The outbreak of the Covid-19 pandemic in early 2020, which started in the city of Wuhan and then the virus spread throughout the world, has triggered various panic reactions for many (Shangguan et al., 2020). This is due to the large number of victims who fell in a relatively short time and also accompanied by the emergence of various uncertainties that had never been predicted beforehand. Various health protocols were then implemented to prevent the spread of the virus, from washing hands, not gathering or holding meetings, maintaining distance, limiting leaving the house to taking isolation measures, starting from independent isolation for individuals, communities, to large-scale restrictions (PSBB) for the entire

city (Ayouni et al., 2021).

Even though various actions have been taken, the Covid-19 pandemic still brings disruption to many sectors, especially the economic sector (Xiang et al., 2021). Various types of industries from small to large scale that support the economy are experiencing turmoil and difficult situations. In a presentation by the Ministry of Manpower through the Bisnis.com website (Tuesday, November 24, 2020), it was stated that as many as 88% of companies were affected by the pandemic, so companies in general were at a loss. These losses are generally caused by decreased sales so that production must be reduced which ultimately has implications for a decrease in the level of profit. It was noted that there were 20.3% companies that experienced a decline in terms of production, 22.8% experienced a decline in profits, and 22.8% experienced a decrease in demand where 90% of these decreases occurred in micro, small and medium enterprises (MSMEs) (Suci et al., 2025). When viewed from the type of business, there are 3 business sectors that are the most affected, including the provision of food and drink accommodation, real estate and (Adiza et al., 2020; Fairlie, 2020). These three sectors were severely affected by the Large-Scale Social Restrictions (PSBB) so that economic activity decreased drastically and even stopped (Bahtiar & Saragih, 2020).

To anticipate the emergence of a worse impact and ensure business continuity during the pandemic, many companies have finally made various changes, including changes in policies, business processes, operational activities and others (Donthu & Gustafsson, 2020; Khan, 2020). Some examples include the application of working from home (WFH), savings in operational costs, reduction in facilities and even the application of labor cuts. These various changes, of course, directly or indirectly also affect the conditions of employees who work for the company (Kniffin et al., 2021). As in general, change is often accompanied by feelings of discomfort, confusion, anxiety, and other adaptation processes that require a lot of time. For example, in implementing WFH, it may cause confusion at the beginning to coordinate the work. Initially, it can be done face-to-face to become virtual, and if it is too long it may also have a negative effect due to limited direct interaction with other employees (Wang et al., 2021).

The uncomfortable, anxious and uncertain conditions felt by the employee, if allowed to drag on, are likely to affect the mental health and well-being of the employee. According to a survey conducted on 1,824 employees, 28% of respondents said they needed company assistance in maintaining their mental health (Pfefferbaum & North, 2020). This is an important concern for the company, if employees feel unhappy but are still required to work on company projects and achieve specified targets, this will certainly make mental health and well-being even worse, which in turn can have a negative impact on the company. Employee productivity should increase when working with a calm feeling, not full of anxiety about uncertainty (Inceoglu et al., 2018).

Companies that have employees who are prosperous and mentally healthy can provide many positive impacts. Research conducted by Harvard Business Review Analytic Services Adams (2019) and Chinedu et al. (2020) states that employees who have good welfare conditions (employee well-being); namely physical, mental and emotional health, will show better performance in the workplace than those that do not. In his research, it is stated that healthy and happy employees will have a better quality of life, lower risk of disease, and can show better work productivity and have a high tendency to make a high contribution to the community compared to employees with low welfare levels. Seeing the results of this study, as an important asset in carrying out the sustainability of the organization, the company should ensure that every employee can face various uncertainties and changes that the company has implemented in the face of the Covid-19 pandemic (Akter, 2021; Carnevale & Hatak, 2020). Thus, it is hoped that employees can face the various pressures that exist in their work environment and continue to work productively and develop their potential which will lead to the company's success in maintaining its business continuity in the Covid-19 pandemic situation (Dirani et al., 2020; Gerald et al., 2020).

Seeing the huge positive impact of employee well-being, the authors take this aspect to be discussed further and see the actions taken by companies during the Covid-19 epidemic in maintaining the welfare of their employees (employee well-being). Employee well-being is the employee's personal condition regarding how positive and balanced his condition is in the work environment which is influenced and intervened by factors from the work environment (Nielsen, 2018). Employee well-being in the workplace is fulfilled by conditioning various factors in the work environment. Factors that play a role in employee well-being are advancement, facilities, home work interfaces, jobs, physical health, psychological health and relationships (Kundi et al., 2021).

Problem statement for this research; 1) It is necessary to implement a strategy to maintain well-being in companies that have been affected positively or negatively by the Covid-19 pandemic; 2) Information is needed on the dynamics of implementing a well-being strategy to optimize the implementation of a well-being strategy.

## 2. Literature Review & Hypothesis Development

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In general, wellbeing can be defined as a combination of emotional, psychological, and social wellbeing to be considered mentally healthy (Pressman & Kraft, n.d.). When viewed in the context of employees, the following are some definitions of employee wellbeing. Wadel and Burton (as cited in Rizky and Sadida 2019) state that employee wellbeing is a subjective condition with multiple dimensions such as physical, material, social, emotional, development, and activity. Furthermore, Juniper (as cited in Rizky and Sadida 2019) defines employee wellbeing as part of the welfare obtained from work which is influenced by the work environment. In addition, Pradhan and Hati (2019) explain that employee well-being has the connotation of physical, psychological, and emotional health, as well as employee comfort and happiness. From these definitions, it can be concluded that employee wellbeing is a subjective condition of employees which includes physical and psychological factors influenced by the work environment.

### 2.1 Dimensions of Employee Wellbeing

Amanda and Sadida (2018) states that there are seven domains or regions in employee well-being (EWB), including: a) Advancement (ADV), which describes an employee's perception of training and promotion needs that contribute to employee welfare; b) Facilities (FAC), which describes an employee's perception of workplace needs such as accommodation and work facilities that contribute to employee welfare; c) The Home Work Interface (HWI), which explains the employee's perception of how work impacts their responsibilities outside of work and contributes to their personal life; d) Job (JOB), which describes an employee's perception of intrinsic aspects of work that contribute to employee welfare; e) Physical Health (PHY), which describes how work contributes to the employee's physical health; f) Psychological Health (PSY), which describes how work contributes to the employee's psychological condition; and g) Relationship (REL), which describes how relationships with leaders and colleagues contribute to employee welfare.

According to the authors, of the seven dimensions, there are four main dimensions that become the focus during the pandemic, namely Physical Health, Psychological Health, Relationship, and Home Work Interface. These dimensions are considered the most influential on employee well-being in a pandemic situation, as they directly affect both personal and work-related conditions of employees.

### 2.2 Impact of Employee Wellbeing Level on the Company

Many studies have shown that employee wellbeing has a significant role in organizational performance and survival. In fact, Pradhan and Hati (2019) state that employee wellbeing accelerates productivity at both the individual and organizational levels, where without employee wellbeing, organizations may face

cumulative financial and non-financial losses.

Furthermore, Pradhan and Hati (2019) describe several advantages of employee wellbeing for both individuals and organizations as follows: 1) Work performance/productivity: healthy, warm, and satisfied employees tend to go the extra mile at work; 2) Attendance to work: employees who are physically fit and happy tend to ensure high attendance levels; 3) Employee turnover: employee welfare increases individual productivity, and when organizations provide fair compensation and recognition, employees feel satisfied and turnover tends to decrease; 4) Acceleration of personal resources: employees with psychological wellbeing experience higher levels of positivity, which leads to more creative, sociable, open, and positive attitudes. This positivity also encourages the development of personal resources such as physical, emotional, intellectual, and social resources, ultimately improving performance and job engagement.

Based on the above explanation, the authors aim to further examine employee well-being strategies, particularly whether companies experiencing positive or negative impacts from the Covid-19 pandemic continue to implement such strategies or adopt different approaches. In addition, this study explores the dynamics of strategy implementation carried out by companies. To understand the actual impact of the Covid-19 pandemic on companies and how employee well-being programs are implemented, questionnaires were distributed randomly to employees from various business sectors. In total, 157 respondents participated in this study.

### **2.3 Hypothesis Development**

Based on the literature reviewed above, the following hypotheses are proposed:

- $H_1$ : The implementation of employee well-being strategies during the Covid-19 pandemic significantly improves employee productivity.
- $H_2$ : Companies with well-being programs focused on physical health experience a more positive impact during the Covid-19 pandemic compared to those with a focus on psychological health.
- $H_3$ : The size of the company influences the implementation of employee well-being programs during the Covid-19 pandemic.

## **3. Methodology**

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### **3.1 Research Design**

In this research, a descriptive analytical method is used to examine and describe the data systematically in order to answer the research questions.

### **3.2 Data Collection**

Data were collected by passing the questionnaire to the respondents.

### **3.3 Data Analysis**

SPSS 24 was used to process the data obtained from the questionnaire in order to get the research answers.

## **4. Results and Discussion**

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Respondent Demographics, The following is general information about the respondents whose data will be processed in this study:

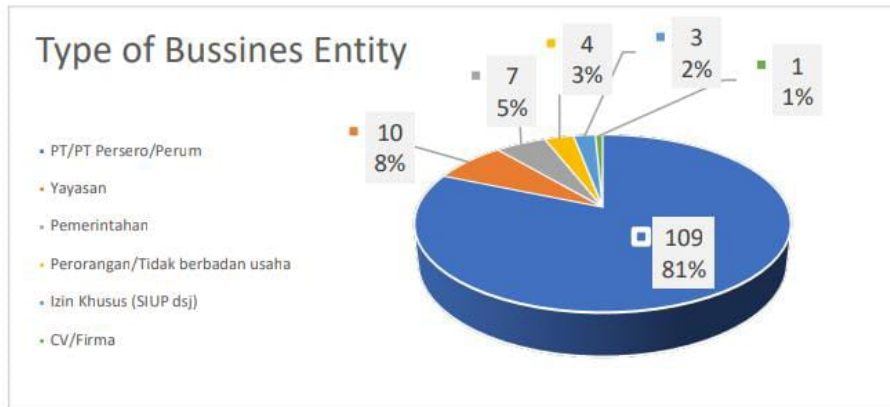


Figure 1. Type of Business Entity

#### 4.1 Type of Industry

The author obtains data from many different types of industries. However, what we will present below are the top 10 types of industries, the respondents in this paper with the largest data are the types of the Financial Services, Banking and Insurance industries (12%).

Table 1. Type of Industry

Type of Industry	Quantity	Percentage
Financial Services, Banking and Insurance	16	12%
Manufactur	10	7%
Education	10	7%
Logistic & Shipping	10	7%
Technology and Information	9	7%
Mining and Petroleum	7	5%
Consulting Services	7	5%
Consumer Goods	5	4%
Government	5	4%
Retail	4	3%
Etc	51	38%
TOTAL	134	100%

#### 4.2 The Size of the Company

Based on the size of the company, the demographics of respondents are mostly 56% of large companies, with an annual sales turnover of more than IDR 50 billion.

Table 2. Type of Company (Income)

Type of Company (Income)	Quantity	%
Large Companies (> IDR 50 Billion)	75	56%
Medium Enterprise (IDR 2.5 B - IDR 50M)	28	21%
Small Company (IDR 300 Million - IDR 2.5 M)	18	13%
Micro Enterprise (< IDR 300 Million)	13	10%
TOTAL	134	100%

### 4.3 The Impact of the Covid-19 Pandemic on Companies

The General Impact of the Covid-19 Pandemic on Companies, The impact of the Covid-19 Pandemic situation felt by most respondents was the negative impact on companies with a total of 58%. However, it turns out that there are companies that have felt the positive impact of the current Covid-19 Pandemic situation. As much as 25% of respondents said that their company felt a positive impact.

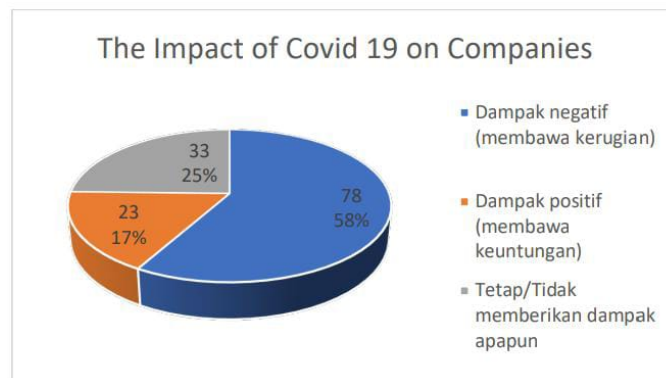


Figure 2. The Impact of Covid-19 on Companies

#### 4.3.1 Distribution of Covid-19 Impact Forms for Companies

As informed in previous data, that the majority (58%) of companies felt the negative impact of the Covid-19 pandemic. The following are the forms of negative impact felt by these companies:

Table 3. Negative Impact

Number	Feeling Negative Impact	Percentage
1	Significant decrease in sales	19.40%
2	Reduction in labor	13.04%
3	Increased employee stress and anxiety levels	11.37%
4	Decrease in employee productivity	9.03%
5	Reduction of facilities for employees	8.36%
6	Reducing investment and implementing employee development	8.36%
7	Increased Turn Over	6.02%
8	Reduction of salaries and incentives	6.02%
9	Reduction of new business processes	5.02%
10	Reduction of new locations or branches	4.68%
11	Additional company debt	3.01%
12	Sale of company assets	1.34%
13	Addition of operational costs	1.34%
14	Obstruction of ongoing projects and new projects	1.00%
15	Payment of health claims to customers	0.67%
16	Reduced customer	0.67%
17	The company is closed	0.33%
18	Reduced cashflow	0.33%

On the other hand, there are also companies that have benefited from the Covid-19 pandemic. The following are forms of these benefits:

Table 4. Positive Impact

Number	Feeling Negative Impact	Percentage
1	Significant increase in sales	18.52%
2	Additional employee facilities (health / equipment and work equipment / internet / etc)	17.28%
3	Addition of new business processes	13.58%
4	Additional workforce	12.35%
5	Increased sense of community and engagement with employees	12.35%
6	Increased employee productivity	8.64%
7	Improved employee development process	8.64%
8	Decreased employee turnover	6.17%
9	Adding new locations or branches	2.47%

#### 4.3.2 Description of the Impact of the Covid-19 Pandemic compared to Industry Types

Of the total respondents, the following are the types of industries that have felt the impact of the Covid-19 pandemic (both positive and negative) and those that did not feel the impact of the Covid-19 pandemic.

Table 5. The Impact Of The Covid-19 Pandemic

No	NEGATIVE IMPACT		POSITIVE IMPACT		NO IMPACT	
	TYPE OF INDUSTRY	%	TYPE OF INDUSTRY	%	TYPE OF INDUSTRY	%
1	Financial Services, Banking and Insurance	7%	Financial Services, Banking and Insurance	3%	Education	2%
2	Logistics & Shipping	5%	Consulting Services	2%	Government	2%
3	Manufacture	4%	Education	1%	Financial Services, Banking and Insurance	2%
4	Education	4%	Telecommunication Provider & Services	1%	Logistics & Shipping	2%
5	Information technology	4%	Hospital and Health	1%	Pertambangan & Perminyakan	1%
6	Mining & Petroleum	4%	Information technology	1%	Mining & Petroleum	1%
7	Engineering Procurement Construction (EPC)	3%	Consumer Goods	1%	Agriculture	1%
8	Retail	3%	Manufacture	1%	Information technology	1%

From the chart above, it can be seen that the type of industry is the same but the impact is different. This may have to look at other factors again, for example whether the industry is digital-based or still conventional, or there are changes in business processes carried out by each company so that they can take better advantage of the pandemic conditions compared to other similar companies. If it is seen from the results of the respondents, there is nothing significant that shows the difference from the programs carried out by the company (Carnevale & Hatak, 2020; Verhoef, 2021).

#### 4.4 Description of the Impact of the Covid-19 Pandemic compared to Company Size

Looking at the size of the company, those who feel the biggest negative impact from the Covid Pandemic are small companies. This is in accordance with the results of the research presented in Chapter I. Although most companies felt negative impacts, there were still those who felt positive impacts. Large companies have the highest positive impact. Meanwhile, micro companies tend to feel the impact which is constant compared to normal conditions (Cowling2020 ).

Table 6. The Impact of the Covid-19 Pandemic Compared to Company Size

Company Size	Negative Impact	Positive Impact	Fixed/Does Not Give Any Impact
Large Companies	59%	21%	20%
Medium Companies	57%	14%	29%
Small	67%	6%	28%
Micro	46%	15%	38%

#### 4.5 Operational Characteristics of the Company during the Covid-19 Pandemic

During the Covid-19 pandemic, several companies made operational changes. The largest number of companies carried out with a percentage of 76% was implementing the WFH process for some employees and as much as 10% implementing WFH for all employees. However, there are also companies that have not made operational changes. After further examination, the types of industries that continue to operate without WFH are Industry: Manufacturing, Logistics and Shipping, Hospitals and Hospitality, Financial Services and E-commerce(Brynjolfsson et al., 2020; Dingel & Neiman, 2020) .

Table 7. Operational Characteristics of the Company during the Covid-19 Pandemic

<b>Operational Characteristics of the Company during the Covid-19 Pandemic</b>	<b>Quantity</b>	<b>Percentage</b>
Implementing WFH (working from home) for MOST employees (there is a division of the number of employees who come to the office)	102	76%
Implementing WFH (work from home) for ALL employees	13	10%
No changes	8	6%
Reducing the output capacity by reducing the hours of work, machinery and personnel	6	4%
The company's operations have experienced and increase in activity compared to before Covid-19	4	3%
Close	1	1%
<b>TOTAL</b>	<b>134</b>	<b>100%</b>

Strategies for Maintaining Employee Wellbeing, Implementing Strategies for Maintaining Employee Wellbeing

#### **4.6 Types of Well-Being Programs Applied by the Company**

Attached below are the types of well-being programs implemented by the company prior to the COVID-19 pandemic. Most of the respondents, as much as 16%, focused more on the provision of wellness programs, such as the provision of joint sports facilities / sports classes / fitness membership and the provision of funds for the purchase of sports equipment. And some other companies are more focused on organizing training and company events as employee engagement programs (Peccei & Van De Voorde, 2019).

Table 8. Application of Employee WellBeing

<b>Application of Employee Well-Being</b>	<b>Percentage</b>
Hobby and Sports Program	16%
Training Improvement Skill/Education	14%
Addition of new business processes	13.58%
Company Fun Event	13%
Gift and Rewards	9%
Insurance Program for Health	9%
Medical Facility	9%
Employee and Family Gathering	5%
Personal Growth	4%
Games and Sharing Knowledge untuk Engagement	4%
Program Religion and Spiritual	4%
Benefit Car Ownership Program	4%
Catering program for office employees	4%
Company Culture and Engagement Program	4%
Training online diluar pekerjaan (Mental health, financial)	2%
Doctor and Psychologist Consultation	2%

#### 4.7 Description of Well-Being Program Implementation Before and After Covid-19

There is an increase in the percentage of companies implementing well-being programs, from initially only 58% of the total respondents owning and implementing well-being programs to 63%. This indicates that companies are increasingly showing concern / concern for the well-being of employees since the Covid-19 pandemic (Spagnoli et al., 2020).

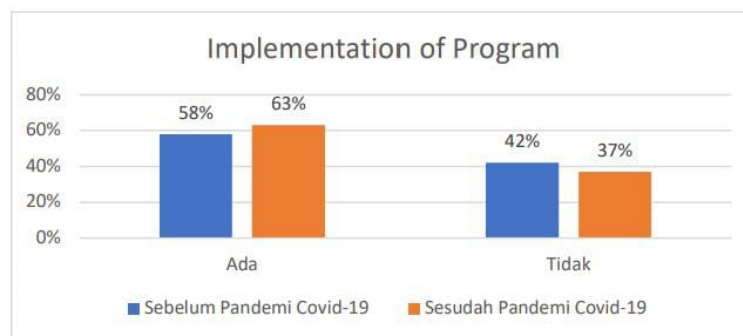


Figure 3. The Impact of Covid-19 on Companies

#### 4.8 Description of Well-Being Program Implementation versus Company Size

The following is the distribution of the number of companies implementing well-being programs after the Covid-19 pandemic based on company size. It appears that the ones that implement more well-being programs are Large Companies and Medium-sized Companies. Meanwhile, small and micro companies tend not to implement well-being programs (Ogbonnaya et al., 2017).

Table 9. Well-Being Program Implementation versus Company Size

Companies Size	Implementation Well Being Program	
	Yes	No
Large Companies	75%	25%
Medium Companies	68%	32%
Small Companies	22%	78%
Micro Companies	46%	54%

#### 4.9 Description of Well-Being Program Implementation compared to the Types of Impacts on the Company

From the results of respondents, companies that implement well-being programs for employees seem to have a tendency to feel a positive impact during the Covid-19 pandemic.

Table 10. Well-Being Program Implementation compared to the Types of Impacts on the Company

The Impact of Covid-19 on the Company	Implementation Well Being Program	
	Yes	No
Negative Impact	59%	41%
Positive Impact	65%	35%
Has No Impact	52%	48%

#### 4.10 Dynamics of Implementing Strategies to Maintain Employee Well-Being Based on Dimensions

##### 1. Distribution of Well-Being Program Implementation based on Dimesi Well-Being

As previously written, in this paper, the author chooses 4 dimensions of well-being that will be the focus for further investigation. The four dimensions are Physical Health, Psychological Health, Relationship and Home Work Interface. When viewed from the data obtained, the following is the distribution of the application of well-being based on these four dimensions, namely the physical health dimension most applied by companies. Meanwhile, the lowest application of well-being by the company is in the Psychological Health dimension. Compared to other dimensions, in the Psychological Health dimension, many respondents stated that there was no application of related programs to the psychological health conditions of employees. Detailed descriptions are as follows:

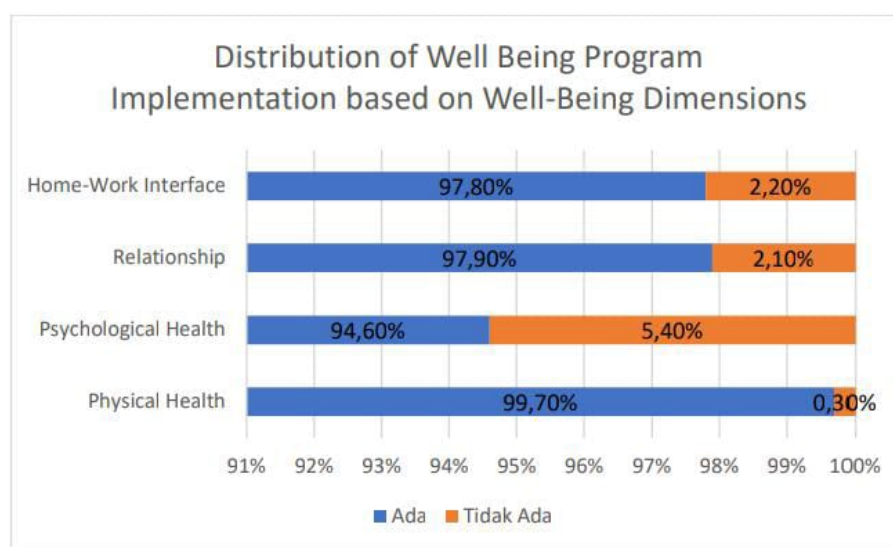


Figure 4. The Impact of Covid-19 on Companies

##### 2. Description of Well-Being Program Implementation to Improve Physical Health

The description of the implementation of well-being programs that are mostly carried out by companies during the Covid-19 pandemic is the implementation of programs related to Physical Health, which is related to the scope of work which contributes to the physical health of employees. Most of the programs implemented are by providing 20.4% Health Care Packages (Masks, Hand Sanitizers, Vitamins). Furthermore, other actions taken are providing material knowledge about COVID-19 and its prevention and handling. It can be seen that most companies implement physical health programs that are focused on how employees deal with and prevent transmission of COVID-19 (Wang et al., 2021).

Table 11. Well-Being Program Implementation to Improve Physical Health

Well-Being Program	Percentage
Providing Health Care Packages (Masks, Hand Sanitizers, Vitamins, etc.)	19.2%
Providing material knowledge about COVID-19 and its prevention and handling	19.2%
Provide material about maintaining body immunity (nutritious food, adequate rest, etc.)	17.1%
Provide material on the use of masks and the application of PSBB, etc.	16.8%
Provide special medical access for COVID-19	14.4%
Provide virtual sports programs or sessions	4.8%
Provide a certain amount of money so that employees can buy standard health equipment (vitamins, masks, hand sanitizers, etc.)	3.9%
Give a certain amount of money so that employees can buy sports equipment	1.2%
Conduct periodic rapid / swab tests	0.6%
Provide additional transport fees to avoid public transportation	0.6%
Give money for free needs (BLT)	0.3%
In collaboration with health applications	0.3%
Purchase of tools for the prevention of Covid 19, such as sterilizers	0.3%
Provide additional food to employees	0.3%

### 3. Description of Well-Being Program Implementation to Improve Psychological Health

Overall the results received, the lowest application of well-being by respondent companies is in the Psychological Health dimension. In this dimension, many respondents stated that there was no application of programs related to the psychological health conditions of employees. For companies that have implemented well-being programs related to Psychological Health, the most programs implemented are to make regular virtual meeting sessions so that employees can understand their feelings during a pandemic (20.1%). In addition, companies provide online training related to mental health in order to help employees in handling stress and anxiety (19.0%). The company also provides materials or articles on mental health to employees (18.4%).

Table 12. Well-Being Program Implementation to Improve Psychological Health

Well-Being Program	Percentage
Make regular virtual meeting sessions with employees so they can tell about their feelings and responses about obstacles during Covid and ask for initiatives to overcome them	20.1%
Provide training on stress and anxiety management (tutorials, apps, online relaxation class, mediation class, etc.)	19.0%
Providing material / infographic / articles on handling personal anxiety to employees (can be on employee websites / internal links / employee magazines, etc.)	18.4%
Provide consultation sessions for employees (internal counselors)	16.8%
Provides information regarding access to counselors through activation of the company-funded Health application	12.1%
Developing a "Buddy System" in employees to monitor stress levels and burnout in the work environment	4.8%

### 4. Description of Well-Being Program Implementation to Improve Relationship

In the Relationship dimension, most companies say that implementing employee well-being programs

helps to build relationships with their leaders and colleagues that contribute to employee welfare. Inconnection with the COVID-19 pandemic situation, the most programs carried out by companies to maintain employee working relationships is by establishing a routine work control process. For example, by making absences in the morning or virtual meetings to ensure work can run according to the timeline.

Table 13. Well-Being Program Implementation to Improve Relationship

Well-Being Program	Percentage
Creating a control process both technically and administratively to ensure employees work. For example: absent every day by making a team meeting in the morning. Making meetingsat the beginning of the week and at the end of the week to follow up on assignments	58.1%
Using a certain system to monitor team work progress and get feedback	24.2%
Creating informal employee activities in the team/division (which is different from the conditions before the pandemic)	17.7%

#### 5. Description of Well-Being Program Implementation to Improve Home-Work Interface

In the Home-work Interface dimension, it can be seen that there are many companies that maintain the work-life balance of employees, where paying more attention to the scope of work that employees live will contribute to employees' personal lives. From the results of the respondents we received, most companies (37.5%) applied the flexibility of employee work arrangements so that employees could complete their work according to their arrangements. In addition, they also provide clear guidelines and communication regarding working time arrangements so that they can remain productive (33.6%).

Table 14. Well-Being Program Implementation to Improve Home-Work Interface

Well-Being Program	Percentage
Increase the flexibility of employees in working time arrangements	37.5%
Provide clear guidelines and communication regarding the arrangement of working hours at home / flexi working hours so that you can remain productive during a pandemic	33.6%
Adjusting and re-distributing employee tasks / projects in order to get the right working time according to their capacity	15.1%
Provide training / workshop sessions that encourage employees' hobbies (cooking, exercising, painting, etc.) to do activities they like during free time	11.8%
Increasing the use of e-learning for training and development activities	1.3%
Give time for employees to do their hobby of farming in the office area	0.7%

## 5. Conclusions

- 1) The strategies implemented by companies that have been affected positively or negatively by the Covid- 19 pandemic in maintaining employee well-being are:
  - a) There is an increase in the percentage of companies implementing well-being programs, from initially only 58% of the total respondents owning and implementing well-being programs to 63%. This indicates that companies are increasingly showing concern / concern for the well-being of employees since the Covid-19 pandemic.

- b) Most of the respondents focused more on the provision of wellness programs, such as the provision of joint sports facilities / sports classes / fitness membership and the provision of funds for the purchase of sports equipment.
  - c) Companies that implement a well-being program for employees appear to have a tendency to feel a positive impact during the Covid-19 pandemic.
- 2) The dynamics of implementing a strategy to maintain wellbeing during the Covid-19 pandemic based on dimensions are:
- a) The strategy of maintaining well-being based on the dimensions of well-being that is mostly implemented by companies is the dimension of Physical Health. Where the implementation of the program is mostly done by providing Health Care Packages (Masks, Hand Sanitizers, Vitamins).
  - b) The strategy to maintain well-being based on the lowest well-being dimensions of the company is the Psychological Health dimension.

### ***5.1 Research Limitations***

This study has several limitations. First, the data were collected using a questionnaire distributed randomly, which may lead to response bias and limit the generalizability of the findings. Second, the number of valid respondents processed in this study was limited to 134, which may not fully represent all types of industries and company sizes. Third, this research uses a descriptive analytical method, so it is limited in explaining causal relationships between variables. Fourth, the study only focuses on four dimensions of employee well-being, namely Physical Health, Psychological Health, Relationship, and Home Work Interface, while other relevant dimensions were not explored. Finally, the data were collected during the Covid-19 pandemic, so the findings may be context-specific and may not fully reflect conditions in a normal situation.

### ***5.2 Suggestions and Directions for Future Research***

Based on the limitations of this study, several suggestions for future research can be proposed. First, future studies are expected to use a larger and more diverse sample to improve the generalizability of the results. Second, further research can apply more advanced analytical methods, such as inferential or causal analysis, to better understand the relationship between well-being strategies and company performance. Third, future researchers are encouraged to explore additional dimensions of employee well-being beyond the four dimensions used in this study. Fourth, longitudinal studies are recommended to examine changes in employee well-being strategies over time, especially in post-pandemic conditions. Finally, future research can compare well-being strategies across different industries or countries to gain a broader understanding of best practices in maintaining employee well-being.

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### **Author Contributions**

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Conceptualization (N.H.P.); methodology (N.H.P.); data collection (N.H.P.); formal analysis (N.H.P.); writing original draft (N.H.P.); writing, review & editing (N.H.P.); final approval (N.H.P.).

## **Conflicts of Interest**

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The authors declare that there are no conflicts of interest related to this study. The research was conducted independently, and the authors have no financial or personal relationships that could have influenced the research outcomes.

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