

Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc

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Abstract:

This study aimed to present the effect of the corona virus disease 2019 (COVID-19) Pandemic on employee performance of OB Kogyo (Philippines) Inc. Since the company faces a lot of challenges and its employees are most affected, this paper also aimed to give insights to organizations that employees are the key to success in this tough time. Under the current situation, establishing employee performance measures with the help developing innovative and effective means is essential for the growth of the organizations. Some statistical measures were used in the study to arrive in a valid presentation, analysis and interpretation of the study conducted. The gathered data were encoded, tally and interpreted using different statistical tools to assess whether there is a significant effect of COVID-19 pandemic on employee performance of OB Kogyo (Philippines) Inc.

Keywords —pandemic, employee performance

I. INTRODUCTION

As the corona virus disease 2019 (COVID-19) pandemic put a lot of businesses around the world into crisis that resulted to immediate halt of activities, manufacturing industries face significant challenges for both the company and its employees. The strict lockdown, social distancing and quarantine, which really impacted the company, served as a special measure to control the spread aside from the restrictions relative to work and employee safety. With all policies coming from the authorities, the company blended these to their existing rules and regulations, guidelines and standard procedures as it has to make adjustment to the new normal operations and to keep employees safe and secure in the working environment. This global pandemic has forced companies to make extreme changes to the workplace, and as a result,

caused complete disruption to employee performance.

Employee performance has an impact on employee satisfaction, productivity and engagement. This approach will take a big part among leaders and managers on their willingness to share power with their teams in order to achieve better results for the company, employees, and customers or clients. According to Stephens (2020), she stated that in this time of pandemic, employers and managers must provide support that can make difference to employees now and into the future. With this, employees may feel valued and will result to high level performance. She also mentioned that every change whether in the workplace or the work itself can impact on the attitude of employees and the culture of the organization. Sensitivity on the changes need to be considered in the organization. Poorly managed

changes can increase the risk of mental health problems in some employees. Change can be distressing for some employees if they aren't informed about what the change means to them, they feel insecure in their role or change is poorly managed.

This study was conducted to present the effect of the corona virus disease 2019 (COVID-19) Pandemic on employee performance of OB Kogyo (Philippines) Inc. Since the company faces a lot of challenges and its employees are most affected, this paper also aimed to give insights to organizations that employees are the key to success in this tough time. That is why businesses must look forward to keeping their employees satisfied and motivated through the engagement of employees during pandemic circumstances. Under the current situation, establishing employee performance measures with the help developing innovative and effective means is essential for the growth of the organizations.

2.JUSTIFICATION OF THE PROPOSED RESEARCH

OB Kogyo, Ltd. was established in 1955 and opened the first factory in Neyagawa, Japan last 1972 where it began its production of plastic bearings. While providing good service and parts to its clients, they also paying attention to environmental conservation. Years have passed, the company expanded its factory to meet customer's demand across Asian countries including the (Philippines) where in 2014 the OB Kogyo (Philippines) Inc was established and located at LIMA Technology Center - Special Economic Zone, Lipa City, Batangas.

As a manufacturing company committed to provide world-class precision, quality and cost-effectiveness products, OB Kogyo (Philippines) Inc. operating for about six years was also greatly affected by the COVID-19 pandemic and caused a major disturbance on its business activities. The pandemic put the company in a situation where the time is short and management decisions have to be taken quickly to respond on each problem being

faced. One major problem that arises in the company during the pandemic was the company's support to employees' concerns. To operate in a safe environment, company instructed to use skeletal workforce to comply to the safety protocols mandated by the government. A drastically reduced in number of employees working everyday leads to limited investment of company to employee engagement, training and development and cross-functional collaboration. These are some concerns to increase employee efficiency and performance.

Addressing the issues brought by the pandemic isn't going to be easy. But this helps the company surpass the complex and challenging work environment as they need to formulate innovative solutions to ensure the continuity of the organization and to help their employees to cope up with this remarkable crisis. The only way to support the employees while ensuring the long-term success of the company is to balance deep empathy with economic realities. The results and findings that will be presented in this study will assist the organization and employees strike the balance and guide the workforce through one of the most profound global challenges that every business faced in decades.

3.STATEMENT OF THE PROBLEM

This study focused on the effect of COVID-19 pandemic on performance of employees of OB Kogyo (Philippines) Inc. specifically sought to answer the following questions:

- 1.) What is the profile of respondents in terms of:
 - 1.1 Age
 - 1.2 Sex
 - 1.3 Civil Status
 - 1.4 Position
 - 1.5. Employee's Status
 - 1.6. Length of Tenure?

- 2.) What is the effect of COVID-19 pandemic on employee performance of OB Kogyo (Philippines) Inc. in terms of (Koopmans et. al., 2013):
 - 2..1. Task Performance
 - 2.2. Contextual Performance

- 2.3. Adaptive Performance
- 2.4. Counterproductive work behavior?

3.) Is there a significant effect of Covid-19 Pandemic on employee's performance of OB Kogyo (Philippines) Inc. when respondents are grouped according to profile?

4.) Based on the result of the study, what can be proposed to enhance employee performance in the company?

4. RESEARCH LITERATURE

Behind a successful company are great workers, the performance of the employees are splendidly. In our current situation where we are suffering to this pandemic, performance level of the employees will be affected. Indeed a good planning and organizing will lift again the status of the company. According to Hewlett (1999) in O'regan and Ghobadian (2002), strategic planning implies an attempt to alter a company's strength relative to that its competitors, in the most efficient and effective way. Through this the effect of covid 19 to the performance of the employees will be lessen. Despite with the current situation employees are expected with a quality of work where in each of them will perform well. Some company leaders address this economic environment; covid 19 situation, by taking a straight business approach to compete by creating new markets and revenues streams, trimming cost and delivering new products, with this leaders must also enhance the employees performance. Empowerment is the process of enabling employees in many forms and ways including delegating, training and development job rotation and fair promotion opportunities (NA Awamleh, 2013), this way the workers are motivated to work properly and to do their task and with this the employees are given the chance to enhance their skills and to upgrade what they know. A. Elnaga (2013) said that companies must give importance in investing in training and development for the sake of improving employee performance. Amidst to covid 19, leaders are hesitating to invest in trainings for their employees

to be at risk. That is why some of the companies has to stop their production and all was affected even the economic status of our country.

One of the best characteristics of an employee is having an initiative, despite of the impact of this pandemic employees are expected to do their work willingly and accordingly. The importance of initiative at a team level. At the same time they suggest that to develop teams with high levels of initiative it is important to promote both organizational and team identification. Initiative is related to performance and also underline Personal initiative is related to both climate for initiative and work engagement (A.Lisbona, 2020). An environment also has an impact to the performance of the employees on being initiative to their works. Amidst to covid-19, workers are in need to be industrious in their field of work. Employees are salient part of a company, they are the one that make company successful through their innovative ideas. The need for innovation is imperative (Tidd and Bessant 2005). If innovation is imperative then every workers deserve a break. Taking breaks has been shown to be important in recovering from stress, which can, in turn, improve your performance. Kim, Park and Niu (2017) research found it is important to take mini-breaks throughout the working day. A little break are fine but too much break may affect the performance of the employee and cannot do the task assign to each employee. In our current situation companies were given the employees the privilege to work from home were the employees bring their work at home. Workers are encourage to work at home to minimize the spread of the virus but they must show a proof of their work for them to be able to receive their payment. Due to pandemic, some of the employees are afraid to go to their work, this will cause of absenteeism and will affect the production of the company and also being afraid will cause the behavior to his/her task.

Covid-19 pandemic affects the level of human health and also the level of economic activity. Most of the entrepreneurs use various strategies in order to survive to this pandemic. Some of the companies

manage to keep operating to have an income amidst to this virus. This condition is a challenge for company leaders to maintain employee motivation during a pandemic (Wolor et al.,2020). One thing that encourage the employees to do their work is the compensation offered by the company, in this way employees are motivated to work even if they are afraid to be infected by the said virus.

5.THEORETICAL FRAMEWORK

This part includes supported study or theory that is fully or partially related to the study. The aim of this study is to know the effect of Covid-19 pandemic on employee performance of OB Kogyo (Philippines) Inc. In this study, a heuristic framework of IWP that was proposed in a multi-disciplinary systematic literature review and also explained by Koopman et. al in their study.

Considering current situation of fear and uncertainty, this pandemic creates stress to employees and negatively affects their performance. Knowing how difficult the situation is, employees cannot also be expected to exhibit high performance. Therefore, measuring individual employee's performance is very important for every company now a day.

According to Koopmans 2013, theoretically, individual work performance (IWP) can be divided into four dimensions: task performance, contextual performance, adaptive performance, and counterproductive work behavior. However, there is no consensus on the indicators used to measure these dimensions. The first dimension, task performance, refers to the proficiency with which an employee performs central job tasks. The second dimension, contextual performance, refers to employee behaviors that support the organizational, social, and psychological environment in which the central job tasks are performed. The third dimension, adaptive performance, refers to an employee's proficiency in adapting to changes in work roles or environment. The fourth dimension, counterproductive work behavior, refers to behavior that is harmful to the well-being of the organization.

These four dimensions of Individual Work Performance is illustrated in figure 1.

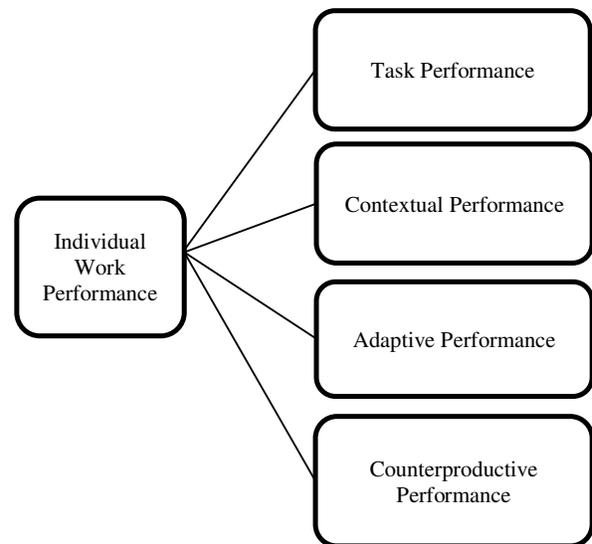


Figure 1. Individual Work Performance (Koopmans et. al., 2013)

With the existence of many indicators in different literature, companies must select most relevant and reliable list to measure work performance. There were indicators such as job task completion, quality and quantity of work, extra effort, dedications, adaptability, complains, arguing and so on. Understanding what would be the employee's performance in terms of those indicators can surely be helpful to the company in making some strategies on how to improve employee's individual performance in work.

Koopmans 2013 also stated in a study that companies have to cut cost to stay afloat in these times of economic hardship, for example by employee reductions and/or outsourcing work to cheaper markets. Also, company employees will be encouraged to increase their individual work performance levels, in order to boost company performance and productivity. In addition, employees will tend to increase chances to survive possible reorganizations with reductions of personnel.

6.CONTRIBUTION OF RESEARCH

This study is undertaken to know the effect of Covid-19 Pandemic in employee performance of OB Kogyo (Philippines) Inc. The result of the study will implications and benefits to the following:

OB Kogyo (Philippines) Inc. The company will be able to identify factors to consider in addressing the problem related to employee performance based on the result of the study.

Employees. This will help to boost employee engagement and productivity. Employee will also be motivated to work in the future when such time the company will pursue the proposal result of the study.

The Management. The result of the study will assist the top management on how to promote good relationship with every employee. It will also be helpful in assessing employee productivity and motivation needed to enhance employee engagement.

Researchers. The completion of this study will provide a broader knowledge on the topic, learning experience and a sense of fulfilment as they prepare to set foot on a new journey in the corporate world.

Future Researchers. It will serve as reference when conducting the same research study. The outcome of the study is beneficial to them as it will provide additional information regarding on conducting the same research topic.

Academe. The data gathered through this research will be instrumental to the students, teachers and other researchers who are undertaking the same and/or related study.

7.RESEARCH METHODOLOGY

This chapter presents the research design, participants of the study, research tool and instrument, data gathering procedure and statistical treatment of data.

Research Design

The study employed inferential analysis in order to know the significant effect of corona virus disease 2019 (COVID-19) pandemic on employee performance of OB Kogyo (Philippines) Inc. In addition, the researchers believe that this design is

the most appropriate way to find out the proper and reliable information that will be the basis for further explanation of the study as well as giving the right interpretation of the questionnaire given. The data are subjected to statistical treatment and the corresponding interpretation and explanation are presented.

With the use of inferential statistics, researchers can compare the differences between the treatment groups. It uses measurements from the sample of subjects to compare the treatment groups and make generalizations about the larger population of subjects. It also makes judgments of the probability that an observed difference between groups is a dependable one or one that might have happened by chance in this study. With the help of this research design, the researchers will also be able to collect concrete evidence and information that will give readers and future researchers a comprehensive perception of the study.

Participants of the Study

The participants of the study are the employees of OB Kogyo (Philippines) Inc. The researchers chose them as respondents because they could provide information needed on the study. The researchers will base the list of the respondents from the information collected and requested from the administration of OB Kogyo (Philippines) Inc.

Data Gathering Instrument

The data that were used in the study were gathered through the use of survey questionnaire which serves as the sole instrument. The researchers utilized a set up questionnaires in checklist and fill up form. The questionnaires were filled out by all the respondents. The researchers used questionnaires as the primary data gathering instrument in determining the needed information from the employees of OB Kogyo (Philippines) Inc. The questionnaire was chosen due to its objectivity, reliability, feasibility, convenience and speed in terms of gathering information necessary in the accomplishment of this study. In making the items in this questionnaire, the researchers read some articles related to the topics, referred to published

and unpublished thesis and exchanged opinions and ideas to formulate a draft of the questionnaire.

The survey questionnaires were composed of two parts. The first part of the questionnaire composed of demographic profile of respondents and the second part included indicators pertaining to effect of COVID-19 pandemic on performance of employees of OB Kogyo (Philippines) Inc.

Data Gathering Procedure

The researchers have prepared a letter addressed to OB Kogyo (Philippines) Inc. as the chosen company to conduct the study duly noted by the research adviser. The letter included a request for a seal of approval and assistance on gathering data regarding on the needed information for the study.

After being validated, questionnaires were distributed to each respondent via survey. The respondents were required to personally answer the questionnaire using the Likert Scale. They were assured that all the pieces of information they had provided in questionnaire are all true and would be used solely for the purpose of the study. They were also given the assurance that their personal information, background and their identities would be treated with outmost confidentiality.

After the retrieval of the questionnaires via online, the responses were tallied, tabulated, analyzed and interpreted in accordance to the items found in the instrument. The data were analyzed by means of tables and interpretations.

Statistical Treatment of Data

Some statistical measures were used in the research to arrive in a valid presentation, analysis and interpretation of the study conducted. The gathered data were encoded, tally and interpreted using different statistical tools, such as frequency distribution table, percentage, ranking, weighted mean and Likert Scale. Analysis of Variance (ANOVA) will be used to assess whether there is significant effect of COVID-19 pandemic on employee performance of OB Kogyo (Philippines) Inc. when grouped according to their profile variables.

Frequency distribution table, percentage, and ranking were used to determine the proportion

of a part to whole such as given number of respondents in relation to the demographic profile. The weighted mean was used to treat the data provided by the respondents with respect to the difficulties encountered by them and to the corresponding measures in order to solve these problems. The Likert Scale was used to assess the attitude of the respondents towards the variables being examined.

The tables that show the rating scale used in interpreting the data are as follows:

| Assigned Weight | Range Interval | Response Category |
|-----------------|----------------|-------------------|
| 4 | 3.50-4.00 | Major Effect |
| 3 | 2.50-3.49 | Moderate Effect |
| 2 | 1.50-2.49 | Minor Effect |
| 1 | 1.0-1.49 | No Effect |

Interpretation Table for Likert Scale Result

To describe the significant effect of COVID-19 pandemic on employee performance of OB Kogyo (Philippines) Inc., the scale below with its corresponding interpretation was used.

| Assigned Weight | Range Interval | Response Category |
|-----------------|----------------|-------------------|
| 4 | 3.50-4.00 | Major Effect |
| 3 | 2.50-3.49 | Moderate Effect |
| 2 | 1.50-2.49 | Minor Effect |
| 1 | 1.0-1.49 | No Effect |

Interpretation Table for the effect of COVID-19 pandemic on employee performance of OB Kogyo (Philippines) Inc.

8.PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter reports the findings of the study which was conducted through a survey, presents the data gathered, analysis and interpretation.

1.Profile of the Respondents

This presents the profile of the respondents in terms of age, sex, employment status, job title and years of service.

| Age | Frequency (n=99) | Percentage (%) |
|--------------|------------------|----------------|
| 18-23 | 8 | 8.08 |
| 24-29 | 56 | 56.57 |
| 30-35 | 24 | 24.24 |
| 36-41 | 7 | 7.07 |
| 42-47 | 3 | 3.03 |
| 48-53 | 0 | 0.00 |
| 54-59 | 1 | 1.01 |
| 60 and above | 0 | 0.00 |
| Total | 99 | 100% |

1.1 Age

Table 1.1 Distribution of Respondents in terms of Age

Displayed in the table 1.1, it shows that out of 99 respondents, majority of age in this study are ranging from 24-29 with the frequency of 56 or 56.57%. There is no respondent in the study for age ranging from 48-53 and 60 and above.

1.2 Sex

Table 1.2 Distribution of Respondents in terms of Sex

| Sex | Frequency (n=99) | Percentage (%) |
|--------------|------------------|----------------|
| Female | 59 | 59.60 |
| Male | 40 | 40.40 |
| Total | 99 | 100% |

Table 1.2 shows that majority of respondents in terms of sex in OB Kogyo (Philippines) Inc. are female having a frequency of 59 or 59.60% while male has a frequency of 40 or 40.40% of the total respondents.

1.3 Civil Status

Table 1.3 Distribution of Respondents in terms of Civil Status

| Civil Status | Frequency (n=99) | Percentage (%) |
|--------------|------------------|----------------|
| Single | 65 | 65.66 |
| Married | 33 | 33.33 |
| Separated | 0 | 0.00 |
| Widowed | 1 | 1.01 |
| Divorced | 0 | 0.00 |
| Total | 99 | 100% |

The table above presents the distribution of respondents in terms of civil status. Majority of the respondents are single which comprised of 65 respondents or 65.66%. Married respondents have a frequency of 33 or 33.33% while widowed has a

frequency of 1 or 1.01%. There is no respondent in the study for separated and divorced.

1.4 Employee Position

Table 1.4 Distribution of Respondents in terms of Employee Position

| Employee Position | Frequency (n=99) | Percentage (%) |
|-------------------|------------------|----------------|
| Operator | 58 | 58.59 |
| Clerk | 7 | 7.07 |
| Staff | 26 | 26.26 |
| Supervisor | 5 | 5.05 |
| Manager and above | 3 | 3.03 |
| Total | 99 | 100% |

Indicated in the Table 1.4, majority of respondents in terms of employee position in OB Kogyo (Philippines) Inc. are operators with frequency of 58 equivalent to 58.59% while the least are employed as manager and above with frequency of 3 or 3.03% of the total respondents.

1.5 Employee's Status

Table 1.5 Distribution of Respondents in terms of Employee's Status

| Employee's Status | Frequency (n=99) | Percentage (%) |
|-------------------|------------------|----------------|
| Part-Time | 0 | 0.0 |
| Full-Time | 99.0 | 100 |
| Others | 0 | 0.0 |
| Total | 99 | 100% |

It can be seen in Table 1.5 that respondent in terms of employee's status in OB Kogyo (Philippines) Inc. are all full-time employees.

1.6 Length of Tenure
Table 1.6 Distribution of Respondents in terms of Length of Tenure

| Length of Tenure | Frequency (n=99) | Percentage (%) |
|-------------------|------------------|----------------|
| 1 year and below | 25 | 25.25 |
| 2-3 years | 42 | 42.42 |
| 4-5 years | 20 | 20.20 |
| 6 years and above | 12 | 12.12 |
| Total | 99 | 100% |

As illustrated in the table above, majority of respondents OB Kogyo (Philippines) Inc. are employed from 2-3 years having frequency of 42 or equivalent to 42.42%. The least is from the range 6 years and above with a frequency of 12 or 12.12%.

2. Effect of COVID-19 Pandemic on Employee Performance of OB Kogyo (Philippines) Inc.

This presents the effect of COVID-19 Pandemic on employee performance of OB Kogyo (Philippines) Inc. in terms of task performance, contextual performance, adaptive performance, counterproductive work behavior.

2.1 Task Performance

Table 2.1 Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. in terms of Task Performance

| Statement | Mean | Verbal Interpretation |
|---|------|-----------------------|
| 1. Improves employee's functional roles. | 3.05 | Moderate Effect |
| 2. Improves time management. | 3.04 | Moderate Effect |
| 3. Increases effort in resolving conflict in the workplace. | 3.05 | Moderate Effect |
| 4. Boosts productivity and efficiency. | 3.07 | Moderate Effect |
| 5. Enhances interest in | 3.13 | Moderate Effect |

| | | |
|--|-------------|------------------------|
| advancement and financial gain. | | |
| 6. Increases commitment to the changes implemented to the company. | 3.06 | Moderate Effect |
| 7. Lacks of concentration and focus. | 3.03 | Moderate Effect |
| 8. Fails to perform essential duties. | 2.89 | Moderate Effect |
| 9. Experiences low level of job satisfaction. | 2.87 | Moderate Effect |
| 10. Improves skills in planning and organizing. | 2.96 | Moderate Effect |
| Composite Mean | 3.02 | Moderate Effect |

As shown in the table above, respondents agreed that COVID-19 Pandemic has a moderate effect in the task performance of the employee with a composite mean of 3.02. Enhances interest in advancement and financial gain got the highest mean score of 3.13 while experiences low level of job satisfaction has the lowest mean of 2.87 that are both interpreted as "Moderate Effect".

2.2 Contextual Performance

Table 2.2 Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. in terms of Contextual Performance

| Statement | Mean | Verbal Interpretation |
|---|------|-----------------------|
| 1. Improves multitasking skills. | 2.95 | Moderate Effect |
| 2. Loses of enthusiasm from colleagues. | 2.89 | Moderate Effect |
| 3. Lacks of proactive planning. | 2.89 | Moderate Effect |
| 4. Increases initiative in the workplace. | 2.89 | Moderate Effect |
| 5. Increases employee retention | 2.94 | Moderate Effect |
| 6. Improves attention to detail at work. | 2.93 | Moderate Effect |

| | | |
|---|-------------|------------------------|
| 7. Enhances communication among employees | 3.03 | Moderate Effect |
| 8. Increases motivation at work. | 2.89 | Moderate Effect |
| 9. Lacks of help and support from colleagues. | 2.86 | Moderate Effect |
| 10. Boosts resourcefulness in the workplace. | 2.88 | Moderate Effect |
| Composite Mean | 2.91 | Moderate Effect |

Referring to the table, showing that COVID-19 effects are also present to contextual performance of the employee. With a 2.91 composite mean, employee's performance specifically in contextual performance has been affected by this pandemic categorized as a moderate effect. Thus, enhances communication among other employees in OB Kogyo (Philippines) Inc. represented as the highest among others indicators with 3.03 mean score. Likewise, lack of help and support from colleagues was also the result brought by the pandemic with a mean score of 2.86 tagged as the lowest.

2.3 Adaptive Performance

Table 2.3 Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. in terms of Adaptive Performance

| Statement | Mean | Verbal Interpretation |
|--|------|-----------------------|
| 1. Increases flexibility to a changing work situation. | 3.00 | Moderate Effect |
| 2. Improves creativity to work. | 2.89 | Moderate Effect |
| 3. Enhances decision-making skills. | 3.03 | Moderate Effect |
| 4. Reduces employees' argument. | 2.92 | Moderate Effect |
| 5. Quickly adjusts goals and plans. | 2.92 | Moderate Effect |
| 6. Increases | 3.00 | Moderate Effect |

| | | |
|---|-------------|------------------------|
| understanding of co-employee's culture. | | |
| 7. Learns more ideas and tasks. | 2.97 | Moderate Effect |
| 8. Hightens dedication to work. | 3.01 | Moderate Effect |
| 9. Improves problem-solving skills. | 2.98 | Moderate Effect |
| 10. Hightens proactive behavior. | 2.96 | Moderate Effect |
| Composite Mean | 2.97 | Moderate Effect |

Described in the table, effect of COVID-19 Pandemic on adaptive performance also garnered "Moderate Effect" interpretation. Considering current situation in the said company affected by pandemic, most employees enhanced their decision-making skills with a mean score of 3.03. On the other hand, lowest weighted mean of 2.92 was the reduced employees' argument. Both have "Moderate Effect" verbal interpretation.

2.4 Counterproductive Work Behavior

Table 2.4 Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. in terms of Counterproductive Work Behavior

| Statement | Mean | Verbal Interpretation |
|--|------|-----------------------|
| 1. Increases employee complaints. | 2.93 | Moderate Effect |
| 2. Creates poor employee attendance. | 2.93 | Moderate Effect |
| 3. Reduces safety protocol compliance. | 2.84 | Moderate Effect |
| 4. Loses of interest to work. | 2.81 | Moderate Effect |
| 5. Adverse action taken to a given work issues | 2.83 | Moderate Effect |
| 6. Increases workload and stress with work. | 2.99 | Moderate Effect |
| 7. Reduces employee morale. | 2.75 | Moderate Effect |

| | | |
|--|-------------|------------------------|
| 8. Creates minimal employee interaction. | 2.93 | Moderate Effect |
| 9. Weakens workplace bonds. | 2.89 | Moderate Effect |
| 10. Increases job insecurity. | 2.80 | Moderate Effect |
| Composite Mean | 2.87 | Moderate Effect |

Table 2.4 also shows "Moderate Effect" on employee performance in terms of counterproductive work behavior with a composite mean of 2.87. The most common effect was increased in workload and stress with work garnering 2.99 as the highest mean score. On the other hand, increased in job insecurity with a mean of 2.80 was the lowest.

3. Significant Effect of COVID-19 Pandemic on Employee Performance of OB Kogyo (Philippines) Inc. When Grouped According to its Profile

3.1 Age

Table 3.1 Significant Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. when grouped according to Age

| Indicators | f | Sig. | Decision on HO | Verbal Interpretation |
|---------------------------------|------|------|------------------|-----------------------|
| Task Performance | 0.44 | 0.82 | Failed to Reject | Not Significant |
| Contextual Performance | 0.16 | 0.98 | Failed to Reject | Not Significant |
| Adaptive Performance | 0.36 | 0.86 | Failed to Reject | Not Significant |
| Counterproductive Work Behavior | 0.74 | 0.60 | Failed to Reject | Not Significant |

Table above presents the significant effect of Covid-19 pandemic on employee's performance of OB Kogyo (Philippines Inc.) when they are grouped according to Age. It clearly shows that in terms of Task Performance, Contextual

Performance, Adaptive Performance, and Counterproductive Work Behavior there were no significance effect. Having p values of 0.82, 0.98, 0.86, 0.60 for Task Performance, Contextual Performance, Adaptive performance and Counterproductive Work Behavior respectively which are greater than 0.05, employee's performance is not statistically affected by their ages.

3.2 Sex

Table 3.2 Significant Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. when grouped according to Sex

| Indicators | f | Sig. | Decision on HO | Verbal Interpretation |
|---------------------------------|------|------|------------------|-----------------------|
| Task Performance | 0.12 | 0.73 | Failed to Reject | Not Significant |
| Contextual Performance | 0.70 | 0.41 | Failed to Reject | Not Significant |
| Adaptive Performance | 1.09 | 0.30 | Failed to Reject | Not Significant |
| Counterproductive Work Behavior | 1.01 | 0.32 | Failed to Reject | Not Significant |

As seen in the Table 3.2, it shows the significant effect on COVID-19 Pandemic on employees' performance in four different indicators when been grouped according to sex. As shown, there were no significant effect of Covid-19 Pandemic to Task Performance, Contextual Performance, Adaptive Performance and Counterproductive Work Behavior. Therefore, sex of the employees in the said company is not a factor to consider effect of Covid-19 to employee performance.

3.3 Civil Status

Table 3.3 Significant Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. when grouped according to Civil Status

| Indicators | f | Sig. | Decision on HO | Verbal Interpretation |
|---------------------------------|------|------|------------------|-----------------------|
| Task Performance | 0.57 | 0.57 | Failed to Reject | Not Significant |
| Contextual Performance | 0.22 | 0.80 | Failed to Reject | Not Significant |
| Adaptive Performance | 0.58 | 0.56 | Failed to Reject | Not Significant |
| Counterproductive Work Behavior | 0.31 | 0.74 | Failed to Reject | Not Significant |

Table 3.3 shows the effect of Covid-19 Pandemic on employee performance when grouped according to civil status. With p values of 0.57, 0.80, 0.56, 0.734 for Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior respectively, the interpretation would be "Not significant" considering that the values are all greater than 0.05.

3.4 Employee Position

Table 3.4 Significant Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. when grouped according to Employee Position

| Indicators | f | Sig. | Decision on HO | Verbal Interpretation |
|---------------------------------|------|------|------------------|-----------------------|
| Task Performance | 0.57 | 0.57 | Failed to Reject | Not Significant |
| Contextual Performance | 0.22 | 0.80 | Failed to Reject | Not Significant |
| Adaptive Performance | 0.58 | 0.56 | Failed to Reject | Not Significant |
| Counterproductive Work Behavior | 0.31 | 0.74 | Failed to Reject | Not Significant |

Table 3.4 presents the significant effect of COVID-19 Pandemic on employee performance of OB Kogyo (Philippines Inc.) when grouped according to employee position in terms of

contextual performance, adaptive performance and counterproductive work behavior having p values of 0.05, 0.03 and 0.01 respectively. But in terms of Task performance, it has no significant effect with a p value of 0.098 which is greater than 0.05.

3.5 Employee Status

Table 3.5 Significant Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. when grouped according to Employee Status

| Indicators | f | Sig. | Decision on HO | Verbal Interpretation |
|---------------------------------|------|------|------------------|-----------------------|
| Task Performance | 3.14 | 0.08 | Failed to Reject | Not Significant |
| Contextual Performance | 3.09 | 0.08 | Failed to Reject | Not Significant |
| Adaptive Performance | 2.61 | 0.11 | Failed to Reject | Not Significant |
| Counterproductive Work Behavior | 0.50 | 0.48 | Failed to Reject | Not Significant |

Listed in the table above, it shows the significant effect of COVID-19 Pandemic when grouped according to employee status. It is "Not Significant" as to Task Performance, Contextual Performance, Adaptive Performance, and Counterproductive Work Behavior with p values of 0.08, 0.08, 0.11, and 0.48 respectively. As interpreted, employee status of the respondents did not affect their performance during the pandemic.

3.6 Length of Tenure

Table 3.6 Significant Effect of COVID-19 Pandemic on the Performance of Employees of OB Kogyo (Philippines) Inc. when grouped according to Length of Tenure

| Indicators | f | Sig. | Decision on HO | Verbal Interpretation |
|------------|---|------|----------------|-----------------------|
|------------|---|------|----------------|-----------------------|

| | | | | |
|---------------------------------|------|------|------------------|-----------------|
| Task Performance | 2.07 | 0.11 | Failed to Reject | Not Significant |
| Contextual Performance | 2.40 | 0.07 | Failed to Reject | Not Significant |
| Adaptive Performance | 2.43 | 0.07 | Failed to Reject | Not Significant |
| Counterproductive Work Behavior | 3.33 | 0.02 | Reject | Significant |

As shown in Table 3.6, it resulted to "Not Significant" interpretation for the three indicators namely task performance, contextual performance, adaptive performance, and counterproductive work behavior with p values of 0.11, 0.07, and 0.07 respectively. On the other hand, p value of 0.02 for counterproductive work behavior which is lesser than 0.05 level of significance interpreted as "Significant". Thus, only indicator which is the counterproductive work behavior of the employee has been significantly affected by the COVID-19 Pandemic.

4. Proposed Action Plan

The success of company depends on the how employees work or perform on their jobs. Programs listed below focus on maximizing employee's potential and how to improve their performance.

Table 4 Proposed Programs to Enhance Employee Performance

| Objective | Program | Person Involved | Time Frame | Target Output |
|--|---|---|------------|---|
| To develop employees' skills, knowledge, ability and qualification | Continuous training and seminars | All Employees | Quarterly | Goal-oriented and competent employees |
| | Coaching about employee performance | Manager/Employees | Monthly | Employees are more encouraged and passionate on their job |
| To develop employee's growth and increase their future potential | Performance Appraisals | All Employees | Annually | Improve and increase employee retention |
| To encourage employees to be more efficient and productive | Best Employee / Department of the Month | HR Department All Employees per Department | Monthly | Reduction of downtime as employees will improve their initiative on their tasks |
| To provide employees a safe place and opportunity to share their ideas | Employee Suggestion Box | HR Department All Employees | Monthly | Develop transparency and employee engagement toward achieving goals |

9. CONCLUSION

Based on the result of the study, the researchers come out with the following conclusions:

1. Most employees of OB Kogyo (Philippines) Inc. are in the age bracket of 24-29, female, single

and working as Operator. Most number of employees are full-time employees and are being employed in the company for 2-3 years.

2. There is a moderate effect of COVID-19 Pandemic on employee performance of OB Kogyo

(Philippines) Inc. in terms of task performance, contextual performance, adaptive performance, counterproductive work behavior based on the study performed.

3. There is significant effect of COVID-19 Pandemic on the performance of employees of

OB Kogyo (Philippines) Inc. in terms of counterproductive work behavior when grouped according employee position and length of tenure. There is no significant effect of COVID-19 Pandemic on the performance of employees of OB Kogyo (Philippines) Inc. when grouped according to age, sex, civil status and employee status.

4. Each proposed program will give a win-win situation between OB Kogyo (Philippines) Inc. and its employees. The company will invest in building and improving the strength of each employee and in return, employees will be more effective and efficient in his/her job which will help in company's success even in its most challenging time.

10. RECOMMENDATIONS

1. OB Kogyo (Philippines) Inc. to develop and support programs that will improve every employee's performance which are not only helpful to them but also to the company itself.

2. Employees to share with the company what are the difficulties they are encountering that serve as

a hindrance of attaining good performance or high productivity specially in times like this with the effect of Covid-19 crisis.

3. The researchers who are interested in this study might put on other applicable indicators or enhance this with extensive study of effect of COVID-19 Pandemic on the performance of employees.

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