Factors Affecting Physical and Mental Health of Working From Home (WFH) Employees: Basis for a Wellness Program for a Holding Company

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Abstract

The COVID-19 pandemic changed the concept of traditional working from home. The quick transition to full-time WFH significantly affected the employees' well-being. This study focused on the effect of the lifestyle and home environment, occupational environment, and home office environment on the employees' physical and mental health or well-being who are working from home full time due to the pandemic. This quantitative study utilized an online survey distributed to all employees of a Holding Company using google forms. Purposive sampling was used to select the 100 sample respondents based on the computed sample size using G-Power application. For the data analysis, descriptive statistics was used to describe the variables and simple regression was conducted to test the hypotheses. The results of this study showed that lifestyle and home environment and occupational environment had significant effect on physical well-being of the employees WFH while home office environment had no significant effect. For the mental well-being, lifestyle and home environment and home office environment had significant effect while occupational environment had no significant effect. Also, there was an average changes in the physical and mental well-being status of the employees WFH compared to pre-pandemic work arrangement. This study was able to identified factors that significantly affect workers' physical and mental well-being and established the framework for thinking about how to best create a great WFH experience. As such, this study intended to develop a CAPSTONE Project in a form of a holistic wellness program and working from home guidelines to ensure and promote the well-being of the employees working remotely.

Keywords: work from home; lifestyle and home environment; occupational environment; home office environment; physical and mental well-being

1. Introduction

The COVID 19 pandemic changed the shape of people's lives especially work life. One of the most drastic changes was that work became virtual. To control the spread of the coronavirus, the government implemented nationwide and localized lockdowns. As a result, many businesses were being pushed to allow their workers to work from home full-time. This changed the way people thought about traditional WFH, which was only done on occasion. Pre-covid, WFH had been an effective factor for employees to attain work life balance. However, the quick transition to full-time WFH, as well as other issues related to the COVID-19 pandemic, have a significant impact on the employees' well-being (Xiao et.al, 2021). Furthermore, pre-pandemic studies on the effect of WFH on employees' engagement and job performance are numerous.

However, studies on the factors affecting employee's well-being working from home during a pandemic are limited. This study somehow contributed to filling the said gap.

According to the 2021 Work Trend Index conducted by Microsoft among 31,092 workers in 31 countries, 20% of the respondents think that their employer is unconcerned about balancing the employees' work-home life. Also, 54% feel overworked while 39% feel exhausted. Because of the blurred boundaries between work and home life, employees are having a hard time to mentally disconnect from their jobs that can result to stress and anxiety. Furthermore, working in an environment that is not built for work might result in conditions that are harmful to one's physical and mental health (Xiao et. al, 2021). To address these issues, this study focused on understanding the lifestyle and home environment, occupational environment, and home office environment affecting the employees' mental and physical health who are working from home full time due to pandemic.

This study covered the employees of a Holding Company, a Filipino conglomerate that strives to improve people's lives and strengthen the country through well-run and profitable businesses which include education, construction materials, housing, and hospitality. As of date, there are around 4.700 employees of the Holding Company and its subsidiaries. Starting March 2020, Company Head Office 's (HO) default work set up is a full-time work from home. Pre-pandemic, the Company HO was already implementing a one-day WFH. But during pandemic, HO employees were required to work remotely full time. Based on employees' feedback during the departmental consultation on employees' concerns, HO employees are experiencing fatigue and burnout. The common sources of fatigue are the lack of personal space or working area that is prone to noise and distraction, long virtual meetings, being on call anytime, fear of uncertainty, and the blurred boundaries between work and home life.

As the basis for developing a holistic wellness program and WFH guidelines to ensure and promote the well-being of the employees working remotely, this study identified factors that affect workers' physical and mental well-being while working remotely. Consequently, this study established the framework for thinking about how to best create a great WFH experience.

In the EY 2021 Work Reimagined Employee Survey covering 16,264 employees in 16 countries and was conducted in March 2021, employees in Southeast Asia preferred to work anywhere, remotely or in a combination working arrangement with total of 84%. In addition, according to the 2021 Work Trend Index study conducted by Microsoft Corp., 84% of the workers in the Philippines surveyed in 2020 want flexible remote work options to continue. It is speculated that even after the pandemic, this new normal of working will stay. Thus, it is important for companies to formulate programs to promote positive working experience for their employees in this new normal of work set up or arrangement. This research lays the groundwork for businesses to better support their employees' ability to work from home. Since employees are considered as one of the most important internal stakeholders of the companies, it is necessary to ensure and promote their well-being. This study focused on helping companies reduce costs by decreasing the turnover and ensuring that employees remain engaged.

This study sought to address one of the sustainable development goals which is good health and well-being. Findings of this study provided awareness on the factors affecting the physical and mental well-being of working from home employees. This study laid the groundwork for businesses to better support their employees' ability to work from home which is very relevant in this time of pandemic. Ensuring and promoting the good health and well-being of employees lead to life satisfaction of these individuals and contribute to have a healthy, fair and equitable society.

The main output of this study was a holistic wellness program and WFH guidelines to ensure and promote the well-being of the employees working remotely. This project was presented through the publication of this thesis. To ensure the applicability of the program, the survey form and proposed solutions underwent review from the HR department. The comments of HR were considered in this paper.

The purpose of this study was to understand the effects of lifestyle and home environment, occupational environment, and home office environment on the well-being of employees working from home full time. The results from this study would be the basis in developing a holistic wellness program and WFH guidelines to ensure and promote the well-being of the employees working remotely.

Pre-covid, WFH was an important aspect in achieving work-life balance for employees. However, the quick transition to full-time WFH, as well as other issues related to the COVID-19 epidemic, have a significant impact on the employees' well-being. (Xiao et.al, 2021). According to the 2021 Work Trend Index conducted by Microsoft among 31,092 workers in 31 countries, 20% of the respondents think that their employer is unconcerned about balancing the employees' work-home life. Also, 54% feel overworked while 39% feel exhausted. Furthermore, workers have experience negative consequences particularly psychological stress and unpredictability as a result of the current altering working environment (Dela Calle Duran et. al, 2021). Also, based on the 2021 Work Trend Index study conducted by Microsoft Corp., 84% of the workers in the Philippines surveyed in 2020 want flexible remote work options to continue. This new normal way of working is expected to continue long after the pandemic. Thus, it is imperative for companies to formulate programs to promote positive working experience for their employees in this new normal of work set up or arrangement.

The COVID 19 pandemic has accelerated the WFH trend as the government implemented national and localized lockdowns. WFH has provided a solution for many companies to survive and continue their operations during the pandemic. However, prolonged work from home according to studies has consequences on the physical and mental well-being of the employees. Based on the studies, one of the contributing factors affecting the physical and mental well-being of employees working from home full time is the change in lifestyle and home environment. A common concern in working remotely or working from home is that the distinction between work and family life has been blurred. According to Xiao et al. (2021), employees experienced increased stress and anxiety due to difficulty to mentally disengage from work as a result of these blurred work-life boundaries. Balancing work schedules and attending to family needs which include taking care of household chores, running errands in between work, and assisting children on their online classes became challenging for the most of the parents. In the works of Eddleston and Mulki (2017), the findings revealed that the inability to disengage from work is linked to workplace stress via higher work-family conflict, and that this effect is stronger in women than in men. In addition, emotional exhaustion can be resulted from continuing work-family conflict (Vander Elst et al., 2017).

Aside from work-family conflict, there are also other factors that have negative effects on physical health of the prolonged work from home. Employees who worked from home full-time had fewer physical motions and activities, such as going between different meeting places and taking breaks (Tavares, 2017). Furthermore, long periods of screen exposure from full-time computer work can also induce exhaustion, tiredness, headaches, and eye-related disorders due to the virtual nature of remote work (Majumdar et al.,2020).

Another apparent effect of full time working from home on employees' well-being is also attributable to the social and work factors which include communication with co-workers, expectations on workload and work-related distractions. Full-time WFH for employees who live alone without frequent face-to-face interactions and social assistance may contribute to mental health issues such as social isolation and depression (Di Renzo L, Gualteri P., Cinelli G., et al., 2020). Furthermore, remote workers are particularly sensitive to workplace isolation, which can result in lower job performance, hinder professional progress, and negatively impact work-related well-being (Bell, 2019). It also evidenced in the study of Di Renzo et al. (2020) that the mandated prolonged working from home during the pandemic can contribute to overall depressed and worried feelings, which can lead to routines changes and dietary habits. When combined with additional WFH-related stress, these changes in physical activity and food consumption are likely to have a

direct impact on physical and mental health (Schnitzer M, Schottl SE, Kopp M, Barth M., 2020; Ricci F, Izzicupo P, Moscucci F, et al., 2020).

Distraction is also a major issue and concern for employees working from home full time especially the working parents. Because of the closure of schools and students are mandated to have online classes, working parents must also manage a more hectic work environment with additional distractions while also homeschooling their children. These factors also affect the physical and mental well-being of the employees (Arntz M, Ben S, Francesco Y., 2020).

Aside from the social and behavioural changes that affect the employees' well-being, another area of concern is the physical space in the home office environment. Employees were unable to adapt their home offices to make them more suited to a prolonged work from home setup due to the rapid move to full-time work from home. Not every employee has a dedicated work area at home. For the working parents, since children also require spaces for their online classes, this resulted for sharing of working area (Bouziri H, Smith DRM, Descatha A, Dab W, Jean K., 2020). Employees are also compelled to work in a variety of places during the day, such as sofas, eating areas, coffee tables, and mattresses, for those with limited space (Thompson C., 2020). According to Baradaran and Kelishadi (2020), physical health issues such as increased discomfort and pain and poor body mechanics can be caused by increased stress because of shared workspaces, lack of an appropriate physical workstation, and prolonged sedentary activities.

In addition, certain characteristics found in a work office setting, such as sufficient lighting, ventilation, and air conditioning, may be lacking in a home office setting. Working in an environment that isn't suited for work can result in unpleasant working conditions that are harmful to both physical and mental health, as well as worse overall work performance (Xiao et al., 2021).

In summary, different studies have identified physical, social and behavioural changes that affect the employees' physical and mental well-being who are working remotely full time during a pandemic. Xiao et.al grouped these changes as lifestyle and home environment, occupational environment and home office environment. Previous studies on the effect of WFH on employees' engagement and job performance are numerous. However, studies on the factors affecting employee's well-being working from home during a pandemic are limited. This study somehow will contribute to filling the said gap.

1.1. Conceptual Framework

In the study of Xiao et. al (2021) entitled "Impacts of Working From Home During COVID-19 Pandemic on Physical and Mental Well-Being of Office Workstation Users" conducted in California, USA, lifestyle and home environment, occupational environment, and home office environment affected employee's physical and mental well-being of office workstation users during the COVID 19 work from home. Xiao's research aimed to (1) comprehend the overall change in physical and mental well-being following WFH, (2) determine the impact of changes in lifestyle and home environment following WFH on physical and mental health, and (3) finally, to determine the impact of occupational and home office environments on the physical and mental well-being during full-time WFH.

The lifestyle and home environment factors included the overall physical activity, physical exercise, food intake and the number of people in the home. For the occupational environment, factors included communication with co-workers, expectations on workload and work-related distractions. Finally, the factors for home office environments included visual, thermal, air quality and noise. In this model, lifestyle and home environment, occupational environment, and home office environment are the independent variables while physical and mental well-being are the dependent variables. This is illustrated in Figure 1.

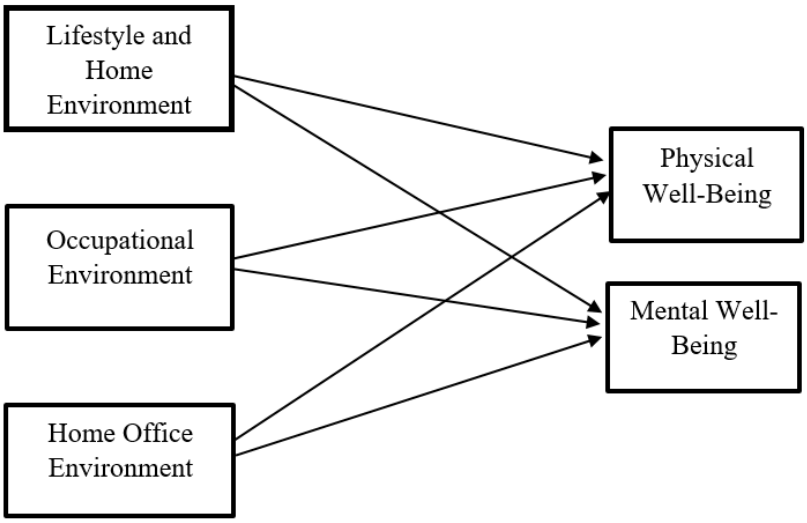

Figure 1. Conceptual Framework

Source: Impacts of Working From Home During COVID-19 Pandemic on Physical and Mental Well-Being of Office Workstation Users (Xiao et al., 2021)

The results indicated overall decreased physical and mental well-being status and an increased number of physical and mental health issues following the transition to WFH. Furthermore, lifestyle characteristics such as physical activity and eating habits, as well as social components of WFH such as who lives in the home, interruptions at work, and communication with co-workers, were found to be the most important predictors of both statuses. Various physical characteristics of the home workstation were linked to an increase in the number of new health conditions. This research provided the factors that influence workers' physical and mental health while on WFH and laid the groundwork for thinking about how to effectively promote a positive WFH experience.

1.2. Operational Framework

This study fully adopted the framework used in the research of Xiao et. al (2021). While the study of Xiao et al., (2021) was conducted in California, USA, this study was conducted in the Philippines, specifically on a Holding Company and its Subsidiaries employees who are also workstation users. The operational framework is shown in Figure 2.

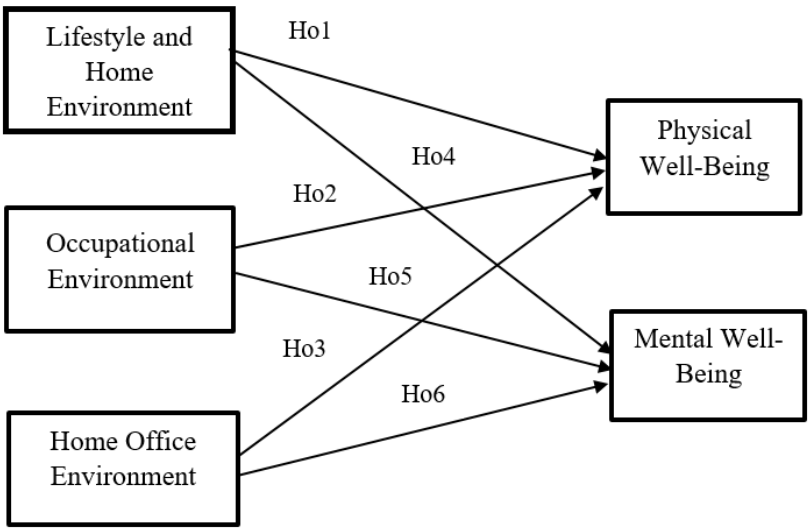

Figure 2. Operational Framework

Under this framework, lifestyle and home environment, occupational environment, and home office environment affect employee's physical and mental well-being. Specifically, this study aimed to determine the effect of lifestyle and home, occupational and home office environments on the physical and mental well-being of employees working from home full time during pandemic of a holding company and its subsidiaries. In this model, lifestyle and home environment, occupational environment, and home office environment are the independent variables while physical and mental well-being are the dependent variables.

1.3. Objectives

In general, this study determined the effect of lifestyle and home environment, occupational environment, and home office environment on employee's physical and mental well-being. Specifically, the study aimed to:

- evaluate if lifestyle and home environment have significant effect on the physical well-being of the employees;
- evaluate if occupational environment has significant effect on the physical well-being of the employees;
- evaluate if home office environment has significant effect on the physical well-being of the employees;
- assess if lifestyle and home environment have significant effect on the mental well-being of the employees;
- assess if occupational environment has significant effect on the mental well-being of the employees;
- assess if home office environment has significant effect on the mental well-being of the employees.

1.4. Hypotheses

To address the need of the study, the following hypotheses were tested:

Ho_1: Lifestyle and Home Environment have no significant effect on physical well-being of the employees
Ho_2: Occupational Environment has no significant effect on physical well-being of the employees.
H_3: Home Office Environment has no significant effect on physical well-being of the employees.
Ho_4: Lifestyle and Home Environment have no significant effect on mental well-being of the employees.
Ho_5: Occupational Environment has no significant effect on mental well-being of the employees.
Ho_6: Home Office Environment has no significant effect on mental well-being of the employees.

2. Methodology

This study followed the descriptive and causal-comparative research design using the quantitative technique as the objectives were to describe the characteristics of the variables and examine if independent variables affect the dependent variables. Purposive sampling was used to select the 100 sample respondents based on the computed sample size using G-Power application. The respondents of this study were the employees of the Holding Company and its subsidiaries which included education, housing, construction materials group, and hotels. The locale of this study will be the head office of the different strategic business units (SBUs) and the holding company which is located at Makati City.

Primary data were gathered through a survey. This study adopted the questionnaire used in the study of Xiao et. al. (2021). The questionnaire had a total of 43 items using 5-point Likert scale, categorical and open-ended questions. A pilot testing was done to test the reliability of the instrument with an alpha of .719 for lifestyle and home environment, .726 for occupational environment, .830 for home office environment, .826 for physical well-being and .862 for mental well-being. The overall rating resulted to an alpha of .70 and higher. The questionnaires were distributed online through Google form by sending the link to the correspondents' email accounts. For the data analysis, descriptive statistics was used to describe the variables and simple regression was conducted to test the hypotheses. A p-value of less than .05 indicated significant effect.

To measure the variables in this study, a 5-point Likert scale was used. Participants were asked to rate the changes in the factors under lifestyle and home environment, occupational environment, home office environment and physical and mental well-being of the employees compared to the pre-pandemic WFH from 1 to 5 (1=much lower, 2=lower, 3=about the same, 4=higher, 5=much higher). While, under the home office environment, participants were asked to rate the level of satisfaction from 1 to 5 (1=extremely dissatisfied, 2=dissatisfied, 3=neutral, 4=satisfied, 5=extremely satisfied). To interpret the results of the responses, weighted averages were calculated for Likert scales shown in Table 1. Also, participants were asked categorical questions and responses will be counted as none or at least one. An open ended was also included at the end of the questionnaire to identify other factors to be considered in this study.

Table 1 - Weighted Averages for 5-Point Likert Scale

Likert Scale	Weighted Average	Interpretation
1	1.00 - 1.49	Very low
2	1.50 - 2.49	Low
3	2.50 - 3.49	Average
4	3.50 - 4.49	High
5	4.50 - 5.00	Very high

For the ethical considerations, this research project was conducted with full compliance with research guidelines established by the DLSL Research and Publications Office and underwent with an Ethics Review. The research was conducted through an online survey that was disseminated to the employees of a Holding Company. Data gathering was done with utmost confidentiality and in accordance with the data privacy policy of the Company. Written consent was obtained from the HR Department that a research will be conducted about the Company and a corresponding questionnaire will be disseminated. Before the questionnaire was finalized, HR was given the chance to review the questions to ensure rights of the Company and the employees were protected. The online survey included a one-page 'project information sheet' that outlined the purpose of the study, who is undertaking and financing the study, and how it will be disseminated and used. Consent was obtained from the participants in answering the survey.

3. Results and Discussion

A total of 122 responses were gathered from employees working in Head Office as support group (35.2%), Constructions Materials Group (51.6%), Education (9.8%) and Properties (3.3%). The average age of the employees was 36 with 38.5% under the age group of 31 – 40 years old. 69% of the respondents were female while 31% were male. Most of the respondents were single (45%) and married (50%). 39% of the respondents were rank and file employees, 33% were supervisors, 22% were managers and only 6% were executives. In terms of tenure, 41% were working for 0 to 3 years, 22% were with the Company for more than 10 years, 21% were working more than 5 years to 10 years and 16% were working more than 3 years to 5 years.

Table 2 showed the weighted average responses to each of the factors and the corresponding interpretation of the result. Based on the results showed in Table 2, there was an average change in the lifestyle and home environment with an average rating of 3.18 and SD of .714. However, there was a high changes in the item related to healthy food intake of the respondents under the said factor. This increase in healthy food intake had supported the previous study of Sato et. al (2021) which concluded that in general, nutrition quality improved during pandemic while working from home. On the other hand, there was a low rating in occupational environment with an average rating of 2.41 and SD of .494. This was attributable to the increase in distractions while working, workload expectations or requirements, communication with coworkers, adjustments in work schedule and routine, accommodation of work schedule around others, and time spent in the workstation. This finding corroborated the previous study of Pandey (2020) that it is recommended to have a dedicated working area because it is difficult to minimize distractions especially from children while WFH. For the home office environment, there was an average change in the status with an average rate of 3.32 with SD of .76. However, for the item related to air quality, respondents indicated that they are satisfied with the quality of air in their home offices. This result was also consistent with the research of Salamone et. al(2021) which showed that 85% of the participants are satisfied with the indoor environmental quality of their workspaces during working from home.

For the dependent variables, there was average changes both in the physical and mental well-being of the employees working from home with an average rating of 3.13 and SD of .717 and 3.00 and SD of .804 respectively. The status quo in both the physical and mental well-being of the employees maybe attributable to the fact that they were already working for home for two years and may have adjusted their routine and environment. Although there was no changes in the average rating of the mental well-being of the WFH employees, responses showed that there were increases in the insomnia or trouble sleeping, mental stress or worries, social isolating, and trouble concentrating or maintaining focus or attention of the employees.

Table 2 - Average Responses to Each Variable

Variables	Mean	SD	Interpretation
Lifestyle and Home Environment	3.18	0.714	Average
Occupational Environment	2.41	0.494	Low
Home Office Environment	3.32	0.761	Average
Overall Physical Well-being	3.13	0.717	Average
Overall Mental Well-being	3.00	0.804	Average

Table 3 showed the frequency of yes responses to the categorical questions for the lifestyle and home environment, occupational environment, and home office environment. Table 2 revealed that out of 122 respondents, 99 or 81.15% said that they have at least 1 independent adult, 79 or 64.75% have at least 1 dependent adult and 69 or 56.56% have at least 1 pet living with them. On the other hand, 67 or 54.92% affirmed that their work schedule is the same as before the full time WFH while 65 or 53.28% said that other people are present in the same workspace while working. The table also showed that 84 or 68.85% of the employees who are working from home have dedicated space and 86 or 70.49% have a good workstation set-up. In addition, most of the employees (96.72%) know how to adjust their workstation. This maybe attributable to the fact that employees were already working for home for two years and may have adjusted their routine and environment.

Table 3 - Frequency of Yes Responses to the Three Independent Variables

Questions	Yes	Frequency
N= 122		
Lifestyle and Home Environment		
At least 1 independent adult lives with me	99	81.15%
At least 1 dependent adult lives with me	79	64.75%
At least 1 teenager lives with me	54	44.26%
At least 1 school age child lives with me	60	49.18%
At least 1 toddler lives with me	41	33.61%
At least 1 infant lives with me	14	11.48%
At least 1 pet lives with me	69	56.56%
Occupational Environment		
Work schedule is the same as before	67	54.92%
Other people are present in the same workspace while working	65	53.28%
Home Office Environment		
I have a dedicated space in a room with other uses	84	68.85%
I work in a variety of places, rooms, or locations around my home	65	53.28%
I have a good workstation set-up	86	70.49%
I know how to adjust my workstation	118	96.72%

The results also showed that 75% of the respondents preferred a hybrid or combination of online and onsite work arrangement. While 14% preferred full time working from home arrangement and only 11% preferred the full time onsite arrangement. This result supported the 2021 Work Trend Index study conducted by Microsoft Corp. where 84% of the workers in the Philippines surveyed in 2020 want flexible remote work options to continue.

The study aimed to determine the effect of lifestyle and home environment, occupational environment and home office environment on the physical and mental well-being of the employees working from home full time due to pandemic. Simple regression analysis was conducted to test the hypotheses.

As shown in the Table 4, results revealed that lifestyle and home environment, occupational environment, and home office environment positively affect the physical well-being status of employees which indicated that the increase in the said variables resulted to the increase in physical well-being of employees working remotely. For lifestyle and home environment, an R^2 of .188 indicated that 18.8% of the said variable can be attributed to the variation in physical well-being status of the employees. Lifestyle and home environment significantly affect the physical well-being status of the employees with p-value of 0.000 and F-value of 27.728. In addition, occupational environment has significant effect on the physical well-being status of the employees with a p-value of 0.019 and F-value of 5.617. An R^2 of .045 indicated that 4.5% of the said variable can be attributed to the variation in physical well-being. These results are supported by previous studies of Haliburton L, Schmidt A, Media HU, Munich LMU (2020) that regular exercise while working from home can improve the employees' physical well-being. In addition, physical issues were likely the result of the work-life stress caused by increased distractions according to the study of Bouziri H, Smith DRM,

Descatha A, Dab W, Jean K. (2020). On the other hand, home office environment has no significant effect on the physical well-being of the employees working remotely with a p-value of 0.066 and F-value of 3.451.

Table 4 - Regression Model for Independent Variables on Physical Well-Being

Model	Unstandardized Coefficient B	Unstandardized Coefficient Std. Error	Standardized Coefficient Beta	t	p-value	Interpretation
(Constant)						
Lifestyle and Home Environment	0.435	0.083	0.433	5.266	0.000	Significant
R^2= .188	F-value= 27.728			p-value= .000		
(Constant)						
Occupational Environment	0.307	0.129	0.211	2.370	0.019	Significant
R^2= .045	F-value= 5.617			p-value= .019		
(Constant)						
Home Office Environment	0.158	0.085	0.167	1.858	0.066	Not Significant
R^2= .028	F-value= 3.451			p-value= .066		

a: Dependent Variable: Physical Well-being

For the mental well-being status, results of simple regression analysis shown in Table 5 revealed that lifestyle and home environment, occupational environment and home office environment positively affect the mental well-being of the employees WFH due to pandemic. An R^2 of .151 of the lifestyle and home environment indicated that 15.1% of the said variable can be attributed to the variation in mental well-being status of the employees. Lifestyle and home environment significantly affect the mental well-being of the employees with p-value of 0.000 and F-value of 21.379. Also, home office environment has significant effect on the mental well-being status of the employees with a p-value of 0.017 and F-value of 5.913. An R^2 of .047 indicated that 4.7% of the said variable can be attributed to the variation in mental well-being status of the WFH employees. These findings supported the study of Pandey M. (2020) that having a dedicated room while working from home reduces the chance of being distracted and interrupted which affect the mental well-being of the employees. While the occupational environment has no significant effect on the mental well-being of the employees working remotely with a p-value of 0.067 and F-value of 3.436.

Table 5 - Regression Model for Independent Variables on Mental Well-Being

Model	Unstandardized Coefficient B	Unstandardized Coefficient Std. Error	Standardized Coefficient Beta	t	p-value	Interpretation
(Constant)						
Lifestyle and Home Environment	0.438	0.095	0.389	4.624	0.000	Significant
R^2= .151	F-value= 21.379			p-value= .000		
(Constant)						
Occupational Environment	0.271	0.146	0.167	1.851	0.067	Not Significant
R^2= .028	F-value= 3.436			p-value= .067		
(Constant)						
Home Office Environment	0.229	0.094	0.217	2.432	0.017	Significant
R^2= .047	F-value= 5.913			p-value= .017		

a: Dependent Variable: Mental Well-being

4. Conclusion

Based on the analyses, this study was able to identify the factors that significantly affect the physical and mental well-being of the employees working from home due to pandemic. The lifestyle and home environment and occupational environment significantly affect the physical well-being of WFH employees. Thus, this study rejected the null hypotheses 1 and 2 and accepted null hypothesis 3. On the other hand, lifestyle and home and environment and home office environment significantly affect the mental well-being of WFH employees. Consequently, this study rejected null hypotheses 4 and 6 and accepted null hypotheses 5. The model provided by the study Xiao et. al (2021) somehow supported the result of this study since for the physical well-being, only the lifestyle and home and occupational environments were identified as significant factors. On the other hand, only lifestyle and home and home office environments significantly affect the mental well-being of WFH employees.

The quick transition to full time work from home due to pandemic has resulted to a significant impact on the employees' well-being of a Holding Company. This study identified the factors that significantly affect the physical and mental well-being of the employees working remotely. Consequently, it provided basis in developing holistic wellness program and WFH guidelines to ensure and promote the physical and mental well-being of the employees working from home due to pandemic. Although this study provided significant factors that affect the physical and mental well-being of WFH employees, further study should be conducted to consider other factors like the role of technology and the effect of management trust on the physical and mental well-being of WFH employees. Furthermore, there were limitations on this study that should be acknowledged. First, this study was conducted on the 2nd year of Covid-19 pandemic, thus

employees may have adjusted their routine in WFH arrangement. Second, majority of the respondents were represented by constructions group and support group from HO. Finally, factors are categorized and items under each categories were not completely represent of all items per environment.

5. Recommendations

The main objective of this study was to develop a CAPSTONE Project in a form of holistic wellness program and WFH guidelines to ensure and promote the well-being of the WFH employees. The CAPSTONE Project would be the development of WFH Policies and Procedures which may include (a) working hours (b) guidelines for managers in managing the teams/departments (c) meeting etiquette (d) work communication (e) work location (f) dress code and (g) technology standards for remote employees.

Based on the results of the survey, there was an average changes in both the physical and mental well-being status of the employees working remotely. However, results also showed that there was a decrease in the occupation environment that was caused by increase in work factors like distractions while working, workload expectations and requirements, communication with co-workers, adjustments in work schedule and routine, and time spent in the workstation. These concerns may be addressed by allowing flexibility in working hours. HR may conduct further study on what flexible working hours will be suitable for the company. The results also showed that although in general, there was an average change in the lifestyle and home environment of WFH employees due to the high healthy food intake, there were lower physical activities and physical exercises. To improve the physical activities and exercises, HR may provide online zumba classes or online physical exercises.

In addition, since lifestyle and home environment was considered as significant factor affecting both the mental and physical well-being of the employees, HR may consider giving webinars and short courses on meditation and yoga classes. On the other hand, since home office environment was identified as significant factor on the change on mental well-being of the employees, the HR may provide webinars on how to make a conducive working area at home although 69% of the respondents said they have a dedicated space for WFH while 53% said they work in variety of places at home.

Another important insight from the study was 75% of the respondents preferred a hybrid arrangement for new normal working arrangement. Thus, HR may consider conducting further study and research on what arrangement should be fitted for the Company.

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