

Fringe Benefits and Its Effect on the Wellbeing of Divine Word College of Legazpi Employees During the Pandemic

Dhan Davish V. Alamo

College of Information Technology and Computer Science
University of the Cordilleras
Baguio City, Philippines
dhandavishalamo@gmail.com

Lany L. Maceda., DIT

College of Information Technology and Computer Science
University of the Cordilleras
Baguio City, Philippines
drmaceda@uc-bcf.edu.ph

Abstract— The COVID-19 pandemic has had a significant impact on employment, economic activity, and our way of life. Fringe benefits are extras that companies provide their workers in addition to their salary. The purpose of this study is to determine the Divine Word College of Legazpi, School of Engineering and Computer Studies employees' fringe benefits during the pandemic and to assess how such benefits affect their wellbeing. The study was conducted out using a qualitative descriptive research methodology. As a result, the DWCL SOECS faculty received benefits from the college's administration like clothes allowance and internet allowance. The majority of the faculty are happy with the services they have received from DWCL and have no complaints to make about the organization. On the other hand, some faculty members had issues with and concerns about the compensation and work they had gotten from DWCL. The DWCL SOECS faculty, administration, and management must hold consultation meetings so that they can express their concerns in a professional manner in order to preserve the finest possible education for the students that DWCL can provide.

Keywords- *Organizational Behavior, Fringe Benefits, Wellbeing, Faculty, Human Behavior*

I. INTRODUCTION

The COVID-19 pandemic has had far-reaching effects on economic activity, jobs, and our way of functioning. All of these shocks have the potential to have a significant negative effect on subjective well-being. This chapter outlines the several ways that the pandemic has impacted the global labor market and the workplace while also looking into the long-term effects on employees' well-being all across the world [1]. Many of the employee benefits that were once sought-after and thought to be attractive—like lunch subsidies and annual public transportation passes at a discounted rate—no longer hold the same allure as they once did as offices are closing and our homes are now also our places of employment. There is still a lot of ambiguity about how to proceed and what the future of work will entail, even though COVID-19 vaccinations are

currently being distributed in many nations throughout the world and offices in some of those nations are slowly opening their doors to employees once more [2].

Fringe benefits are additional that organizations provide their employees on top of their salaries. Some firm fringe perks are provided to every employee, while others could be reserved for executives exclusively. Some benefits are given to employees to cover expenses associated with their jobs, while others are focused on overall job satisfaction [3]. A successful workplace and company depend on the wellbeing of their employees. Companies that support employee health help keep a happy and productive work atmosphere while also making it easier for employees to manage their stress levels. Mental and physical health, as well as more intricate concepts like contentment and

engagement levels, can all be referred to as being in good health [4].

The objective of the present study was to evaluate the effects of the fringe benefits on the wellbeing of the employees at Divine Word College of Legazpi during the pandemic. To support the present study, we need to; to identify the fringe benefits of the employees of DWCL during pandemic and to evaluate its effects to the well-being of the DWCL employees.

II. RELATED LITERATURE

The study of Basnet examined the fundamental assumptions that underpin organizational behavior in greater depth. The study states that organizational behavior is based on two sorts of basic assumptions. People and organizations have these characteristics. Individual distinctions, the full person, motivated action, the value of the person, selective perception, and the desire to be involved are all part of a basic premise about people's character [5]. The organizational citizenship conduct has a considerable impact on staff productivity. The company must encourage the welfare of coworkers and work groups so that they can go above and beyond the organization's minimum role requirements. Managers should reward OCB staff with higher salary, promotions, and incentives [6]. Trust, experience, thinking styles, and corporate expectations are all part of it. Every company needs to improve employee citizenship. A well-formed commitment is essential to deliver OCB to employees [7]. A green organizational culture has a substantial positive association with employees' green behavior and the organization's environmental performance. Green in mediating the relationship between these two forms of fit and OCB characteristics [8].

Employee perceptions of organizational support for creativity, KH, creativity, and innovative work behavior are found to modulate the impact of implemented HR strategies on task performance [9].

The impact of person-organization (P-O) and person-job (P-J) fit on several characteristics of OCB is investigated in the study of Navneet. In addition, the study looks into the impact of job satisfaction in mediating the relationship between these two forms of fit and OCB characteristics [10]. The study of Chalachew argues that integrated multi-level studies are needed to enhance the links between important resources and behaviors in order to put the learning organization on the proper track for growth [11]. To resolve the ambiguity around how reciprocity is defined, categorized, and applied in the field of organizational behavior. organizational behavior frameworks employ various conceptions and elements of reciprocity [12]. A high-performing human resources have a considerable beneficial impact on organizational entrepreneurship at a 95% level of assurance. It's also been discovered that organizational civic

activity has a meditative effect. Comprehension of the fundamental variables influencing the organizational dynamics of prosocial behaviors that can increase performance as well as the mechanisms through which OCB positively predicts performance in organizational settings [13]. The study of Idris stated that, the relationship between transformational leadership, learning culture, job satisfaction, and organizational citizenship behavior is investigated in this study, as well as the mediating role of learning culture and job satisfaction on transformational leadership and organizational citizenship behavior [14].

According to the study of Giulia C., Job satisfaction (JS) is a sign of someone's psychological well-being. Consistent data suggested that organizational citizenship behavior (OCB), a voluntary extra-role behavior, can also support a person's psychological well-being [15]. The study stated that, despite the fact that several research has demonstrated the influence of prosocial conduct on organizational performance, the mechanisms that support or undermine these effects have largely gone unexplored. The performance effects of OCB rose as employees' and managers' CE grew, particularly in terms of performance efficiency and performance originality. Additionally, both employees' and managers' CEs reduced the effects of OCB on performance [16]. A WSPs have a beneficial impact on the OCB and a negative impact on the perception of job insecurity. Furthermore, perceived work insecurity and OCB are favourably impacted by the perceived risk connected to COVID-19. Also, there is no statistical correlation between employees' sense of job insecurity and OCB [17].

Knowledge sharing typically takes place in a work environment, but it is uncommonly understood how group leaders affect how well their members share knowledge. The study argues that a group leader's positive leadership, such as empowering leadership, can help group members develop positive psychological capital, which can increase their knowledge sharing. It demonstrates that group leaders who practice positive leadership can assist their followers in improving their positive psychological resources, which should improve knowledge sharing [18]. The study discovered that nurses' perceptions of the human resource management system are favorably connected to prosocial organizational behaviors even in non-profit institutions without advanced human resource systems, and job efficacy partially mediates the association. Therefore, non-profit hospitals should emphasize nurses' involvement and supervisory assistance because doing so would increase service quality and offer a more personal touch approach to patient care. According to the findings, non-profit hospitals' nursing administration must pay close attention to human resource management in order to institutionalize prosocial organizational behavior [19]. In order to truly apply

corporate green practices, the aims of an organization and its managers need to be combined within the actual condition of Chinese firms by balancing the profit goal and the environmental goal [20].

According to Unsworth, the causes and remedies of climate change are integrally linked to organizations, and there is growing interest in the micro- and macro-factors that influence employee green behavior. The interaction between these macrofactors and microfactors, however, implies that organizational initiatives may not always succeed and instead rely on staff members' environmental consciousness. The need for a dynamic systems viewpoint in the study of all forms of employee green behavior in firms is thus highlighted [21]. The purpose of the study is to examine the psychology and conduct of workers in businesses engaged in enterprise innovation. This demonstrates a positive correlation between organizational psychological ownership and workers' creativity. Therefore, based on organizational psychology and culture, the influence of employer-employee relationships on employees' innovative behavior is examined. This can increase employees' subjective initiative for work and provide ideas for the management and development of start-ups [22]. It recommends that organizational leadership support psychological empowerment, knowledge sharing, and initiative on the environment for fostering OCBE in their workers. Additionally, it is advised that personnel get orientations on resource conservation and environmental protection during the hiring and selection processes [23]. The empirical outcomes demonstrated a beneficial relationship between responsible, inclusive, authentic, and supportive leadership styles and employees' OCBE. The study expands our knowledge of leadership styles and their effect on OCBE [24]. The study stated that, creating an evaluation model of process capability and organizational behavior and using the Spearman-Rank correlation technique, an investigation at the level of capability process and organizational behavior. Empowerment, capability development, core values, organizational learning, coordination & integration, strategic direction & intensity, customer focus, creating change, and goals & objectives are the organizational behavior components that show the strongest association [25]. In the study of Petrou, recommends that employees respond to organizational change communication by designing job behaviors that further help or impede their ability to adjust to change, depending on whether they are focused on promotion or prevention. A specific workplace action is then suggested to organizations and managers once the implications for management are addressed [26].

The study of Ipong, was to determine how organizational behavior and work discipline affected teachers' productivity in a public junior high school. Teachers should always offer their

best effort on the job as a school employee. These workers are anticipated to work hard and deliver competent work. The findings indicated that organizational behavior and work discipline have a substantial impact on teachers' ability to do their jobs [27]. In the study of Iqbal, the impact of authentic leadership on organizational citizenship behavior (OCB) and employees' interpersonal relationships is examined. It was discovered that procedural justice effectively moderated the impact of authentic leadership on team dynamics and OCB [28]. The study highlights an experiment that looked at how selection decisions made during a job interview were affected by applicants' propensity to demonstrate organizational citizenship behaviors (OCBs). We discovered that the higher level position (supervisor of administrative employees) selection decisions tended to be more influenced by applicant replies to OCB-related questions than the lower level position (administrative assistant). Last but not least, content analyses of open-ended responses revealed that participants' choice of candidates was particularly sensitive to candidates who displayed low voice levels and helpful behaviors [29].

III. METHODOLOGY

The researcher used a qualitative descriptive research method in conducting the study. The components of the methodology include the sources of data, respondents of the study, research instruments, data gathering procedures, and statistical treatment of data.

A. Data Gathering

The researchers of this study used the questionnaire as the primary source of the data. The questionnaire was distributed to the respondents. The data that was gathered from the response of the respondents were the main source of the study. Information from journals, articles, and internet websites that were related to the study served as the secondary source of data. The study is all about the fringe benefits and its effect on the wellbeing of Divine Word College of Legazpi employees during the Pandemic. The faculty of School of Engineering and Computer Studies working in Divine World College of Legazpi are the respondents of this study with a total of 15 respondents.

Respondents were contacted through messenger to ask for permission and consent in conducting the study. Questions from the questionnaire were transferred in the Google Form for easy tracking of responses along with their personal information such as name, age, type of employee and designation. Respondents were guaranteed that the information provided will be confidential and for educational purposes only.

B. Statistical Treatment of Data

The research instrument used in this study was frequency and percentage. This will employ to determine the frequency counts

and percentage distribution of personal related variables of the respondents. Frequency and Percentage was used in computing for the data of the respondents all about their fringe benefits and its effect on the wellbeing of employees working in Divine Word College of Legazpi during the Pandemic.

IV. FINDINGS AND DISCUSSIONS

A. To identify the fringe benefits of the employees of DWCL during pandemic.

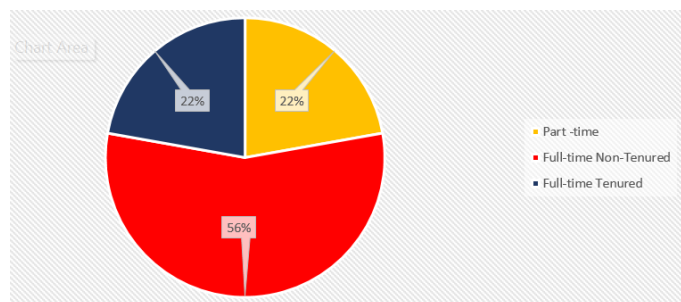


Figure 1. Summary of Percentage of DWCL - SOECS Faculty by Type

The data gathered revealed that, 56% of the faculty in SOECS department is Full-time Non-Tenured and Full-time Tenured is 22% from the total respondents tied with the Part-timer. As shown in the chart above, majority of the respondents are dominated by Full-time Non- Tenured and Tenured regardless of their gender.

As shown from the chart that most of the faculty of SOECS are Full-time Non-Tenured and while the Full time tenured and part-time are equal.

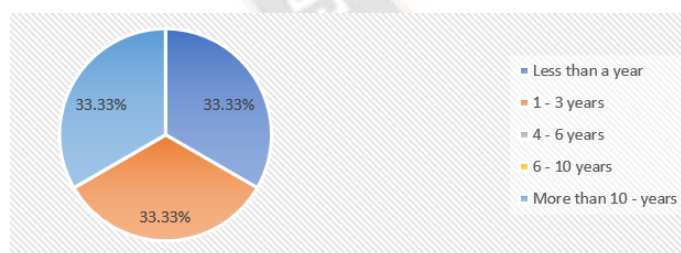


Figure 2. Summary of Percentage of DWCL - SOECS Faculty by Time in Institution

As gleaned from the chart above that, the DWCL – SOECS faculty was having a newbie or less than a year as an instructor together with 1 – 3 years and more than 10 years in service as employee of the said institution with a total percentage of 33.33% from the total respondents. This will reflect on how DWCL treats its employees with their utmost benefits given to the hardworking Professors.

It indicates that the faculty of SOECS are balanced of having its equal numbers for having a less than a year as a professor, 1 to 3 years and more than 10 years in service and serving the DWCL.

As reflected from the data, DWCL maintains the balance of its manpower in terms of promoting a quality education to the students as having a same number of professors.

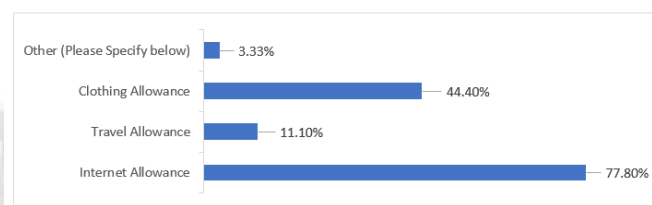


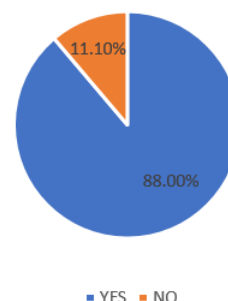
Figure 3. Summary of Percentage of DWCL by Fringe Benefits

As exhibited in the figure 3 above, most of the faculty get an internet allowance with a percentage of 77.80% followed by clothing allowance with the total average of 44.40% and with 11.10% is the Travel Allowance from the total respondents. While 3.33% get other fringe benefits such as, Leave, Health, Bonus Compensation and Advance Salary.

The data above shows that most of the DWCL – SOECS faculty have a better internet connectivity for their class as what the data presented and with allowance for uniform and travel expenses.

From this, the DWCL accommodates well their faculty based on the illustrated data gathered by the researchers. The DWCL - SOECS faculty receives their fringe benefits for their teaching provided by the institution as their primary concern is the welfare of the SOECS faculty.

B. To evaluate its effects to the well-being of the DWCL employees.



As seen from the chart above, most of the respondents indicated that those fringe benefits helped them on their work as garnered

a total percentage of 88 percent and only 11.10% said that is does not help.

The data revealed that most of the faculty satisfied of what fringe benefits has been offered to them. The DWCL is good in terms of providing those benefits that their employees are needed especially this time. But even the institution gives their best effort to provide the needs of their faculty there were still a benefit that other employee needed and not being included that is why we can see from the data above.

Overall, the satisfaction of the DWCL – SOECS faculty shows above data illustrated. The DWCL should continue and improve the said fringe benefits to continuously help their employees.

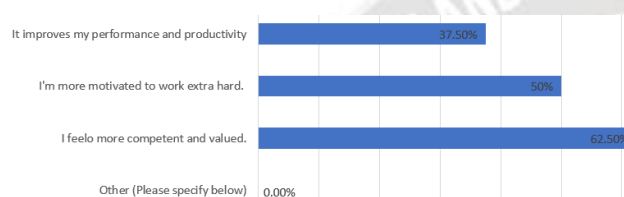


Figure 4. Summary of Percentage of DWCL Fringe Benefits Impact on Employee Well-being.

As shown from the figure 4 above, with a 62.50% from the total respondents said that they are feel more competent and valued. It is being followed by 50 percent who said that fringe benefits motivate them to work hard while 37.50 percent from the total respondents says that it improves their performance and they become productive.

The data revealed that fringe benefits provided by the DWCL to the SOECS faculty improves their competency and realized that they are more valued.

It indicates that DWCL institution has a better welfare in terms of capitalizing of what benefits are needed by their employees. The gathered data clearly stated how DWCL taking care of its employee by delivering good and utmost benefits to the faculty.



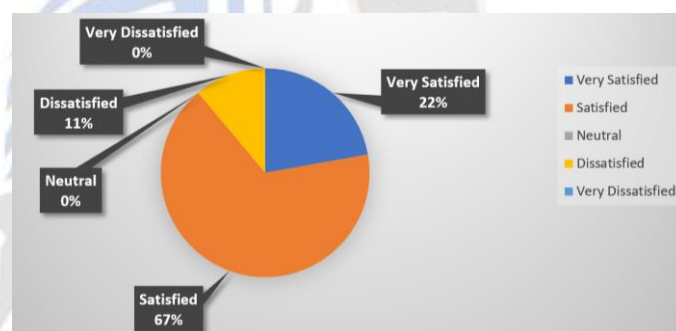
Figure 5. Summary of Percentage of Issues and Concerns regarding Employee Well-being.

As the data revealed that, 55.60 percent from the total respondents says that they have no issues or concerns regarding

on their well-being while in the institution. While 22.20 percent who answered (others) from the given choices said that there was a certain feeling that there was miss management of allocated budgets which should have been given to students and faculty support during times of pandemic and a minor issue (more on paper works for compliance for CHED and PAASCU) and an increase of non-teaching work. And 11.10 percent has a communication Issues together with faculty who have an Interpersonal conflict being demotivated with same percentage.

From this, most of the respondents with a total of 55.60 percent have no issues to the DWCL management in terms of providing fringe benefits while 44.40 percent from the respondents have their issues and concern to the management of DWCL.

With this, the SOECS faculty of DWCL has a good relationship between the employer and its employee but there is an issue that the institution should focus to address as presented by the data gathered. The DWCL management should conduct thorough planning and ask its employee what their needs is to eradicate the issues and concern or lessen.



From the given data above, it shows that 67 percent from the total respondents satisfied the way they treat by the DWCL Management. While 22 percent are very satisfied and only 11 percent are Dissatisfied.

As shown from the pie chart that most of the SOECS faculty are happy of how DWCL take good care of them as exemplified on the data gathered. It has just only a minor issue on some of the SOECS faculty.

The digits in the chart clarified that DWCL has it's a good rapport to their faculty in SOECS as most of them are satisfied and have no issues and concern to the institution. As such, DWCL provide a better and most fringe benefits that each faculty needed for teaching, self and for their professional growth as part of DWCL family.

V. Conclusions And Recommendation

Based on the findings, the conclusion was drawn: the DWCL SOECS faculty received fringe benefits from Divine Word College of Legazpi Administration such as internet allowance, clothing, and others. Most of the faculty are satisfied with what they have received from DWCL as most of them have no issues and concern to the institution. On the other side, some of the faculty had their issues and concerns in terms of the fringe benefits and work that they have received from DWCL. Others feel demotivated and had its burden due to increase of teaching work, more papers and miss management. DWCL has a lapse in terms of other fringe benefits that the faculty of SOECS are needed for facilitating their teaching process to have a conducive environment for their learners. SOECS faculty need a priority for other fringe benefits that may offer to them an ease of teaching in this new normal or alleviation for some specific teaching and learning problems that arises during the classes. Consultation meetings are needed for the DWCL SOECS faculty and the administration/management so that they can raise their concerns professionally for better and good relationships to maintain the best education that DWCL can offer to the students.

Based on the findings and conclusion, the DWCL provides fringe benefits to its employee especially to the SOECS faculty. Furthermore, some faculty satisfied but some are not. With that, DWCL should conduct thorough assessment of what fringe benefits are their faculty needed especially this time of pandemic. According to the result, faculty faced and encountered problems such as interpersonal skills, increase of workload and more on paper works. Addition to that, some faculty became demotivated due fringe benefits that are not aligned to their needs in teaching. DWCL should focus on the diversity of its faculty as their needs are not the same as other. Different approach should be given to address each problem and eradicate those hindering factors that bothers the faculty of SOECS in providing quality education.

ACKNOWLEDGMENT

The authors sincerely thank the University of the Cordilleras-Bicol University for their continuous support during this study. Additionally, we express our appreciation to the three anonymous reviewers whose constructive feedback greatly contributed to enhancing the paper's quality. The writers acknowledge with gratitude the financial support provided by SIKAP Philippines' CHEDRO5.

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