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The 9th International Conference on Marketing and Retailing**THE OUTMOST AFFECT FACTOR TO THE JOB
PERFORMANCE DURING COVID-19**

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Abstract

Most of the employees had been suffering in their health status at work during the movement control order. The government advised some of the companies to develop work from home which could cut the expenses of the company as well and the business operation of the company could be done like those normal days during the pandemic. The university staff was required to work from home due to the online learning that had been held during the pandemic. A change in the working environment requires new adaption, thus will jeopardize the outcome at the end of the day. The employee health was not taken good care of during the work-from-home period due to the change in ergonomics structure, stress on the workload and distraction, and poor time management by the employees at home which caused them to have bad job performance. This study aims to investigate the most factor that affects job performance during COVID-19. Data was collected among the staff in one of the public universities located in the north of Malaysia that practice work from home by using the questionnaire method. The findings argued on the most affected factor towards job performance. The findings implied the need for every organization to create awareness in protecting the employees' health and well-being at work during the pandemic as it had influenced job performance.

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Keywords: COVID-19, health, job performance, job factors

1. Introduction

The coronavirus issue which started in China has been widely spread and outbreak in a worldwide well-being threat (Wang et al., 2020). Starting from 12th December 2019, originating from the Human South China Seafood Market there was an acute respiratory tract infection that has been reported in Wuhan City (Peretto et al., 2020). Once the coronavirus had been detected actively spread around the world, the World Health Organization (WHO) then finally announced the COVID-19 issue was a public health threat of global concern (World Health Organization, 2020). The first case of coronavirus was detected in Malaysia on 25 January 2020 (Heikal Ismail et al., 2020). The first phase of the Movement Control Order (MCO) was implemented and announced by the Prime Minister of Malaysia on 18 March 2020 and the total lockdown had been done (Tang, 2022). Activities in the industrial and commercial were strictly not prohibited during the lockdown period from being operated (Heikal Ismail et al., 2020). The government of Malaysia has acted by giving orders to organizations to construct work from work-from-home routines during the lockdown period as a new culture of working to prevent the virus from spreading widely (Shah et al., 2020).

During the pandemic, almost all the employees are required to work from home including the academicians who were working in a university. All universities and schools in Malaysia had to shift from physical learning to online learning (Ahmad et al., 2022). The university staff had to adapt themselves to the absence of an ergonomics structure at home which caused them to have physical pain on their body, failure to manage their time well between work and personal time which led them to have poor work-life balance and stress the new way of working in the pandemic (Gerding et al., 2021). Health is considered an important element in every human survival and sustainable development, especially in such a competitive environment example in the workplace mental health issues such as burnout, anxiety, depression, and suicide are examples of health issues that constantly happening nowadays in the working industry (Yao et al., 2021). Employee health has been well defined as where employees perform their activities, and where it can bring positive and negative effects for the employees to achieve their results. Moreover, it also found that lack of employees' workability and quick retirement of workers can lead to having to inadequate workforce numbers therefore the work productivity will be low (Söderbacka et al., 2020). Thus, employee health can be considered one of the important main factors that could affect job performance (Jackson & Frame, 2018).

Most common health problems that can be detected among the employees such as musculoskeletal, migraine or severe headaches, circulatory, respiratory, digestive, diabetes mellitus, and psychological are basic examples of the chronic health problems faced by employees mostly happen due to the absenteeism of the efficient ergonomics (F. R. M. Leijten, 2015). Thus, during the pandemic, academicians also faced problems that caused bad health conditions themselves when they were working at home, the task assigned to them caused them to have some physical problems and exhaustion due to changes in working hours (Drašler et al., 2021). The exhaustion that has been faced due to poor time management has led the employees to have fatigue which makes their physical health draining while performing their tasks. It also stated that poor sleep quality as known as sleep disturbance will lead in having serious health consequences like hypertension, exhaustion, burnout, and depression (Lu et al., 2021). Therefore, it was proven that it was important for employers in every organization to maximize

and emphasize the health benefits of the employees for the employees to perform their tasks effectively, thus it is the duty of the employers to preserve the employees' health (Bouziri et al., 2020). The employees are the runners of every company as they need to be given well care and benefits to save them from being unproductive.

In addition, job performance has been viewed as the activity that an individual can able to perform successfully within the targeted goals (Khuong & Yen, 2016). Technically an employee can only perform their task when they are healthy and productive. The health of employees is a very important factor as it can significantly affect job performance (Bouziri et al., 2020). A study found that employees usually decided to leave work due to unstable financial status, unemployment, early retirement, and disability pensions (Schuring et al., 2013). A weak level of job satisfaction and an inefficient working environment can result causing negative effects on employee's health which will lead the employees to have lower job performance in the workplace (Barnay, 2016). Therefore, this shows that the employees cannot manage to perform and catch up with their work constantly like normal healthy employees.

During the pandemic era in 2020, almost all the organization required their employees to work from home due to the lockdown that had been restricted by the government. Many of the employees were facing problems due to the sudden change in the working culture (Yeow et al., 2021). The work-from-home culture had been a new addition to the employees as it was probably the first experience for most of the employees in Malaysia (Moretti et al., 2020). The university staff were so used to the physical working culture and had difficulties in managing their first time working remotely. Most employees also need to cope with the absence of ergonomic office furniture at home and the inconvenient workspace at home has led them to have problems like musculoskeletal (MSK) disorders problem (Qiu et al., 2021). There was a study explained that the poor ergonomics of workstations such as poor desk designs, noise, and poor lighting had negatively affected the employee's health through their physical and mental and caused the employees to have trouble performing their assigned tasks (Yeow et al., 2021). However, the problems of insufficient working environment also cause low performance of employees of the high education sector which are from low and middle-income countries. An inadequate working environment also can cause employees to suffer from physical problems too (Wilson, 2015).

2. Literature Review

2.1. Employee Health

Based on several studies that had been found, employee health was defined as the result of sickness absence, and reduced work productivity is the result of the lack of employee health (F. R. Leijten et al., 2013). There is a lot of research that has been done regarding the issue of employee health can affect job performance. Referring to the research done, it briefly explains that the work environment can affect employee health which will lead to job performance and job satisfaction to the employees (Blom et al., 2020; Lee & Brand, 2005; Ogbonnaya et al., 2017). The ambient features in the working environment including the noise, lighting, temperature, and structure of the workplace and building have an impact suggesting that such elements of the physical environment influence employee attitudes, health, satisfaction, and performance.

The emotional factor that was affected by the surroundings of the employees either it is at home or workplace involves emotional exhaustion as it had caused the employees to suffer from unstable emotional feelings such as sadness and anger such as cases that had been obtained from the customer service line that had to face their negative customers which lead them to be having emotional exhaustion during work (Baranik et al., 2017). However, there was also a study done, which stated that employee health can be affected by some factors such as based on the behavior of the employees themselves (Fujishiro & Heaney, 2009; B. Prasad & Thakur, 2019). Some employees have practiced bad habits of putting themselves in a very unhealthy lifestyle for example smoking, and drug use which will cause them to have bad diseases that affect their psychological health like lung cancer, cough, weak immune system, and high blood pressure (B. Prasad & Thakur, 2019).

2.2. Ergonomics

Ergonomics has been stated as the scientific study of humans that has a connection to their workplace as it is the study of ergonomics that enables designers and engineers to make systems more appropriate with human features (Ahmadi et al., 2016). This proves that ergonomics is related to the human body. The way ergonomics has been created is for the employees to have a bit of satisfaction and help them in performing job tasks (Shobe, 2018). If the work environment of an organization is well-designed as an ergonomic structure, it can create a healthier working environment for the employees as well as increase the productivity of work (Colenberg et al., 2021). In addition, it stated that ergonomics programs mostly highlight the issue of physical job features for example tool or workstation dimensions, heavy lifting, awkward postures, and repetitive tasks (Colenberg et al., 2021; Punnett et al., 2009).

Descatha et al. (2020) stated some examples of musculoskeletal disorders (MSDs) are such as low back pain, tendonitis, muscles, ligaments, nerves, and blood vessels. The main goal of an ergonomic is to avoid work-related musculoskeletal disorders (MSDs). Musculoskeletal disorders can occur to the employees if there is no application of ergonomics in the office environment and this phenomenon has led the employees to not having job satisfaction at their workplace as they failed to increase their work productivity well as well as causing the employees to bad health issue (Rahman & Zuhaidi, 2017). This phenomenon shows that ergonomics can be one of the factors that cause the health of employees to be unhealthy. In addition, looking on research done, it has found that musculoskeletal disorders due to the insufficient desks and tables chosen in the office can be a major cause of morbidity and absenteeism and it will be able to generate high disability which will cause employees to suffer from awkward posture, problems with their shoulders, elbows, and wrists (Anwar et al., 2023). The result of the research shows how low employee health can harm the organization itself as the workers are not that productive which leads to low job performance.

2.3. Stress

Stress has been defined as the pressure from the environment the person and the feeling of being unable to cope with the situation which threatens the person's mental, physical, emotional, and spiritual well-being and could not by itself ensure the stability of body systems (Fink, 2016). The interaction of both individual and situation which were the psychological and physical state gave out the results of

stress which the person unable to cope with the demands and pressures of the situation that have been faced. Furthermore, referring research moves further into details about the working sector, it states that the stress of an employee can be affected by three dimensions which are workload, role conflict, and role ambiguity and the three dimensions stated can affect the employee's mental health and physical health as it can cause the employee to feel drained and exhausted throughout the day (Harry, 2020). This situation can cause a low contribution of an employee in performing their task.

2.4. Time Management

Time management is defined as the first step of a person in determining their needs according to the level of importance within a certain period of the situation as the management of time can affect the well-being, health, and productivity of every employee (Yusof, 2021). An employee can manage their time daily by planning on which task they need to be settled first. The management of time is important for the employee to get enough resting time for their body and be productive in performing their work. Effective job performance and great productivity can be achieved by having the right working schedule and good time management of the handling task as effective time management can help to run out a job smoothly along the journey and have great outcomes in the end (Daniel & Santeli, 2020).

Like those employees who worked in event management, the most important aspect in handling the program must be time management and the time needed to plan and organize well in handling an event, the important task needs to be prioritized to make the whole process of making the event run smoothly (Ahmad et al., 2022). However, based on Claessens et al. (2007), stated that time management can contribute to the development of stress in the workplace and low job performance. This phenomenon can happen due to the improper of setting time management in performing tasks. There is research has been a research study of time management on teachers at schools and it showed those teachers who procrastinate in performing their daily tasks due to stress, unstable emotions, and bad health conditions which also led to low performance during teaching in the classroom (Laybourn et al., 2019). Most teachers have to deal with a busy working schedule which makes them unable to manage their time well. Laybourn et al. (2019) also stated that the inefficient working time faced by the teachers has caused the teachers to have low productivity in performing their role as teachers in schools and causes low performance.

2.5. Job Performance

Job performance is the status of the work of an employee, whether it is in good or bad condition. Based on a research study it has been defined that job performance is the result of an employee's work which shows their performance at the end whether it was a high-quality job or low-quality (Al-Omari & Okasheh, 2017). It had stated that a job is defined as a form of task that had been assigned by the employers to a certain worker meanwhile performance has been defined as the amount of work productivity and work quality achieved by an employee based on the task that they have done (Motowidlo & Kell, 2012). It will result in the condition of employees being changed according to their contribution to the organization due to their work quality and interest in working in the organization (Shobe, 2018).

Moreover, it further explains how an employee's behavior helps the organization to reach its objectives, which leads to the results when considering individual performance.

2.6. Productivity

Based on Ma and Ye (2019), stated that productivity can be influenced by community behavior. It indicates that if the community behavior is well the level of productivity will be high as the people will have a higher tendency to perform the task in the organization. Ogolla (2019) also explained that employees who can transform a certain limited input into an outstanding output which can help to grow the organization can be considered productive employees. It also further explained how the level of productivity can affect job performance as the higher the level of productivity of individuals in their workplace the higher the job performance is.

It has been stated that one of the key elements in improving the level of productivity in an organization was by handling the training and development for the employees as the employees need to be well-trained before they start working in a certain field (Mohammed et al., 2022). Moreover, there was also a research study stated that employee productivity can well produce good employee engagement because as generally known not all employees are well-trained in an organization, some of the employees were still new employees and some were senior well-trained employees who had more experienced if the employee had good engagement within themselves, they will be able to work together to build a greater level of productivity (Hanaysha, 2016). Productivity is considered one of the important elements in handling a job, especially during the pandemic.

2.7. Work Quality

Work quality is known as an important element in moving to achieve the targeted goals of an organization (Daniel & Santeli, 2020). Work was well-known and defined as how much the employee contributed fully to the nature and performance of their work in the organization whereas quality can be divided as accuracy, thoroughness, and neatness of work and task assigned. Based on a research study it has been stated that work quality can contribute to a good reputation and productivity of a company as it has been stated that a high potential of work quality can lead to a successful and effective organization (Syarif et al., 2019). It also stated that work quality and productivity work together to build up good job performance of a worker. It then contributed to improving the reputation of the company itself. It also mentioned that a high level of work ethic and good workforce behavior can act as factors that influence work productivity and help to boost the level of work quality and production of workers such as (Trivellas et al., 2019). Furthermore, it also briefly that work quality can be related to health (Arends et al., 2017). Absenteeism and work disability cause low work quality and contribute to productivity loss in an organization.

3. Research Methods

The study was between employee health and job performance. The population is defined as the employees of the university with a total population of 230 respondents, these are the group that involved

doing the work from home during the pandemic. Simple random sampling was applied to obtain the results of this study. In this research study, the sample size will be identified using the Krejcie and Morgan (1970) table referring to the number of populations that had been obtained (Bukhari, 2021; McNaughton & Cowell, 2018). The total population that has been used in this research is 230, thus, the sample will be 140. It is based on Krejcie and Morgan's (1970) table.

3.1. Data Collection Procedures

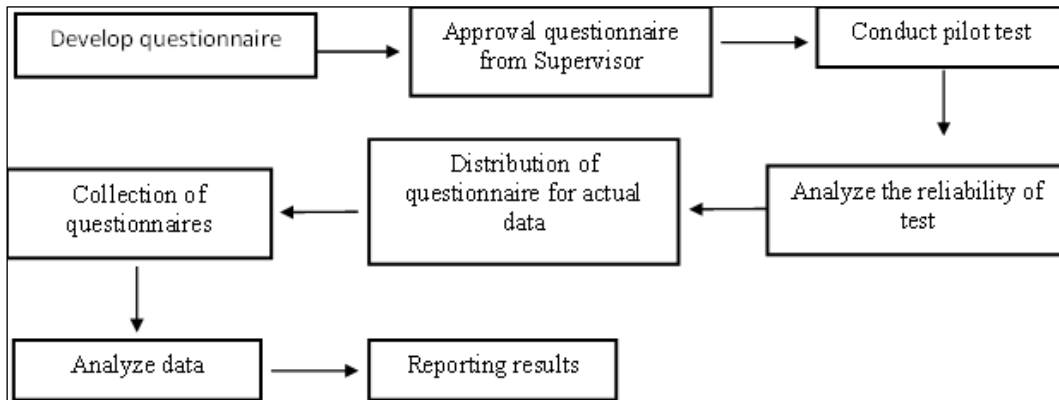


Figure 1. Data Collection Procedures

3.2. Validity of Instrument

The data was gathered by using the survey method which was using the questionnaire. Figure 1 shows the data collection procedures used in this study. The question questionnaire was adopted and adapted from the previous studies, these questionnaires consist of three main sections namely Section A, Section B, and Section C. Section A will cover the demographic background, and Section B will cover employee health through ergonomics, stress management, and time management. The questionnaire was constructed based on past research studies (Britton & Tesser, 1991; Frantz & Holmgren, 2019).

Section C consists of the dependent variable of the study which is employee health which is covered on job performance. The questions for job performance were adopted and adapted from past researchers (Koopmans et al., 2014). Data were analyzed using Statistical Package for Social Science version 24. The questionnaire is accompanied by 5 options on the Likert scale which are 1 for Strongly Disagree, 2 for Disagree, 3 for Neutral, 4 for Agree, and 5 for Strongly Agree. The questionnaire has undergone validation by members of the Faculty of Business and Management, UiTM Selangor for its adequate measure (Bagozzi et al., 1991).

3.3. Pilot Test

A pilot test was done in this research study as a form of rehearsal to allow the process of testing the research approach with a small number of test participants before conducting the main study (Fraser et al., 2018). It had been found that there were three purposes for performing the pilot test firstly to make sure that each measurement item included in the research study measures the relevant construct, next is to identify the internal consistency of each item in the construct, and to discover the understanding of the

respondents on the questions that had been constructed in the survey (Nasir et al., 2022). There were about 25 respondents that had been taken to answer the survey before the actual one. A pilot test is enough to have about 15-30 respondents as the sample size to test out the research. The pilot test was done to identify the internal consistency of the instrument and improve the sentence structure in the survey so that it could be easily understood by the respondents. In the research study, the pilot test was conducted also to indicate the validity and reliability of the instruments used. According to the results of the Pilot Test in Table 1, all scales above were considered reliable and valid (Taber, 2018). The value of the Cronbach Alpha that was the nearest to 1 is considered reliable. According to Konting et al. (2009), if the value of Cronbach Alpha is more than 0.6, it is significant and acceptable. There was one item removed for ergonomics and stress, meanwhile for time management and job performance uses all the items.

Table 1. Results of Pilot Test

No	Variables	No of items	No of items removed	Cronbach's Alpha
1	Ergonomics	5	1	0.811
2	Stress	5	1	0.703
3	Time management	5	-	0.748
4	Job performance	10	-	0.917

4. Data Analysis and Findings

4.1. Demographic Profile

The descriptive analysis was analyzed using the SPSS version. Table 2 shows the Demographic Profile of the respondent that had involved in the research studies. 152 respondents have been involved in the research study. The table above shows the Demographic Analysis for the research study. In the gender section, there were 70 male respondents and 81 female respondents with a percentage of 46.4% and 53.6%. Looking at the next section, it has four groups of age .it was resulted that the highest percentage of respondents came from the 41-50 years old group which was about 48.7% that is about 74 respondents. As for the 31-40 years old age group, it resulted to be about 24.3% which was 37 respondents, followed by the 50 years old age group resulted in 21.1% which was 32 respondents, and lastly, the 21-30 years old group that was about 5.9% which was about 9%. The least number of respondents came from the 21-30 years old group. The next section is the marital status. From the 152 respondents, it can be found that most of the respondents were married as it has resulted in the highest percentage of about 80.9% consisting of 123 respondents, meanwhile, the single, resulted in 15.8% that consists of 24 respondents, and the others the percentage of 3.3% that consists of 5 respondents. For the education background, it was given five categories of education. The highest percentage of respondents falls under the degree graduates which was about 48.7% consisting of 74 respondents followed by SPM holders or 42 respondents with a percentage of 27.6%, Master graduates show a percentage of 13.8% consisting of 21 respondents, then the Diploma graduates with the percentage of 7.9% that consists of 12 respondents and lastly the Ph.D. graduates about 2% that consists of 3 respondents. The last section for the demographic analysis was the duration of work. Most respondents have worked in the organization for more than 5 years which it

resulted to be about 90.8% which is 138 respondents, and the least amount of the respondents fall under less than 1 year. This study showed that most of the respondents are familiar with the organization and worked with the organization for a long period.

Table 2. Demographic profile

Demographic Variable	Categories	Frequencies	Percentage (%)
Gender	Male	70	46.4
	Female	81	53.6
Age	21-30 years old	9	5.9
	31-40 years old	37	24.3
	41-50 years old	74	48.7
	50 and above	32	21.1
Marital Status	Single	24	15.8
	Married	123	80.9
	Others	5	3.3
Education Background	SPM	42	27.6
	Diploma	12	7.9
	Degree	74	48.7
	Master	21	13.8
	PhD	3	2.0
Duration of working in the organization	Less than 1 year	2	1.3
	1-2 years	4	2.6
	3-5 years	8	5.3
	More than 5 years	138	90.8

4.2. Descriptive Analysis

The descriptive analysis of the collected data is shown below. The Standard Deviation (SD) and Mean indicate Job Performance has the highest SD (0.71671) with a Mean of 3.822 and Stress scored the lowest SD with 5.1840 with a mean of 4.450 as shown in Table 3 below.

Table 3. Descriptive Analysis

Variables	Mean (M)	Standard Deviation (SD)
Ergonomics	3.865	0.56562
Stress	3.450	0.51840
Time management	3.576	0.56284
Job performance	3.822	0.71671

4.3. Reliability Test and Normality Test

According to Bougie and Sekaran (2019), it stated that the significant value of Cronbach Alpha will be is most suitable measurement for reliability tests. Therefore, in this research study, Cronbach's Alpha is the method that has been used to calculate the reliability test. Based on past research many researchers have done the theory that the Cronbach Alpha value needs to exceed 0.7 and higher to be reliable and strong (Cortina, 1993). However, based on Konting et al. (2009) as summarized in Table 4 below, if the value of the Cronbach Alpha is 0.91-1.00 it is considered excellent, 0.81-0.90 is good, 0.71-0.80 is good, and acceptable, 0.61-0.70 is acceptable and still reliable. Meanwhile, 0.01-0.60 is non-acceptable and considered poor strength. To achieve a good interpretation value, Cronbach's Alpha value

needs to be greater than 0.7 and for established or adopt and adapt scale, it needs to be greater than 0.8. Table 5 shows the value of Cronbach's Alpha of the independent variables and dependent variables (Taber, 2018). Table 5 shows that all the variables were reliable as the values of the Cronbach Alpha were more than 0.6. There was one item that had been deleted for ergonomics and stress.

Table 4. The Interpretation Value of Cronbach Alpha (Konting et al., 2009)

Cronbach Alpha value	Interpretation
0.91-1.00	Excellent
0.81-0.90	Good
0.71-0.80	Good and Acceptable
0.61-0.70	Acceptable
0.01-0.06	Non acceptable

Table 5. Reliability Test Results

No	Variables	No of items	No of items removed	Cronbach's Alpha
1	Ergonomics	5	1	0.747
2	Stress	5	1	0.655
3	Time management	5	-	0.845
4	Job performance	10	-	0.915

It had been stated that the range value that is acceptable for skewness is -2 to 2 and the range value that is acceptable for kurtosis is -3 to 3 (Brown & Robinson, 2002). From the theory, all four variables' value for skewness and kurtosis falls under the range of -2 to 2 and -3 to 3 respectively. Therefore, it can be said that all the values of the skewness and kurtosis for the variables are acceptable in the study. Table 6 below illustrates both the Skewness and Kurtosis.

Table 6. Normality Test Results

	Skewness	Kurtosis
Ergonomics	-0.300	0.269
Stress	-0.229	-0.046
Time Management	-0.741	1.114
Job Performance	0.073	0.581

4.4. Multiple Regression Analysis

Table 7 shows the Multiple Regression table of this research study. The Model Summary table reported the strength of the relationship between the variables. It showed that the linear correlation between the observed and the dependent variable model-predicted value. The R square is 0.473. Table 7 shows that the model explained about 47.3% of the variables. Another 52.7% had been explained by other variables. As for the results of the regression coefficient analysis, the significant value for the regression coefficient analysis is $p < 0.05$. It can be seen there was a relationship between stress ($\beta = 0.32$, $p < 0.01$) and time management ($\beta = 0.539$, $p < 0.01$) however, there was no relationship found in ergonomics due to the value of the significance being greater than 0.01 ($\beta = 0.033$, $p > 0.01$).

Table 7. Multiple Regression Analysis

Variable	Standard Coefficient (Beta)	Sig
(Constant)		0.03
Ergonomics	0.033	0.62
Stress	0.320	0.00
Time management	0.539	0.00
R Square	0.473	
Adjusted R Square	0.462	
F change	44.195	
Significant F change	0.000	

Figure 2 and Figure 3 show the normal P-P and residuals' scatter plots. It has been stated the linearity assumption is met when the scatter plot follows the linear pattern (Black & Babin, 2019). Therefore, the diagram above showed that it resulted in a good model that indicates normal distribution which met the assumptions.

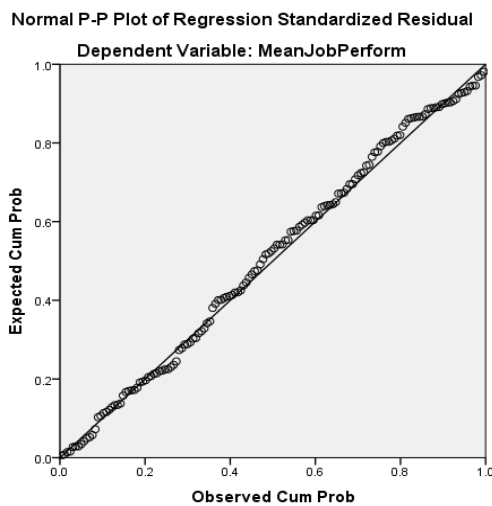


Figure 2. Normal P-P plot

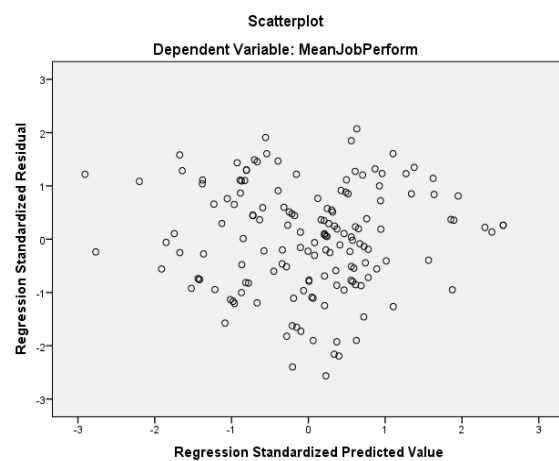


Figure 3. Scatter plot

4.5. Multicollinearity Statistics

Table 8 shows the Multicollinear Analysis that had been obtained. The three factors of employee health which were ergonomics, stress, and time management have been measured using regression analysis. The regression analysis helps to find out whether three factors, ergonomics, stress, and time management can influence the dependent variable which is job performance. The correlation between the variables has been measured using multicollinearity through the regression analysis. The Variance Inflation Factor (VIF) value lies between $1 < VIF < 5$, it had shown that the variables were moderately correlated with each other (Shrestha, 2020). From this research study, all three factors resulted in more than 1 and less than 5. It has been stated that when the value of VIF is less than 5, it is considered moderately correlated (Daoud, 2017). Therefore, it has been proven that all three factors are moderately correlated to the dependent variable which is job performance.

Table 8. Regression Multicollinearity Statistics

Variable	Tolerance	VIF
Ergonomics	0.803	1.246
Stress	0.941	1.062
Time management	0.822	1.217

5. Discussion and Recommendations

Based on the findings of Multiple Regression in the previous chapter, it showed the linear correlation between the observed and the dependent variable model-predicted value.

Table 9. Multiple Regression Analysis

Variable	Standard Coefficient (Beta)	Sig
(Constant)		0.03
Ergonomics	0.033	0.62
Stress	0.320	0.00
Time management	0.539	0.00
R Square	0.473	
Adjusted R Square	0.462	
F change	44.195	
Significant F change	0.000	

The R square has been resulted to be 0.473. Table 9 above shows that the model explained about 47.3% of the variables. Another 52.7% had been explained by other variables. As for the results of the regression coefficient analysis, the significant value for the regression coefficient analysis is $p < 0.05$. It can be seen there was a relationship between stress ($\beta = 0.32$, $p < 0.01$) and time management ($\beta = 0.539$, $p < 0.01$) however, there was no relationship found in ergonomics due to the value of the significance being greater than 0.01 ($\beta = 0.033$, $p > 0.01$). Hence, the model of regression showed that employee health can influence job performance. Based on past research, employee health focusing on psychological health and well-being has played an important role in building good job performance (Kundi et al., 2021). An employee who had good psychological health condition performed the task well. Thus, it was like this research study, whereby it shows that the focus on the psychological health that came from stress and time management was highly influenced by job performance.

The highest value of the standard coefficient obtained in the table above goes to time management ($\beta = 0.539$, $p < 0.01$). Therefore, it resulted that time management had the highest influence on job performance. There was past research that had been on time management can damage an employee's physical and mental health due to overwork and having an unhealthy work-life balance (K. D. V. Prasad et al., 2016). The workload and time pressure the employee had caused the employee to have a failure to manage their time well which resulted in them having unhealthy life. The employees suffered from physical pain due to sitting while performing their tasks for too long and lack of exercise and eating at the right time (K. D. V. Prasad et al., 2016). The work quality can be obtained when the employees can perform their tasks in good condition by having good health condition (Daniel & Santeli, 2020). Thus, when the employee faces exhaustion and fatigue, the outcome of the job will not be impressive, therefore,

this explains why time management for employee health and well-being has a greater influence on job performance.

As for recommendations, future studies can be applied with different variables, new and uncommon in the field of study. Another recommendation also can be conducted with different methodologies with different groups of respondents. Considering the current stage of COVID-19, research can be conducted to compare during post-COVID-19 in the same area of study.

In conclusion, this research study showed there was a relationship between the employees' health and job performance. As time management is the main contributor to job performance, employees need to be monitored and educated on how to manage their own time and schedule. This can improve job performance at the workplace. Therefore, every organization needs to take care of their employees' health and well-being to produce better outcomes which can help the organization reach their targeted goals easily. When the employees are more productive the job performance will also increase and to make sure the employees are productive at work, their health and well-being need to be highlighted the most during work (Bouziri et al., 2020).

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