

## MITIGATION ON NEGATIVE IMPACTS OF COVID 19 AND COMPLIANCE OF EMPLOYEES TO HEALTH AND SAFETY PROTOCOLS

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### ABSTRACT

*The scariest and most popular virus in the past months is COVID 19. Its threat to life is felt globally. It caused distancing among people, made a person a suspect as host or carrier and effected lockdowns, businesses to crumble, transportation to stop, extreme increase in the usage of internet and social media and loss of lives. Majority had scrambled to shield themselves from the virus and businesses to adapt measures ensuring continuity. The study focused on mitigation of negative impacts of COVID 19 and the compliance of employees to health and safety protocols. The fifty-five employees provided the data gathered through online. Results found that transactions were limited to one (1) employee only, entrance of customers was reduced, time-regulated oral transactions, close contact was avoided and window transactions were encouraged. Likewise, employees complied and protect themselves by wearing masks, washing hands before entering, having face shields worn properly, sanitizing their hands before and after contact with high-touch surfaces, having access to hand hygiene stations and supplies and having facilities for clients to wash. The variables considered in the study age, sex, monthly income and years of employment have no bearing on the mitigation on the impact of COVID 19 and compliance of the employees to health and safety protocols.*

**Keywords:** *mitigation, safety, protocol, compliance*

### INTRODUCTION

Most people feel the complexity of the problems of the world from science and technology, education, environment, food, health, safety and more. Earthquakes, typhoons, fires and floods are among the unimaginable catastrophes which unprecedentedly occur. Even up to this time, COVID 19 continues to rummage the earth and when will it end is still uncertain. It continuously take lives by the hundreds, plunging the economy which has not been experienced for the last thirty years; the rise of unemployment to employment displacement, the impending deterioration of conditions of living and importantly the fears and apprehensions of people on how to protect their life. Ahmad et al. (2020) stated that in less than two decades, the world has experienced three outbreaks of deadly Coronaviruses, including the recent pandemic of Coronavirus Disease 2019 (COVID-19) which posed an emergency of

international concerns where cases have been reported in more than 200 countries/regions that affected the health, endangered lives, and brought economic losses.

The government and the people joined together to mitigate the crisis. World Health Organization (WHO), Centers for Disease Control and Prevention (CDC) government officials, public and private business sectors and concerned citizens work together to control the spread of the said virus (Kniffin, 2020) and adapt measures to lessen the pandemic effect. As noticed, businesses decrease rapidly in value and amount. This drove entrepreneurs to adapt business strategies for the control of negative effects of COVID 19 and followed personal health and safety guidelines to prevent transmission and contamination among entrepreneurs, staff and workers. The safety protocol shield them from the invasion of the virus (Sigala, 2020).

Through adaption of the intervention, entrepreneurs are expected to recover from the effects of the pandemic in due time. It is necessary to have a baseline data on the status of business after months of continued plummeting. Thereby, the research will determine the extent of adaption of the measures to neutralize the negative effects of the virus and compliance to health and safety measures of businesses. Likewise, the research will also determine the gaps in the counteractive measures adapted to narrow down the negative effects of the pandemic to business and identify areas needing improvement in the implementation of personal health and safety protocol.

### **Statement of the Problem**

The study determined the mitigation on negative impacts of COVID 19 and compliance of employees to health and safety protocol in Roxas City during the pandemic. Specifically, it investigated on;

1. What is the level of adaption of employees on mitigation measures on the negative impacts of COVID 19 during the pandemic?
2. What is the level of compliance of employees to health and safety protocols during the pandemic?
3. Is there a significant difference on the level of adaption of employees to the mitigation measures on negative impacts of COVID 19 during the pandemic considering respondents' profile?
4. Is there a significant difference on the level of compliance of employees to health and safety protocol during the pandemic considering respondents' profile?

### **Hypotheses**

1. There is no significant difference on the level of adaption of employees to the mitigation measures on negative impacts of COVID 19 during the pandemic considering respondents' profile.
2. There is no significant difference on the level of compliance of employees to health and safety protocol during the pandemic considering respondents' profile.

### **Theoretical Framework**

The study was supported by the systemic stress theory of (Selye 1936, Evan – Martin 2007), who stated that stress caused changes that constitute specific response pattern, General

Adaptation Syndrome' (GAS) which proceeds in two stages; one is the alarm reaction comprises an initial shock phase and a subsequent counter-shock phase. The shock phase exhibits autonomic excitability, an increased adrenaline discharge. Second, is the stage of resistance wherein the symptoms of the alarm reaction disappear, which seemingly indicates the organism's adaptation to the stressor. Business owners and employees experienced the shock on their lives when lockdowns and closure were imposed in connection with covid 19 pandemic. In support Lazarus and Folkman (1984) stated that coping is constantly changing cognitive and behavioral efforts to manage specific external and internal demands that are appraised as taxing or exceeding the resources of the person. To reduce stress, conscious and unconscious efforts were inputted to solve the problem. It is the mind's built-in troubleshoot program that aims to restore its optimum functioning state. The coping process of expending efforts to solve personal and interpersonal problems and reducing stress induced by unpleasant and stressful situations is currently experienced by entrepreneurs. Their first reaction would be to make a plan to overcome it, talk it out with friends, avoid confronting the situation, or try to hide the fear by resorting to comfort food or other substances. Take action before problems reach the crisis level by using strategic planning (Hall, 2013). This provides the structure to make day-to-day decisions for larger vision, then creates direction for practice, and maximizes options for influencing environment. Choo (2001) suggested to acquire and make use of information about events, trends, and relationships in an organization's external environment, the knowledge of which would assist management in planning the organization's future course of action. Business losses can be regained if one looked at it in an objective and wider perspective and get the feel of the situation.

There are so many different ways of adapting to a stressful situation like plummeting of business. In psychology, coping skills or coping strategies are sets of adaptive tools that are proactively administered to avoid burnout. These tools can be once thoughts, emotions, and actions and are dependent on personality patterns. Even in business success and failures, there are varying reactions. However, mostly focused on success and sometimes overlooked the failures. Singh et al (2007) researched on how entrepreneurs focus predominantly on success which ignores the high failure rate of new ventures and precludes a holistic view of the entrepreneurial process. They that more coping and learning occurs in the economic aspect of failed entrepreneurs' lives in comparison to the social, psychological and physiological aspects.

Likewise, Drnovsek et al (2010) studied two broad strategies of coping the problem-based coping which is a cognitively-based response behavior that includes efforts to alleviate stressful circumstances while emotion-based coping involves behavioral responses to regulate the affective consequences of stressful events and find out which of the two are adapted by entrepreneurs and a set of antecedents influencing the selection of coping strategies. Entrepreneurs who engaged in problem-focused strategies want to effectively address the economic aspects of their lives whereas when they engage in emotion based strategies, they seem to increase their self-knowledge, they need to start subsequent ventures and facilitate learning from failure. Either of the two, may be adapted depending on the entrepreneurs.

In general, coping involves spending mental energy in a way that can reduce stress and to solve a problem through the use of coping strategies which can be positive or negative, depending on whether they increase or reduce mental wellbeing and it is dependent on personality patterns and perceptual experiences before one chooses for adapting to a situation. It is highly individualized and never the same for two people.

## Conceptual Framework

Based on theories and previous studies, entrepreneurs highly need business balancing. From north to south, east to west they gravely suffered in almost all aspects of life, physiological, sociological and psychological. Entrepreneurs not only feared for their business, it feared for their family, friends, business associates and employees. It is a long way to where they are before. Whereby mitigation processes has to be undertaken. According to Ge et al. (2018), mitigation is devoted to the reduction of the rate of increase, and scale of changes while adaptation is the capacity of defense and resilience, which reduces the passive influence of change. It will keep the business afloat. Hanson (2004) recovery from disasters is hard to cope with, especially for developing countries. Financial aid is beneficial for a poor region to be provided as a risk reduction measure instead of post disaster relief. Suppose to be less aid should be needed since precautions should have been taken before the event particularly in business and electricity plays important roles. Entrepreneurs can easily recognize opportunities than others. Likewise, resilience is rarely investigated in the context of failure despite debilitating experience. It plays a key role in re-entry into entrepreneurship. The exploration of Corner et al (2009) on emotional and psychological functioning of entrepreneurs after venture failure showed entrepreneurs exhibited resilience, considered stable in functioning over time, despite experiencing a traumatic event. The stability is different from the disruptions in functioning labelled as recovery from a severe event (Lindell et al, 2007).

Through mitigation, vulnerability of the business is reduced and adaptability is built. According to Lo (2019) small and micro businesses bear the brunt of climate change impacts in the climate-challenged economy. Multiple vulnerabilities may arise if the decision-makers' socio-economic conditions are associated with climate-sensitive business characteristics. Losing insights into how different facets of vulnerability interact and evolve over time put the business at risk. Thus, entrepreneurs beforehand may focus first on socio-economic disadvantages such as low education attainment, old age, low income, and female related to some aspects of small business vulnerability, while playing a role in mitigating or avoiding other aspects of it. These views provided the reason to consider the socio-demographic profile of the entrepreneurs and employees in the current research.

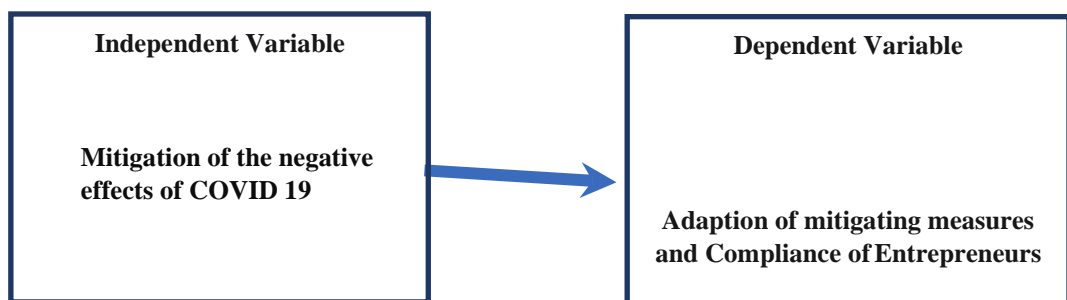


Figure 1. The schematic diagram showing the relationship of the independent and dependent variables.

## Literature Review

With the changing environmental conditions, the business ability to change and shift direction quickly and to reorganize strategically is imperative for the success in achieving

sustainable competitive advantage (Hitt et al., 1998, Mahdi and Almsafir 2014). As the business world changes adaptation becomes a challenge for organizations. In hyper-competitive conditions that characterize the current environment, business entrepreneurs will prosper and recover soon depending on their adaptive capacity. The essence of success will be adaptive capacity, process, strategic flexibility and flexibility of strategic planning process. Flexibility relates to a firm's capacity to adjust to change and/or exploit opportunities resulting from environmental changes (Dreyer and Grønhaug, 2004). Consequently, many empirical evidence supports that strategic flexibility drives firm performance (Grewal and Tansuhaj, 2001; bardikarni and Narayanan, 2007). In short, firms are called upon to review and change their strategic plans in light of evolutions in the external environment to include flexibility of strategic planning that translates in review and modify strategic plans.

The longstanding and widespread tradition of the person approach focuses on the unsafe acts, errors and procedural violations of people at the sharp end. Whereby, the associated countermeasures are directed mainly at reducing unwanted variability in human behavior may be established. All hazardous technologies possess barriers and safeguards. Blaming individuals is emotionally more satisfying than targeting institutions. People are viewed as free agents capable of choosing between safe and unsafe modes of behavior. As a result, two important features of human error tend to be overlooked. The same set of circumstances can provoke similar errors, regardless of the people involved. Error management is also among the factors. High reliability organizations are systems operating in hazardous conditions that have fewer than their fair share of adverse events offer important models for what constitutes a resilient system. In high reliability organizations, it is recognized that human variability in the shape of compensations and adaptations to changing events represents one of the system's most important safeguards. Reliability is "a dynamic non-event. High reliability organizations can reconfigure themselves to suit local circumstances. Paradoxically, this flexibility arises in part from a military tradition even civilian high reliability organizations have a large proportion of ex-military staff. Although high reliability organizations expect and encourage variability of human action, they also work very hard to maintain a consistent mindset of intelligent weariness. High reliability organizations are the prime examples of the system approach.

Coping with the pandemic is the most challenging among business entrepreneurs. Wolf et al. (2020) stated that COVID-19 pandemic poses an exceptional challenge for humanity. Because public behavior is the key to curbing the pandemic at an early stage, it is important for social psychological researchers to use their knowledge to promote behaviors that help manage the crisis. Here, we identify human values as particularly important in driving both behavioral compliance to government guidelines and promoting pro-social behaviors to alleviate the strains arising from a prolonged pandemic. Existing evidence demonstrates the importance of human values, and the extent to which they are shared by fellow citizens, for tackling the COVID-19 crisis.

The rapid spread of the virus and the necessity of waiting for effective treatments or vaccines (BBC, 2020a) highlights the importance of changing human behavior to contain the pandemic. Accordingly, governments across the world have introduced measures that severely impact individuals' personal and social lives, including closing institutions; schools, restaurants and urging people to stay at home, stay away from public places and social gatherings, and work remotely where feasible (e.g., UK Government, 2020). First, it is crucial to understand and increase compliance with the guidelines. The barrier to engaging in such self-sacrificial behavior is increased further by evidence that individuals underestimate the likelihood that they

personally will be infected with COVID-19 (Kuper-Smith *et al.*, 2020). The COVID-19 pandemic threatens people's sense of well-being in multiple ways. Moreover, people who are already struggling with harsh living conditions like in individuals in refugee camps may be among the worst hit. It is therefore crucial for social psychological research to identify ways to better understand and promote pro-social behaviors to alleviate the strains arising from a prolonged pandemic. Human values represent a psychological construct that is particularly important in driving both behavioral compliance and pro-social behavior.

Values are typically defined as abstract goals or guiding principles in people's lives (Maio, 2016; Schwartz, 1992) and have been shown to predict outcomes such as prejudice (Wolf *et al.*, 2019), environmental behaviour (Hurst *et al.*, 2013), and protest action (Mayton & Furnham, 1994).

Self-transcendence and conservation values are considered as having a social focus, whereas self-enhancement and openness values are considered as having a personal focus (Schwartz *et al.*, 2012). Moreover, self-transcendence and openness values are conceptualized as anxiety-free and growth-oriented, whereas self-enhancement and conservation values are anxiety-avoidant and focus on self-protection. The model's two-dimensional structure has been replicated in many cross-sectional and experimental studies conducted in over 80 countries (Bilsky *et al.*, 2011; Schwartz *et al.*, 2012).

Based on the motives that underlie the values in Schwartz's model, one might expect that individuals who endorse values with a social focus, self-transcendence responsibility and conservation family security values, will show greater compliance with COVID-19 guidelines, whereas individuals who endorse values with a personal focus, openness freedom and self-enhancement ambition values, will show lower compliance. People with higher self-transcendence values should be more likely to comply out of a concern for the safety of others, consistent with the anxiety-free and other-oriented focus of such values, whereas those with higher conservation values should be more likely to comply out of a concern for their own safety, consistent with the focus of these values on anxiety-avoidance and self-protection (Schwartz, 1992, Knafo, & Schwartz 2009). Thus individuals who attach higher importance to openness values may oppose guidelines that restrict their freedom and deprive them of stimulating experiences whereas those who attach higher importance to self-enhancement values may adhere lightly to the guidelines when they conflict with their drive for power and achievement. As Rybnicek *et al.* (2013) contended achievement is connected to rewards which uniquely activates brain areas that promote personality-based approach to work motivation. Practically, it suggests a need-tailored reward systems for organizations and an increased use of rewards other than money.

There is evidence linking higher conservation values and lower openness values to compliant and security-oriented behaviour (Bardi & Schwartz, 2003; Fischer & Smith, 2006; Schwartz *et al.*, 2017). However, the social aspect of compliance protecting others from the disease may be relatively unique to pandemic situations, and hence, evidence linking self-transcendence and self-enhancement values to behavioral compliance. Previous work has linked higher self-transcendence and lower self-enhancement values to higher levels of empathy (Myyrya *et al.*, 2010; Silfver *et al.*, 2008). Thus, there is initial evidence, relating to increased levels of compliance with COVID-19 guidelines to higher self-transcendence and conservation values, and lower self-enhancement and openness values.

Turning to pro-social behavior in the context of COVID-19, such behavior can also be expected to occur more frequently in individuals higher in self-transcendence values and lower in self-enhancement values. Evidence linking values to a range of pro-social behaviors (Sagiv *et al.*, 2017), individuals higher in self-transcendence values are more likely to volunteer to help others, donate money to a pro-social cause, and cooperate rather than compete with others. There is also evidence that values predict reactions to a disaster (Frink *et al.*, 2004). In the context of the 1995 Oklahoma City bombing, individuals higher in self-transcendence values, and interestingly those higher in conservation values, reported strong increases in macro-level worries, concerns about the wider society immediately after versus before the event. Micro level worries such as concerns about oneself or close others also increased over this period among those higher in self-transcendence and conservation values but only likely. Overall, existing theoretical and empirical work indicates that values play important roles in shaping the likelihood that individuals comply with behavioral requests and engage in pro-social behaviour, both of which are crucial in tackling the COVID-19 pandemic. Interventions aimed at changing people's values are likely to be successful but might be short-lived (Bernard *et al.*, 2003; Blankenship *et al.*, 2012), given the temporal stability of values (Bilsky *et al.*, 2011). Applied to the current context, arguments for COVID-19 mitigating behaviours may be more effective among individuals higher in openness and self-enhancement values when the arguments address relevant motives such as stimulation or achievement. For instance, these individuals may be especially responsive to policy recommendations arising from a recent study of public health messages in Italy (Barari *et al.*, 2020). The antecedents of cognitive ability, conscientiousness, openness to experience, and emotional stability influence cultural, work stress, interpersonal, learning, and uncertainty dimensions of adaptability are moderated by experiences of individuals who encountered problems that aid in the development of adaptability. The adaptability dimensions subsequently influence the outcomes of task and contextual performance, emotional adjustment, and efficacy to adapt. These adaptability-outcome relationships are moderated by the changes one encounters in an unfamiliar context. The supplemental analyses revealed that experiences predict adaptability incrementally over the antecedents and that changes incrementally predict the outcomes over adaptability. In the study of Zhou and Lin (2016) on Adaptability and Life Satisfaction results demonstrated that social support moderated the relation between adaptability and life satisfaction, such that the positive relation between adaptability and life satisfaction was stronger for individuals with higher levels of social support than for individuals with lower levels of social support. While Niessen *et al.* (2010) who investigated on the relationship between age and adaptation to changes in the workplace (perceived demand-ability fit, task performance before and after change) and two mediators of the potential age-adaptation relationships: adaptive self-efficacy and job experiences found that age was not related to fit and performance before but was negatively related to fit and performance after organizational change. Job experience made it more difficult for employees, whether young or old to adapt to workplace changes. Adaptive self-efficacy did not mediate the negative age-adaptation association.

Cheshmehzangi (2020) researched about status of places affected by COVID 19 outbreaks and gradual reopening of businesses, public places, and activities, the measures applied to safeguard public places the flexibility and adaptability characteristics of contemporary public places. It also dealt the role of public place during the pandemic outbreak. Set aside matters of resilience enhancement and city management Cheshmehzangi (2020) suggested methods of adaptive planning while Alterman, (1988), which requires altered behaviors and tailor-made measures. Cañas (2003) mentioned that, people who show good performance in dynamic

complex problem-solving tasks can also make errors. Theories of human error fail to fully explain when and why good performers err. Some theories would predict that these errors are to some extent the consequence of the difficulties that people have in adapting to new and unexpected environmental conditions. The human error problem can be viewed in two ways: the person approach and the system approach (Reason, James. 2000). Each has its model of error causation and each model gives rise to quite different philosophies of error management. Equally, Sigala (2020) identified major impacts, behaviors and experiences as to tourism demand, supply and destination management organizations and policy makers experienced during three COVID-19 stages response, recovery and reset. While external environment significantly moderated the relationship between strategic entrepreneurship and firm performance.

The consequence of the lockdowns is the extreme increase in the usage of Internet and social media even prefer social media over physical interaction (Nowland, Necka, & Cacioppo, 2018). Some companies and even countries is using the current situation to enhance their competitive situation like China that is buying European based infrastructure and technology Rapoza (2020). The COVID-19 outbreak created markets and make it disappear within a very limited time span.

### **Research Method**

The research design used in the study was the descriptive method. The survey method and at the same time convenience sampling was used. Descriptive research, accurately and systematically describe a population, situation or phenomenon. It can answer *what, where, when* and *how* questions, but not *why* questions (Dulock 1993, McConnell 2010, Duah 2015, Sharda and Bhat 2019). A descriptive research design can use a wide variety of research methods to investigate one or more variables.

Descriptive studies involve collection of data to test the hypothesis, to answer questions concerning the status of the subject of the investigation, and to report the ways and conditions of things. Correlation research sometimes referred to as associational research, attempts to investigate possible relationships among variables without trying to influence those variables. It was used in the study with the intention of finding out the relationship between the independent and dependent variables. Convenience sampling (Business Dictionary 2012) refers to a method in statistics where people are selected because of their availability or easy access of the data to be gathered. It was during the COVID period, time pressures and availability of respondents (business owners and personnel) to cut across from spare time to work time. The data was quantitative in nature.

### **Locale of the Study**

The study was conducted in the Philippines, particularly in the province of Capiz covering Roxas City and its neighboring provinces. Gathering was done through online and the respondents had their business and residence in towns and provinces. Contacts were made through Facebook and messenger.

### **Respondents of the Study**

The respondents were the fifty-five employees available or have responded the questionnaire sent through Google Chrome.



## Research Instrument

The research instrument used was the researcher-made survey questionnaire which was validated by the panel of experts.

## Data Gathering Procedures

The researchers communicated to the respondents and explained the contents and intention of the research. It was sent to them through a link where they answered the questionnaire. They were given one time, one option similar in a multiple choice test to answer the survey questionnaire. In answering, they pressed the button corresponding to their choice. Each item was a required item so they could not proceed to the next item without answering the previous item. Once accomplished, the respondents pressed “submit”. If the message “done” would not appear, the unanswered item would be flashed. The respondent then answered such item and press again the submit button. The data was automatically recorded in the researchers’ Chrome Drive.

## Data Analyses and Interpretation Procedure

The recorded data from each respondent were secured from the excel file upon download. The data were analyzed through SPSS. Mean, percentage and Analysis of Variance (ANOVA) were the statistics used to determine if there were significant differences among independent and dependent variables. Evaluation and interpretation were facilitated using the response categories and scoring guide for evaluating the adaptive measures of entrepreneurs.

Score	Categories	Scoring Interval	Description
5	Very High	4.21–5.00	If you believe or favor that the mitigation measures are very effective and in compliance to health protocol is very high that is (81 – 100%)
4	High	3.41–4.20	If you believe or favor that the mitigation measures are effective and in compliance to health protocol is high that is (61– 80%)
3	Moderately High	2.61–3.40	If you are in doubt/not sure that the mitigation measures are neither effective nor ineffective and in compliance to health protocol. Neither high nor low that is (41 - 60%)
2	Low	1.81-2.60	If you have doubts/not favorable that the mitigation measures are less effective and compliance to health protocol is low that is (21–40%)
1	Very Low	1.00–1.80	If you really are in doubt/unfavorable, that the mitigation measures are very ineffective and compliance to health protocol is very low that is (1-20%)

## Statistical Tools

For descriptive statistics, tools used were ranking, frequency count, percentage and mean.

The Analysis of Variance (F- test) was used to find out the significant difference between more than two means. The formula of Pagoso (1994) was:

MSSb

$$F = \frac{\text{MSS}_b}{\text{MSS}_w}$$

Where:

F = F-test

MSS<sub>b</sub> = Mean sum of squares between columns

MSS<sub>w</sub> = Mean sum of squares within columns

Rule: If after the computation, the result of the computed F is larger reject H<sub>0</sub>, or otherwise accept it.

## **Results and Discussion**

### **Socio-demographic Profile of the Respondents**

The socio demographic profile of the respondents is shown in table 1. Data revealed that majority of the respondents were between 26 – 35 years old, female, with income between 1,000 to 10,000, and with ten years and below business experience.

### **Level of Adaption of Employees on Mitigation Measures on the Negative Impacts of COVID 19 during the Pandemic**

The level of adaption of employees on mitigation measures on the negative impacts of COVID 19 during the pandemic is shown in Table1. Data revealed that the respondents prioritized to limit clients' transaction with one (1) employee, limit entrance of customer to reduce risk, regulate time for oral transactions between clients and employees, avoid clients contact/communication with other clients, avoid close door and windows transactions and avoid crowding on limited items, specify the number to be accommodated, have mean scores from 3.60 – 4.04 interpreted as "High". While, avoid admitting customers for non-compliance to number strategy of customer aside from first come first served basis, avoid close interactions/contacts with other clients, avoid admitting clients who are not feeling well, regulate hand contact from person-to-person, avoid allowing senior customers without special permit, regulate entrance/permitting minors to shop not following hygiene practices and avoid indulging clients for unnecessary talk had mean scores from 2.73 – 3.29 interpreted as "moderately high". Findings indicated that the employees strictly observe limited admittance of customers, control transactions without lengthy communication with clients, preferred open door and window transactions, avoided thronging on limited items with specified number of clients to be served. Further results denoted first come first serve basis, contactless interactions, no entry for clients with temperatures above normal, no touching among clients and observing sanitary hygiene were also observe to a lesser degree since the clients were very much prepared and aware of the protocol. Minor reminders to the clients on this aspects were noticed. Other protocols were religiously followed since the respondents valued the safety not only of themselves, but of everyone. In support, Wolf et al (2020) asserted that COVID-19 pandemic poses an exceptional challenge for humanity because public behavior is key to curbing the pandemic at an early stage, it is important for social psychological researchers to use their knowledge to promote behaviors that help manage the crisis. As to BBC, (2020a) it mentioned that COVID-19 pandemic presents humanity with an extra ordinary challenge because it spreads rapidly and no available vaccines. People will be saved from the virus if each one will

cooperate and take a step to save one another as their interdependent efforts. The UK Government, (2020) has also introduced measures that severely give impact to individuals' personal and social lives, including closing institutions such as schools, and restaurants, urging people to stay at home, stay away from public places and social gatherings, and work remotely where feasible that is why some entrepreneurs have to make shift in the office and with scheduled serving time.

Table 1 level of adaption of employees on mitigation measures on the negative impacts of COVID 19 during the pandemic

Statements	Mean	Verbal Interpretation
Limit clients' transaction with one (1) employee	4.04	High
Limit entrance of costumers to reduce risk	4.02	High
Regulate time for oral transactions between clients and employees.	3.73	High
Avoid clients' contact/communication with other clients	3.71	High
Avoid close door and encourage windows transactions	3.64	High
Avoid crowding on limited items, specify the number to be accommodated.	3.60	High
Avoid prolonged contact by defining time limit for multiple transactions.	3.56	High
Limit employees' interactions with clients or other employees throughout their shift.	3.53	High
Avoid admitting customers for non-compliance to number strategy of costumer aside from first come, first served basis.	3.29	Moderately High
Avoid close interactions/contacts with other clients	3.24	Moderately High
Avoid admitting clients who are not feeling well.	3.11	Moderately High
Regulate hand contact from person-to-person.	2.93	Moderately High
Avoid indulging clients for unnecessary talk.	2.82	Moderately High
Avoid allowing senior customers without special permit.	2.76	Moderately High
Regulate entrance/permitting minors to shop not following hygiene practices	2.73	Moderately High
<b>Grand Mean</b>	<b>3.38</b>	<b>High</b>

### Level of Compliance of Employees to Health and Safety Protocol during the Pandemic

Table 2 presents the level of compliance of employees to health and safety protocols during the pandemic. Findings show that employees' first line of defense against the virus were have masks properly worn, costumers wash hands before entering, have face shields properly worn, clients sanitize their hands before and after contact with high-touch surfaces, workplace enable employees and clients to access to hand hygiene stations/supplies with 4.42 to 4.51 mean scores verbally interpreted as "very high". It means that employees protect themselves by wearing protective face coverings, make disinfectants available to customers, sanitized had-touch surfaces and situate wash area with adequate cleaning agents in easy access of employees and clients. However, entrepreneurs have set up facilities for clients to wash, employees are aware of the risk their work entails, clients avoided contact with high-touch surfaces like door handles and service counters and card payment machines, allow employees to disclose their health status and customers avoid touching objects to be purchased were also followed to further ensure safety of employees and clients. Results implied that compliance to health and safety protocols were observed. In contrast, BBC News, (2020) aired that a substantial minority does not follow governmental advice. This arose apprehension and worry among governments. This non-compliance by some individuals runs the risk of increasing the likelihood that the

virus will continue to spread. Kuper-Smith *et al.*, (2020) mentioned that, there are individuals who underestimate the likelihood that they personally be infected with COVID-19, a belief which might put others in danger since the purpose was to protect the vulnerable and reducing demand on health services. It is advised that COVID-19 protocol be complied and sustained over a long period of time for contamination prevention purposes. It is a means of valuing life as stated by (Maio, 2016) for values are abstract goals or guiding principles in people's lives. Furthermore, Wolf et al (2020) identified human values as particularly important in driving both behavioral compliance to government guidelines and promoting pro-social behaviors to alleviate the strains arising from a prolonged pandemic.

Table 2. Level of compliance of employees to health and safety protocol during the pandemic

Statements	Mean	Verbal Interpretation
Have masks properly worn	4.51	Very High
Costumers wash hands before entering	4.45	Very High
Have face shields properly worn	4.42	Very High
Clients sanitize their hands before and after contact with high-touch surfaces.	4.42	Very High
Workplace/business enable employees/clients to access to hand hygiene stations/supplies.	4.42	Very High
Workplace set up facility for clients to wash.	4.38	Very High
Employees are aware of the risk their work entails.	4.35	Very High
Clients avoid contact with high-touch surfaces like door handles and service counters and card payment machines	4.33	Very High
Allow employees to disclose their health status	4.20	High
Customers avoid touching objects to be purchased	3.91	High
<b>Grand Mean</b>	<b>4.34</b>	<b>Very High</b>

### Significant difference on the Level of Adaption of Employees to the Mitigation Measures on Negative Impacts of COVID 19 During the Pandemic Considering Respondents' Profile

Table 4 presents the significant difference on the level of adaption of employees to the mitigation measures on negative impacts of COVID 19 during the pandemic considering the respondents' profile. Based on the F-values of the variables, age and adaption of employees to the mitigation measures,  $F = .872$ , sig. (0.488), monthly income,  $F = 0.383$ , sig. (.656), Length of employment,  $F = 0.280$ , sig. (0.840) were higher than the significant level at 0.05 alpha. The null hypothesis for the variables was accepted. The variables had negligible difference thereby posed no disparity on the mitigation measures adapted. Grønhaug, (2004) stated that, flexibility relates to a firm's capacity to adjust to change and/or exploit opportunities resulting from environmental changes. Arokodare (2019) recommended that oil and gas service firms should continually strive to inculcate planning flexibility behavior that will enhance firm's performance.

Table 3. Significant difference on the level of adaption of employees to the mitigation measures on negative impacts of COVID 19 during the pandemic considering respondents' profile

Age	Sum of Squares	df	Mean Square	F	Sig.
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	Between Groups	2.170	4	.542	.872	.488
Mitigation	Within Groups	31.118	50	.622		
	Total	33.288	54			
<b>Monthly Income</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
	Between Groups	1.253	5	.251	.383	.858
Mitigation	Within Groups	32.035	49	.654		
	Total	33.288	54			
<b>Number of years of employment</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
	Between Groups	.539	3	.180	.280	.840
Mitigation	Within Groups	32.748	51	.642		
	Total	33.288	54			

### Significant Difference on the Level of Compliance of Employees to Health and Safety Protocol During the Pandemic Considering Respondents' Profile

Table 4 reflects the significant difference on the level of compliance of employees to health and safety protocols during the pandemic considering respondents' profile. Grounded on the F values of the variables age, monthly income and length of employment and compliance of employees to health and safety protocol,  $F = .0808$ , sig. (0.526), monthly income,  $F = 1.261$ , sig. (0.296), length of employment,  $F = 2.613$ , sig. (0.061) were higher than the significant level at 0.05 alpha. The null hypothesis stating that there was no significant difference on the level of compliance of employees to health and safety protocols during the pandemic considering respondents' profile was accepted. Data revealed that the three variables, age, monthly income and years of employment exhibited no significant difference. It means, compliance of employees to health and safety protocols is similar irrespective of personal factors. However, companies have to take care of employees in such situations to be better prepared to handle such situations, putting aside earnings or thinking of alternative sources of income (Rapoza, 2020).

Table 4. Significant difference on the level of compliance of employees to health and safety protocol during the pandemic considering respondents' profile.

Age		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	1.902	4	.476	.808	.526
Compliance	Within Groups	29.408	50	.588		
	Total	31.310	54			
<b>Monthly Income</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
	Between Groups	3.568	5	.714	1.261	.296
Compliance	Within Groups	27.742	49	.566		
	Total	31.310	54			
<b>Number of years of operation</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
	Between Groups	4.172	3	1.391	2.613	.061
Compliance	Within Groups	27.138	51	.532		
	Total	31.310	54			

### Conclusions and Implications

1. The entrepreneurs mitigated the invasion of COVID in their business by limiting transactions with "one client" at a time, avoiding conversation with familiar clients, window transaction is

- followed and doors are wide open and no congregation in corridors / waiting area.
2. The entrepreneurs strictly followed the health protocols on COVID 19 observing the policy no face masks, no face shield, no entry.
  3. Variables such as age, monthly income and length of experience revealed no difference as to mitigation and health safety protocol.

## Implications

Protection is not only one's concern in times of pandemic, a joint force can achieve more at a shorter pace than an individual efforts. Implementation would mean that regardless of status and other factors, may be set aside. A stringent implementation is a must through observance of proper hygiene, wholesome environment and good support from government agencies or even the private sector is a better measure.

The challenge if the imposition of health protocol is not new to all, environmental awareness, cleanliness drive, river clean-up and even waste segregation and illegal logging are directed towards better environment for better public health. However, these had passed the tables of many implementers and environments, but with meagre success. Now, that a life threatening virus is taking thousands of lives, compliance to health protocol is a must for everyone. Thus a monthly free check-up for all is necessary. The barangay officials may conduct monitoring in their respective areas.

Since young and old may become COVID 19 victim, a program like "free potable water" and food as well as vitamins may be distributed to poor and deserving families to make their immune system stronger.

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