

Effect of Work from Home (WFH) Scheme: Input to WFH Policy in a Government Institution

Aira Vyra V. Lindo

aira_vyra_lindo@dls.edu.ph / airavyra@gmail.com
Lipa City, Batangas 4217, Philippines
De La Salle Lipa, Philippines

Abstract

This study determined the effect of work from home (WFH) effect on employees' job satisfaction and performance. An online survey was administered among the employees of GAB - a government institution, who have experienced or are still under the work from home arrangement. The mean was used to summarize the respondents' perception of the five variables, while the hypotheses were tested through simple and multiple linear regression. The study revealed that work from home positively affects job satisfaction and job performance; job satisfaction has no effect on productivity, while job performance has a positive effect on productivity. Job stress has a negative effect on job performance, and job satisfaction has a positive effect on job performance. The paper provides organizations with insights into the rethinking and re-examining of their traditional work policies and expectations to better adapt to the new and rising reality of working from home.

Keywords: Work from Home (WFH); traditional work; job satisfaction; job performance

1. Introduction

Organizations worldwide have come up with work schemes that, if not totally, at least minimize the spread of the COVID-19 virus. One of the most adopted schemes is work from home, where employees produce or operate remotely. Work from home (WFH) refers to an output-oriented work arrangement that authorizes the worker to produce outputs/results and accomplishments outside of the office (Civil Service Commission (CSC) Memorandum No. 18, s, 2020). As early as 2019, the CSC issued Memorandum Circular No. 25 on using flexible working hours for government employees to alleviate traffic congestion in Metro Manila and other densely populated areas. The CSC subsequently issued Memorandum Circular No. 10, s, 2020 in response to the national emergency brought about by the COVID-19 global pandemic. The circular called for implementing Alternative Work Arrangements (AWA) in the public sector. AWA is a work arrangement that government agencies may use during the Covid-19 pandemic's state of national emergency, including work from home, skeletal workforce, a four-day compressed workweek, and staggered working hours.

As organizations move from the traditional setup of having employees work on-site or in the office, changes in policies may be called for. With a different work setup, the organization should continue to attain its organizational goals and, at the same time, should be concerned about the employees' welfare. Policymakers should be aware of what must be considered for effective implementation of remote work as changes to some rules or regulations are executed.

Since the 1990s, the Department of Labor and Employment (DOLE) has been issuing guidelines on adopting alternative work arrangements through the Bureau of Working Conditions (BWC). Before the pandemic, various laws and policies were in place in the Philippines to allow workers with alternative working arrangements. These include Republic Act No. 11165, also known as the "Telecommuting Act," 20 December 2018. Under this law, telecommuting or working from home is defined as a "work arrangement that allows an employee in the private sector to work from an alternative workplace using telecommunication and computer technologies." In addition, Senator Ramon B. Revilla, Jr. introduced Senate Bill 2189 on May 12, 2021, to alter RA No. 11165. This bill expands the scope of RA 11165 to cover employees in the public sector, who likewise face significant changes in their working conditions.

Many organizations have started to use a new working model (Fedáková and Ištoňová 2017) to adapt to the pandemic's conditions by implementing a work from home policy. One of these organizations is the government agency located in Batangas City, which is the focus of this study - referred to herein as "GAB" for confidential reasons. GAB is among the 17 collection districts under the Department of Finance. Before the first COVID-19 case in the Philippines was announced, the GAB began developing initiatives to adopt new methods and fully implement the "No Contact Policy" by limiting face-to-face interactions to limit the virus's transmission among stakeholders. Before the pandemic, the GAB had already implemented the skeletal workforce, a work arrangement in which a minimal number of employees report to the office to provide service when full staffing is not available (CSC Memorandum Circular No. 10 s. 2020). However, the pandemic brought about an urgent need for GAB to protect its employees and guarantee their well-being and safety while aiming toward efficient and profitable operations. One of its anti-COVID-19 efforts is implementing work from home arrangements among employees. This reduces the exposure to viruses, and it also provides employees the flexibility to work during their most productive times (Reddy & Ramasamy, 2018).

GAB, where the proponent used to work, is the chosen community beneficiary in this study. There are one hundred forty-one (141) employees in the GAB. The management decided to have a work from home arrangement after the lockdown in 2020 and even when the Province of Batangas was put in the General Community Quarantine (GCQ) classification. Although the work from home scheme is designed as a safety measure against possible contraction of the COVID-19 virus, there is still a need for employees to perform their duties, and they are always expected to discharge vital responsibilities. As the employees transitioned from the traditional onsite work scheme to the work from home scheme, there were isolated complaints of dissatisfaction with how their job was performed in a different context resulting in stress.

Research has revealed that working from home (teleworking/telecommuting) is becoming more common in many nations worldwide, with the number of teleworkers predicted to increase every year (Raišienė et al.,

2020). Working from home for public sector personnel or government workers has been used in various industrialized countries for years due to its claimed benefits (Kwon & Jeon, 2020). Work from home improves job performance, reduces stress, and minimizes the likelihood of turnover (Contreras et al. 2020). Working from home also improves the quality of life, employee happiness, and job satisfaction (Kazekami 2020) and can reduce stress. (Kim et al. 2019)

Khan et al. (2016) supported the claims that job satisfaction significantly affects job performance. The job satisfaction analytics were taken from the feedback in the study of Rugayah Hashim, Alfina Bakar, Ismayaza Noh, and Hanim Azura Mahyudin (2020), where 87.1 % of employees are satisfied with working from home. Likewise, employees who work from home more frequently have higher levels of work motivation than those who work from home less frequently, and as an outcome, it has the potential to increase their performance (Caillier, 2016).

Randa Diab-Bahman and Abrar Al-Enzi (2020) stated that more than 70% of employees said they could complete at least 60–70% of the expected workload when they work virtually. This suggests that remote work could be useful and efficient in most cases. As a result, organizations could improve their efficiency by revising their expectations, rules, and procedures in response to the pandemic.

Work from home is a two-edged sword with a mixed repercussion: it enhances workers' well-being and satisfaction (Schieman and Glavin 2017; Kim et al. 2019), but it also increases stress (Gálvez et al. 2020; Contreras et al. 2020). Working from home is also plagued by the dread of being viewed as uncommitted or forgotten by coworkers, which has a negative impact on employee reputation (Ansong & Boateng, 2018). When it comes to the influence of work from home on coworker relationships, the frequency with which an individual work from home makes a difference; high-intensity WFH arrangements have a detrimental impact on coworker relationship quality. In organizations with a higher prevalence of working from home, there is less satisfaction among employees who work from home than employees who don't (Allen et al., 2015).

Moreover, frequent interruptions and role switches during working from home days can lead to increased home-to-work conflict, as home activities and commitments conflict with work responsibilities (Delanoeije et al., 2019). Home internet and mobile plans may have varying data transfer and bandwidth constraints. Corporate WFH regulations and policies may not cover expenses incurred during work from home (Ye, 2015), implying that employees would be responsible for the costs.

In the study by DOST-NRCP Executive Director Marieta Baez Sumagaysay, conducted in 2020, it was found that the majority of women no longer favor a WFH arrangement. According to the study, despite their desire to accomplish "office work" at home, they cannot do so due to a greater blurring of the work-home line, exposure to various vulnerabilities, and various burdens.

Amidst the differing results emanating from the literature cited above, this study determined the effect of work from home on job satisfaction and job performance of the employees of the GAB who have experienced or are still in the WFH arrangement. It is essential to consider both the well-being and safety of the employees as they impact their efficiency and performance at work. A WFH policy is recommended and envisioned to be

used to implement work from home arrangement of the organization so that said arrangement could lead to employee job satisfaction and higher job performance.

The paper is designed to contribute to society in general as it provides evidence of the effect of changes taking place, such as shifts from traditional job expectations. This will provide organizations with insights into how to rethink and re-examine their traditional work policies and expectations to better adapt to the new and rising reality of working from home. Moreover, this can have a societal impact by enabling more favorable working circumstances, particularly during pandemics, natural disasters, and emergency scenarios.

The output of this project to the chosen community is policy recommendation. Results of the paper are expected to be presented to the District Collector of the GAB, who has the authority to endorse it to the Deputy Collector for Administration. Representative Juan Fidel Felipe F. Nograles (2020) mentioned that WFH in the Philippines had become the “new normal” for continued health and safety against the risk of physically reporting to work during this pandemic. This was supported by Senator Joel Villanueva (2020), who stated that working from home is one of the ways to ensure continued productivity and operations amidst the pandemic. Being open to changes or developments in the traditional workplace is important, as the current circumstances require. With the new normal work arrangements, the government may need to revisit, amend, or adjust certain policies and guidelines accordingly to make working from home deliver expected results. As a basis for the said WFH policies, this study determined the effect of work from home on the employees’ job satisfaction and performance.

Conceptual Framework

This study was anchored on the conceptual framework (Figure 1) put forward in the research entitled “The Impact of Work from Home Arrangement on the Productivity of Employees During Covid-19 Pandemic in the Philippines: A Structural Equation Modelling Approach” by Ramos and Prasetyo (2020). The 250 respondents were self-employed or corporate employed, either full-time or part-time. The authors analyzed the causal relationship between work from home, job satisfaction, job performance, job stress, and productivity. The study concluded that job stress has a positive effect on job performance but has no effect on productivity; work from home has a positive effect on job satisfaction but has a negative effect on job performance and productivity; job satisfaction has a positive effect on productivity but has a negative effect on job performance, and job performance has a negative effect on productivity.

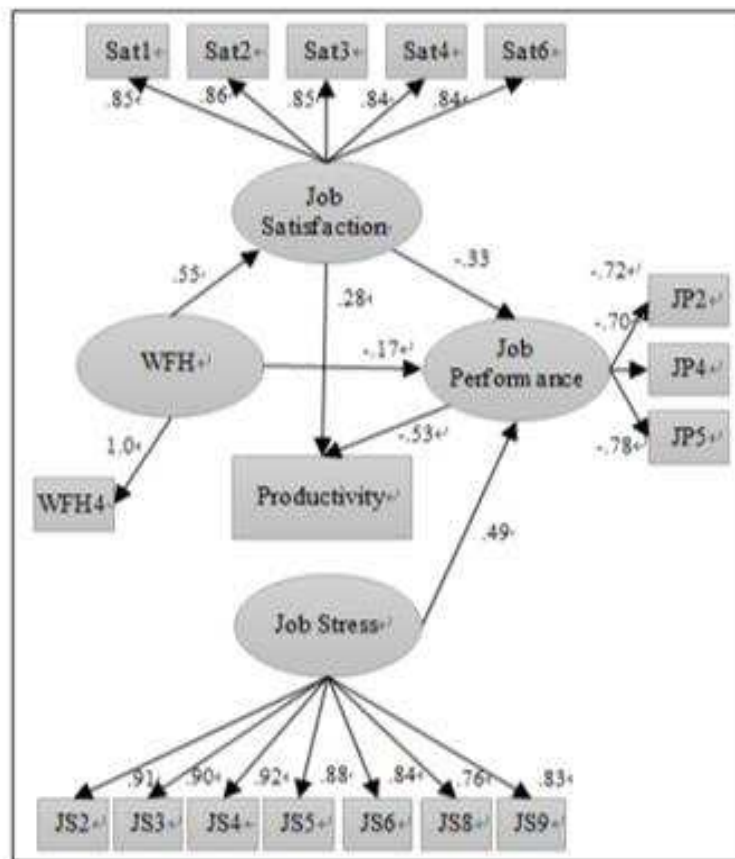


Figure 1: Final Model of Impact of Work from Home Arrangement on the Productivity of Employees.

(Source: ICIBE 2020, September 27–29, 2020, Macau, Macao)

Figure 1. Conceptual Framework

The proponent would like to emphasize how the above-cited authors have formulated the questionnaire items for job performance with the above-stated findings. Out of the 7 questions used, 6 items were formulated in a manner that negates a good job performance. Although the variable was termed job performance, what was measured was poor job performance. Therefore, the proponent attributes to this fact the negative effect of job satisfaction on job performance, the negative effect of job performance on productivity, and the positive effect of job stress on job performance.

Operational Framework

Ramos and Prasetyo's (2020) research study cited above was conducted among work from home employees in the Philippines. On the other hand, this study was conducted in a particular government institution in Batangas City, the GAB. The respondents were the permanent employees, contract of service, and job order personnel who experienced or are still under the work from home arrangement. Moreover, the operational framework illustrated in Figure 2 served as a guide for this study.

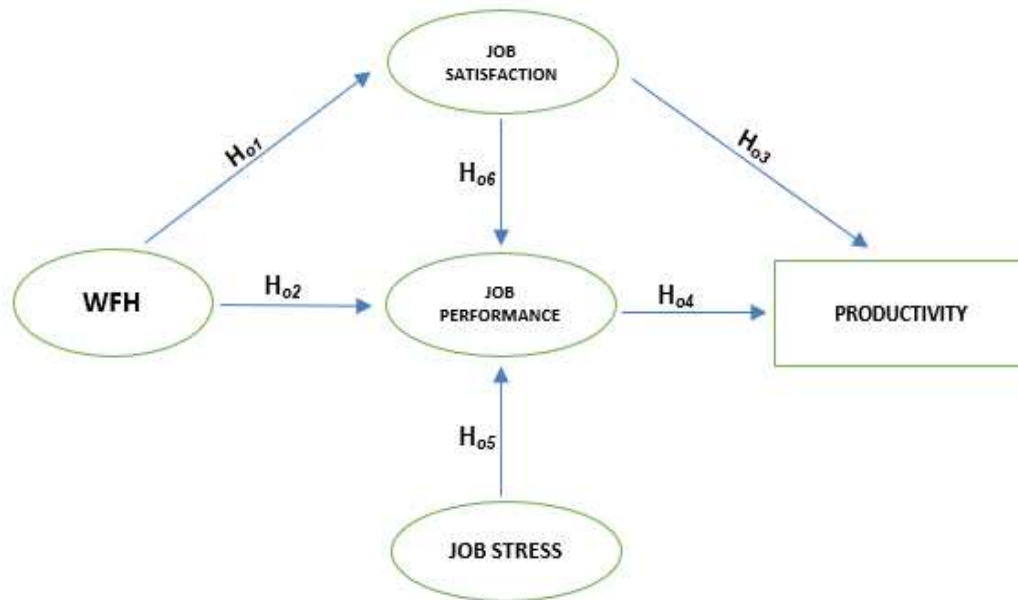


Figure 2. Operational Framework

This study tested the effect of work from home on job satisfaction and job performance; job satisfaction and job performance on productivity; and job satisfaction and job stress on job performance. Job satisfaction refers to the GAB employees' feeling of contentment with their job. Work from Home (WFH) pertains to how the GAB employees personally feel about working from home. Job stress is their negative feelings resulting from working from home. Job performance is their estimate of the quality of their work. Productivity is the rating of their productivity at work.

Objectives

The study determined the effect of work from home on the employees' job satisfaction and job performance. Specifically, it determined the following:

1. If work from home significantly affects job satisfaction and job performance.
2. If job satisfaction and job performance significantly affect productivity.
3. If job stress and job satisfaction significantly affect job performance.

Hypotheses

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

- H₀₁: Work from home does not significantly affect job satisfaction.
- H₀₂: Work from home does not significantly affect job performance.
- H₀₃: Job satisfaction does not significantly affect productivity.
- H₀₄: Job performance does not significantly affect productivity.
- H₀₅: Job stress does not significantly affect job performance.
- H₀₆: Job satisfaction does not significantly affect job performance.

2.0 Methodology

The proponent applied descriptive research design (quantitative research), and it presented the respondent's perception of work from home, job satisfaction, job performance, job stress, and productivity. Moreover, a causal research design was employed to determine the effect of work from home on job satisfaction and job performance; job satisfaction and job performance on productivity; and job satisfaction and stress on job performance.

The target population of this research was the permanent employees, contract of service, and job order personnel of the GAB who experienced or are still under the work from home arrangement. Out of 141 employees/personnel, a total of 109 experience/have experienced the WFH arrangement from March 2020 up to the present.

The questionnaire, which was adopted from the study of Ramos and Prasetyo (2020), was utilized in the survey. In particular, the question items for the variable job performance were revised by the proponent so as not to negate good job performance. Since there was only one question item for the variable productivity from Ramos and Prasetyo's (2020) study, the proponent looked for a related study where question items for the variable productivity will be fitted and applicable for this study. John Mark Asio's (2021) study entitled "Determinants of Work Productivity Among Selected Tertiary Education Employees: A PreCOVID-19 Pandemic Analysis" was used in getting the GAB employees' rate of their productivity at work. Asio (2021) adopted and modified the Employee Productivity of Buuri (2015), that comprises 11 statements that tackle productivity. Hence, it was revised by the proponent to fit in with other variables. The questionnaire utilized in the actual survey was composed of 33 questions broken down to 8 for the profile of respondents, 5 for job satisfaction, 4 for work from home, 7 for job stress, 4 for job performance, and 5 for productivity, as seen in Table 1.

Table 1. Questionnaire Specification

Part	Variables	Item No.
I.	Profile of Respondents	1 to 8
II.	a. Job Satisfaction	9 to 13
	b. Work from Home	14 to 17
	c. Job Stress	18 to 24
	d. Job Performance	25 to 28
	e. Productivity	29 to 33

A 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree used to determine the participant's perception of job satisfaction, work from home, job stress, job performance, and productivity. To determine the internal consistency of the questionnaire, a pretest of the same has been done by administering an online survey among 30 employees from GAB Manila. As seen in Table 2, the pretest result showed that all variables passed the reliability test with resulting Cronbach's alpha of 0.724. Cronbach's alpha reliability co-efficient normally ranges between 0-1. The closer Cronbach's alpha coefficient is to 1.00, the greater the internal consistency of the items in the scale. George & Malory (2003 cited by Goel & Srivastava, 2016) provides the following techniques: a) >0.90 = excellent; b) 0.80-0.89=Good; c) 0.70-0.79=Acceptable; d) 0.60-0.69=Questionable; e) 0.50-0.59=Poor; and f) <0.50=Unacceptable.

Table 2. Cronbach Alpha Findings

Part	Variables	Cronbach Alpha
I.	Job Satisfaction	0.763
II.	Work from Home	0.843
III.	Job Stress	0.893
IV.	Job Performance	0.758
V.	Productivity	0.889
VI.	Overall	0.724

In compliance with ethical research standards set by De La Salle Lipa, this study observed the following: a written consent from GAB that said office be the object of this research was secured, and the questionnaire sought for the informed consent of the respondent as stated in the first part. The proponent sought ethical review and clearance of this study by accomplishing the Research Ethics Clearance Form.

The survey was conducted in two ways. The online survey was administered using Google form, which was disseminated by the Human Resource of GAB to the employees through their e-mail addresses. Some respondents accomplished printed copies of the survey form. Mean was used to summarize the respondents' perception of the five variables. Simple linear regression was used to test hypotheses 1 and 2, while multiple linear regression was used to test hypotheses 3 to 6.

3.0 Results and Discussion

Descriptive Statistics

Table 3 presents the respondents' mean level of agreement on each variable. Results revealed that the respondents have a high level of agreement on all the dependent variables such as job satisfaction, job performance and productivity. Among the dependent variables, productivity has the highest level of agreement ($M=4.78$), followed by job performance ($M=4.73$), and lastly, job satisfaction ($M=4.65$). This indicates that the respondents highly agreed that they are productive, have high performance as well as satisfaction at work. A growing number of organizations prioritize employee satisfaction, anticipating that satisfied employees could lead to increased productivity and better performance. This was based on a Gallup (2017) meta-analysis of separate research which contributes to a significant relationship between employee satisfaction, productivity, and performance.

Table 3. Mean, Standard Deviation and Verbal Interpretation of Variables

Variables	Mean	Standard Deviation	Verbal Interpretation
Job Satisfaction	4.65	0.380	Strongly Agree
Work from Home	4.72	0.375	Strongly Agree
Job Stress	1.40	0.437	Strongly Disagree
Job Performance	4.73	0.382	Strongly Agree
Productivity	4.78	0.368	Strongly Agree

For the independent variables, results also revealed that the respondents have a high level of agreement in items considered under the variable work from home ($M=4.72$) while, in job stress, the respondents have a low level of agreement ($M=1.40$); this indicates that the respondents favorably perceive their condition while working from home and experience less stress while working from home, respectively. This was comparable to Michael Angelo Parocha Battung's (2021) study, which found that the respondents perceived low stress from a WFH set up. According to the study, the respondents said they can conduct multiple tasks within the house, WFH allows them to better manage their time and spend quality time with their families and majority felt that WFH was the safest approach to avoid being exposed by the COVID-19 virus.

Effect of work from home on job satisfaction

Table 4 illustrates that work from home has a significant effect on job satisfaction. It indicates a 64.3% contribution of work from home on job satisfaction ($p\text{-value}= .000$, $\beta=.643$). With a P-value of .000, this indicates a significant relationship between work from home and job satisfaction. The β coefficient of .643 indicates a positive relationship between the two variables. The more the employees of GAB favorably perceive work from home, the more they become satisfied with their jobs. Moreover, 40.1% of the variability in job satisfaction can be attributed to working from home ($R^2 = .401$).

Table 4. Effect of work from home on job satisfaction

		Unstandardized Coefficients		Standardized Coefficients	Interpretation	
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.614	.360		4.487	.000
	Work From Home	.643	.076	.633	8.468	.000
R ² = .401		F-value = 71.713			P-value = .000	
Dependent Variable: Job Satisfaction						

The result was supported by Ramos and Prasetyo's (2020) study, which also claimed that work from home positively affects job satisfaction. Similarly, these results are consistent with previous research by Kazekemi and Nakrošiene et. al (2019), proving that working from home increases employees' job satisfaction.

Effect of work from home on job performance

Table 5 reveals the positive significant effect of work from home on job performance. It indicates a 71.3% contribution of work from home on job performance. With a P-value of .000, this indicates that there is a significant relationship between work from home and job performance. The β coefficient of .713 indicates a positive relationship between the two variables, indicating that as the independent variable's value increases, the dependent variable also increases. This means that the more the WFH is being implemented, the better the employees' job performance. Hence, 48.9% of the variability in job performance can be attributed to working from home ($R^2 = .489$).

Table 5. Effect of work from home on job performance

	Unstandardized		Standardized			Interpretation
	Coefficients		Coefficients			
Model	B	Std. Error	Beta	t	Sig.	
1 (Constant)	1.363	.334		4.082	.000	
Work From Home	.713	.070	.699	10.118	.000	Significant
R ² = .489	F-value = 102.372			P-value = .000		
Dependent Variable: Job Performance						

This contradicts the Ramos and Prasetyo's (2020) study, in which work from home has a negative effect on job performance. The proponent emphasized the formulation of questionnaire items for job performance from the study of Ramos and Prasetyo (2020), wherein poor job performance was measured. Employee performance results from a person's ability to complete prescribed duties (Tentama et al., 2020). Further, in a research study by Bloom, Liang, Roberts, & Ying (2015), it was found that there was a significant increase in the employees' performance while they experienced work from home.

Effect of job satisfaction and job performance on productivity

Table 6 shows the regression matrix indicating the effect of job satisfaction and job performance on productivity. The result indicates a positive and significant effect of job performance on productivity. The P-value of .000 manifests that job performance significantly affects productivity. With a 67.2% contribution of job performance on productivity, this means that they have a positive relationship ($\beta = .672$). This illustrates that as job performance increases, the employees' productivity also increases. Moreover, 59.9% of the variability in productivity can be attributed to job performance ($R^2 = .599$).

On the contrary, job satisfaction has no significant effect on productivity, as indicated by the P-value of .065. A high p-value means that the evidence is not strong enough to suggest an effect that exists between two variables. The β coefficient of .129 indicates that there is a positive relationship between job satisfaction and productivity, and this means that the relationship between the two variables is positive but not significant. There is a 12.9% contribution of job satisfaction to productivity. Further, 59.9% of variability in productivity can be attributed to job satisfaction ($R^2 = .599$).

Table 6. Effect of job satisfaction and job performance on productivity

	Unstandardized Coefficients		Standardized Coefficients			Interpretation
Model	B	Std. Error	Beta	t	Sig.	
1 (Constant)	1.010	.322		3.140	.002	
Job Performance	.672	.069	.698	9.773	.000	Significant
Job Satisfaction	.129	.069	.133	1.863	.065	Not Significant
R ² = .599	F-value = 79.091			P-value = .000		
Dependent Variable: Productivity						

The above result is similar to Naser Hoboubi et al (2016) finding that there is no significant relationship between job satisfaction and productivity. In the same manner, the finding of the current study corroborates what Aladwan and Forrester (2016), Antony and Bhattacharyya (2010) and Nazir and Islam (2017) mentioned that better performance can be linked to a higher productivity.

Effect of job stress and job satisfaction on job performance

Table 7 illustrates the regression matrix indicating the effect of job stress and job satisfaction on job performance. The study attests that job stress has negatively correlates with job performance, as attested by the β coefficient of -39.4%. With a P-value of .000, the said negative relationship is statistically significant. This reveals that the higher the stress level, the lower the employees' job performance. Further, 40.7% of the variability in job performance can be attributed to job stress ($R^2 = .407$).

Results also showed a positive significant effect on job performance, indicating a 27.7% contribution of job satisfaction to job performance. With a P-value of .002, this indicates a significant relationship between job satisfaction and job performance. The β coefficient of .277 indicates a positive relationship between the two variables, which implies that a higher job satisfaction can increase the performance of employees. Further, 40.7% of the variability in job performance can be attributed to job satisfaction ($R^2 = .407$).

Table 7. Effect of job stress and job satisfaction on job performance

	Unstandardized		Standardized		Interpretation	
	Coefficients		Coefficients			
Model	B	Std. Error	Beta	t	Sig.	
1 (Constant)	3.994	.473		8.453	.000	
Job Stress	-.394	.076	-.450	-5.162	.000	Significant
Job Satisfaction	.277	.088	.276	3.161	.002	Significant
R ² = .407	F-value = 36.315			P-value = .000		
Dependent Variable: Job Performance						

The results mentioned above contradict the study of Ramos and Prasetyo (2020), wherein job stress has a positive effect on job performance. According to the International Labor Organization (2016) findings, stress at work was associated with decreased job performance among 58,000 workers in 200 organizations around the world. Likewise, employees in the public sector have practically exposed themselves to the premise of job stress (Fournier et al., 2011).

The result also contradicts the study of Ramos and Prasetyo (2020) in which job satisfaction has a negative effect on job performance. Inuwa (2016) signifies that job satisfaction has a positive and significant relationship with job performance. This is consistent with the research study of Fadlallah, A. W. A. (2015), who found that job satisfaction has a significant and positive relationship to employee performance, indicating that a satisfied employee is believed to achieve a better performance.

Conclusion

The study determined the effect of work from home (WFH) on the GAB employees' job satisfaction and job performance. It was revealed that WFH significantly and positively affects job satisfaction and performance. Thus, H_{01} and H_{02} are rejected. This explains that the more the GAB employees favorably perceive their condition of having a WFH set up, the more it can lead to higher satisfaction and better performance at work. However, the study failed to reject H_{03} since job satisfaction does not significantly affect productivity. It denotes that the level of employees' satisfaction has nothing to do with their productivity. H_{04} is also rejected since job performance has a positive and significant effect on productivity. This demonstrates that the employees' performance can affect their productivity. H_{05} is also rejected because it was found that there is a significant but negative relationship between job stress and job performance. Lastly, H_{06} is also rejected because job satisfaction positively and significantly affects job performance. Consequently, the more satisfied the GAB employees are, the better their job performance.

The above stated conclusions are summarized below:

Path of Variables	Relationship and Effect
WFH → Job Satisfaction	positive and significant
WFH → Job Performance	positive and significant
Job Performance → Productivity	positive and significant
Job Satisfaction → Productivity	positive and not significant
Job Stress → Job Performance	negative and significant
Job Satisfaction → Job Performance	positive and significant

Recommendations

The stated findings in this study included that work from home (WFH) was proven to have a positive and significant effect on GAB employees' job satisfaction and performance. Accordingly, the majority of GAB employees favorably perceive their WFH arrangement. Since it was revealed that the employees agree that they have a comfortable working place at home and that they can make their own decisions about how to schedule their work, it is recommended to continue the policy of having a 1–2-day work from home per week. This will provide a more flexible work environment because employees have more control over their work schedule and workplace setting. In addition, this WFH policy will also allow employees to balance their work and household chores. This will give them the ability to do their jobs while taking care of their household/families, regardless of where or when they work. The said policy will also allow GAB employees to avoid commuting, making them more productive when completing work without having to spend time or money on fuel and public transportation. Moreover, this can minimize their stress from family and work issues when working from home.

GAB should consider modifying or developing guidelines to provide clear and specific procedure for implementing the WFH policy. This includes allowing the employees to work from home only if their job responsibilities permit it; the WFH policy can only provide a 1-2-day work from home schedule every week; employees are required to send a formal request through email to the HR of GAB at least 2 days in advance. The request must have approval of their supervisors before filing it; the working hour in the office and at home shall be the same (from 8am to 5pm); employees must submit Accomplishment Report which states what they performed on the entire day. The accomplishment must be forwarded to the HR Department within the last 30 minutes of his working hour. The hard copy will be attached in the employee Daily Time Record (DTR); GAB employees are expected to respond to their supervisors and colleagues immediately. This will streamline the communication channels (like email, videoconference or viber application), promoting a healthy relationship between employees, co-workers, and supervisors while working from home; employees must attend an annual debriefing to address overall work-life balance, general well-being, and stress management in relation to the WFH arrangement; employees will participate in the monthly survey focusing

on their WFH condition; employees may also requested to participate Focus Group Discussion (GFD) quarterly to further probe the finding of the survey.

Based on the findings of the study, the formulated policy guidelines outlined below are hereby recommended to the management of GAB:

1. Nature of work that may included in the WFH arrangement

Work that is carried out primarily through the use of computers will be considered for WFH arrangement. These tasks may include any or combination of the following:

- encoding/processing of data;
- recording, examination and interpretation of financial records and reports;
- accounting, auditing, and process management systems evaluation and formulation preparation of information materials;
- sending/receiving e-mails;
- HR tasks, such as calculating leave credits, preparing payroll, and so on, as needed; and
- Other similar duties that need the use of a computer and internet for reading, encoding, printing, or submitting written outputs for the immediate supervisor's, head of office's, or management's review, evaluation, or final presentation/assessment.

2. Allowable number of days for WFH

GAB employees may avail their WFH schedule once or twice a week. Subsequently, the working hour in the office is the same as working hours that will be performed when working from home.

3. Application for WFH

Since this WFH is an alternative work arrangement, it must be voluntary on the part of the employees. However, in exigency cases, GAB may issue mandatory WFH arrangement in times of calamities, pandemics, and other emergency scenarios. The application for WFH should be made 2 days prior to the intended WFH schedule. The application form duly approved by the supervisor shall be emailed by the employees to the HR. Once it is approved by the HR, considering the acceptable reasons for WFH, the signed application form will be emailed to the employees, indicating that the employees are now allowed to avail the WFH schedule. Acceptable reasons for WFH schedule may include but are not limited to:

- Weather conditions/Natural disasters
- Emergency scenarios
- Medical reasons
- Work-life balance
- Commuting/transportation problems
- Other reasons may depend on employee and supervisors' judgement

4. Monitoring of employees while on WFH

The attendance of employees while working from home is to be considered. The employees under WFH arrangement must accomplish an Accomplishment Report which must be forwarded to the HR Department within the last 30 minutes of his working hour. The hard copy will be attached along with their Daily Time Records (DTR) when they submit it every month. Supervisors shall monitor the WFH employees by setting up a meeting schedule through videoconference depending on their preferred time and circumstances and to track employees' performance and condition while working from home.

5. Orientation on the WFH arrangement

While working from home enables freedom and flexibility, as well as the convenience of not having to commute, there are certain hidden stressors to be mindful of. GAB emphasizes on what it could do to alleviate stress. All employees must attend an annual employee debriefing that focuses on work-life balance, general well-being, and stress management in relation to the implementation of WFH arrangement. The debriefing schedule is every 4 times a year or quarterly. An employee who fails to attend the debriefing shall be disqualified from applying a WFH arrangement until he attends one.

6. Coordination with supervisors while on WFH

WFH employees are required to be available and accessible throughout the work hours during the day on any of the following platforms: email, Viber application, phone contacts, and face-to-face communication channels such as Google Meet, Microsoft Teams, and Zoom to smooth out indirect communication throughout the workday.

7. Getting feedback on the WFH arrangement

WFH employees must participate in the monthly online survey focusing on their WFH condition. Employees may also be requested to participate in Focus Group Discussion (FGD) quarterly, to be organized by authorized personnel from GAB, to further probe the finding of the survey. This will create discussions about the conditions of WFH employees and to address their needs and arising problems that they may encounter while working from home. This can be conducted either online or face to face depending on the circumstances.

Acknowledgements

I would like to express my gratitude to everyone who helped bring this study to a successful completion. Dr. Lilian Villanueva, my adviser, for your selfless time, constructive and positive feedback that guided the study in the right direction; Dr. Sheila Maloles, our research teacher-in-charge, for your patience, constant motivation, and guidance; Dr. Lanie Santos, my statistician, for sharing your expertise and knowledge. To my panelists, Dr. Maria Delia Poot, Dr. Jasmin de Silva, and Ms. Nora Sarmiento, your time, informative comments, and recommendations are greatly appreciated. To the District Collector, Deputy

Collector for Administration, and HR Management of GAB, thank you for your kind cooperation and endorsement. To GAB and GAB Manila employees/personnel, thank you for your time and valuable responses. Thank you to my MBA1901 family for making this journey worthwhile. To my family and friends, I am sincerely grateful for your continuous love and support. Above all, thank you to Almighty God for your countless blessings.

References

- Aladwan, S.A. and P. Forrester, 2016. The leadership criterion: challenges in pursuing excellence in the Jordanian public sector. *TQM J.*, 28: 295-316.
- Allen, T.D., Golden, T.D. and Shockley, K.M., 2015. How effective is telecommuting? Assessing the status of our scientific findings. *Psychological Science in the Public Interest*, 16(2), pp.40-68.
- Asio, J. M. R. (2021). Determinants of work productivity among selected tertiary education employees: A PreCOVID-19 pandemic analysis. *International Journal of Didactical Studies*, 2(1), 101455. <https://doi.org/10.33902/IJODS.2021167470>
- Belzunegui-Eraso, A., & Erro-Garcés, A. (2020). Teleworking in the Context of the Covid-19 Crisis. *Sustainability*, 12(9), 3662.
- Bloom, N., Liang, J., Roberts, J., and Ying, Z. (2015). Does Working from Home Work? Evidence from a Chinese Experiment. Accessed <https://www.gsb.stanford.edu/facultyresearch/publications/does-working-home-work-evidence-chinese-experiment> May 20, 2020.
- Bureau of Working Conditions. 2019. Implementing rules and regulations of republic act no. 11165 otherwise known as the "Telecommuting Act" Bureau of Working Conditions. (March 2019). Retrieved July 2020 from <http://bwc.dole.gov.ph/flexible-work-arrangement>
- Buuri, D.W. (2015). Performance measurement practices and employee productivity in the insurance firms in Kenya. [Master's Thesis, University of Nairobi]. <http://hdl.handle.net/11295/94455>
- Civil Service Commission. (2019). Revised Guidelines on Flexible Working Hours in the Government. Memorandum Circular No. 25, Series of 2019. Accessed <https://www.csguide.org/files/original/e3697e632144c1dfc39b65e99c7f9ce9.pdf> May 20, 2020.
- Civil Service Commission. (2020). Revised Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government During the Period of State of National Emergency Due to COVID-19 Pandemic. Memorandum Circular No. 10, Series of 2020. Accessed <http://www.csc.gov.ph/phocadownload/MC2020/MC%20No.%2010,%20s.%202020.pdf> May 20, 2020.

- Congress of the Philippines. (2018). Republic Act 11165: An Act Institutionalizing Telecommuting as an Alternative Work Arrangement for Employees in the Public Sector. Accessed <https://www.officialgazette.gov.ph/downloads/2018/12dec/20181220-RA-11165-RRD.pdf> May 20, 2020.
- Contreras, Francoise, Elif Baykal, and Ghulam Abid. 2020. E-Leadership and Teleworking in Times of COVID-19 and Beyond: What We Know and Where Do We Go. *Frontiers in Psychology* 11: 3484.
- Daraba, D., Wirawan, H., Salam, R., & Faisal, M. (2021). Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance. *Cogent Business and Management*, 8(1).
- Department of Labor and Employment. (2020). Guidelines on the Implementation of Flexible Work Arrangements as Remedial Measure Due to the Ongoing Outbreak of Corona Virus Disease 2019 (COVID-19). Labor Advisory No. 09, Series of 2020. Accessed <https://www.dole.gov.ph/wp-content/uploads/2020/03/Labor-Advisory-No.-09-20-Guidelines-on-the-Implementation-of-Flexible-Work-Arrangements-as-Remedial-Measures-Due-to-the-Ongoing-Outbreak-of-CoronavirusDisease-2019-COVID-19.pdf> May 2020
- Diab-Bahman, R. and Al-Enzi, A. (2020), "The impact of COVID-19 pandemic on conventional work settings", *International Journal of Sociology and Social Policy*, Vol. 40 No. 9/10, pp. 909-927. <https://doi.org/10.1108/IJSSP-07-2020-0262>
- Fadlallah, A. W. A. (2015). Impact of job satisfaction on employee's performance an application on faculty of science and humanity studies university of Salman Bin Abdul-Aziz-Al Aflaj. *International Journal of Innovation and Research in Educational Sciences*, 2(1), 26-32.
- Fedáková, Denisa, and Lucia Istoňová. 2017. Slovak IT-Employees and New Ways of Working: Impact on Work-Family Borders and Work-Family Balance. *Československá Psychologie (Czechoslovak Psychology)* LXI: 68–83.
- Gálvez, Ana, Francisco Tirado, and Jose M. Alcaraz. 2020. 'Oh! Teleworking!' Regimes of Engagement and the Lived Experience of Female Spanish Teleworkers. *Business Ethics* 29: 180–92.
- Hashim, R., Bakar, A., Noh, I., & Mahyudin, H. A. (2020). Employees' Job Satisfaction and Performance through working from Home during the Pandemic Lockdown. *Environment-Behaviour Proceedings Journal*, 5(15), 461-467. <https://doi.org/10.21834/ebpj.v5i15.2515>
- Hoboubi N, Choobineh A, Kamari Ghanavati F, Keshavarzi S, Akbar Hosseini A. The Impact of Job Stress and Job Satisfaction on Workforce Productivity in an Iranian Petrochemical Industry. *Saf Health Work*. 2017 Mar;8(1):67-71. doi: 10.1016/j.shaw.2016.07.002. Epub 2016 Jul 30. PMID: 28344843; PMCID: PMC5355527.

- International Labor Organization (ILO) (2016). Workplace stress. Turin: International Labor Organization.
- Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. The Millennium University Journal, 1(1), 90-103. Retrieved from <http://www.themillenniumuniversity.edu.bd/journal/index.php/TMUJ/article/view/10>
- Nograles and Villanueva 2020. <https://businessmirror.com.ph/2020/08/20/work-from-home-legislative-foresight-helps-keep-economy-running-amid-pandemic/>
- Raišiune, Agota Giedre, Violeta Rapuano, Kristina Varkulevičiute, and Katarína Stachová. 2020. Working from Home-Who Is Happy? A Survey of Lithuania's Employees during the COVID-19 Quarantine Period. Sustainability 12: 5332.
- Ramos and Prasetyo (2020). The Impact of Work from Home on the Productivity of Employees During Covid-19 Pandemic in the Philippines: A Structural Equation Modelling Approach <https://www.researchgate.net/publication/347771668>
- Reddy, L. S., & Ramasamy, K. (2018). Introspection ff Work-From- Home in IT Industry. International Journal of Advance and Innovative Research, 5(4), 522–535.
- Schieman, Scott, and Paul Glavin. 2017. Ironic Flexibility: When Normative Role Blurring Undermines the Benefits of Schedule Control. Sociological Quarterly 58: 51–71.
- Sumagaysay, M.B 2020. Department of Science and Technology - National Research Council of the Philippines Executive Director Gender-Responsive WFH Scheme in a Post-ECQ Scenario
- Susilo, D. (2020). Revealing the effect of work-from-home on job performance during the covid-19 crisis: empirical evidence from Indonesia. The Journal of Contemporary Issues in Business and Government, 26(01), 23–40. <https://doi.org/10.47750/cibg.2020.26.01.002>
- Tavares, F., Santos, E., Diogo, A., & Ratten, V. (2021). Teleworking in Portuguese communities during the COVID-19 pandemic. Journal of Enterprising Communities: People and Places in the Global Economy, 15(3), 334–349. <https://doi.org/10.1108/JEC-06-2020-0113>
- Tentama, F., Dewi, L., & Meilani, E. R. (2020). The role of work discipline and autonomy on employee performance: A case of private university in Indonesia. International Journal of Scientific and Technology Research, 9(1), 4152–4157. <http://www.ijstr.org/final-print/jan2020/The-Role-Of-Work-Discipline-And-Autonomy-On-Employee-Performance-A-Case-Of-Private-University-In-Indonesia.pdf>