



# WORK FROM HOME (WFH) AS AN ALTERNATIVE WORK ARRANGEMENT (AWA) FOR GOVERNMENT EMPLOYEES

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**WORK FROM HOME (WFH) AS AN ALTERNATIVE WORK ARRANGEMENT (AWA) FOR  
GOVERNMENT EMPLOYEES**

**A Basic Research  
Conducted by  
ANNA MAE M. ATILLO**

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AMMA

## ABSTRACT

This research aimed to identify the demographic profile of employees and examine how it affects the employees' perception of Work From Home (WFH) arrangement as an Alternative Work Arrangement (AWA). The study concentrated on the respondents' perceived advantages and disadvantages of the WFH arrangement. Survey questionnaires (link to Google Form/Survey) were disseminated online to all employees, and two hundred thirteen (213) have responded. This study is a descriptive correlational type of research. It utilized the quantitative method of research; hence, central tendency measurement, percentage, variation measurement, and correlation were used in the data analysis. The results imply that, in general, more employees see the advantages of the WFH arrangement instead of its disadvantages. The results concluded that the employee's station, position, number of persons supervised and number of people in contact in a day have significant relationship with the employees' perceived advantages of WFH arrangement. While gender and education are the identified factors to have significant relationship with the employees' perceived disadvantages of WFH arrangement.

*Keywords: work from home, alternative work arrangement, employees' perception, human resource management, government office*



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## **I. Introduction of the Research**

Due to the pandemic brought by COVID-19, President Rodrigo Roa Duterte, thru Proclamation No. 922, s. 2020 declared the country under the state of public health emergency. To ensure non-disruption of government work productivity amidst current threats to health, Civil Service Commission (CSC) has issued various communications which suggested government offices to adopt various Alternative Work Arrangements (AWAs) such as compressed work week, work from home and skeletal force (CSC Announcement 12, s. 2020). Four-day workweek, shifting or combination of both are suggested as alternative work arrangement options thru CSC Memorandum Circular 7, s. 2020. Work from home is strongly encouraged during Enhanced Community Quarantine while Skeletal Force is applicable for agencies required to provide services 24/7 (CSC Announcement 13, s. 2020).

With reference to these guidelines, just like other government offices, the Department of Education (DepEd), the Schools Division Office of El Salvador City for instance, has adopted various alternative work arrangements. Initially, compressed work week or four-day work week was implemented. Upon declaration of general community quarantine within the area, it followed the work arrangement set by its Regional Office, the 2-day rotational work from home arrangement. It is a combination of shifting and work from home arrangement. Employees considered as vulnerable such as senior citizen, pregnant women and those who commute every day are considered for work from home arrangement for the whole duration of quarantine. Majority of the week are spent by employees working from home.

Work from home is already possible with the help of technology. As per study of Cutlip (2019), an estimate of 30% of the workforce are more likely to work virtually by 2020 with consideration of globalization and recent technological advancements. With technology, physical presence in the workplace may be replicated already thereby reducing the need for transportation to the actual workplace (Johnson, 2014). In the case of DepEd, it uses various

platforms for work such as Google Mail & Drive, Workplace via Facebook and Microsoft Teams.

To demonstrate organizational sensitivity, companies usually include in their written policies the Flexible Work Arrangement (FWAs) made available to its employees (Timms et al., 2015). Across the world, work from home has already been practiced by some organizations. In USA, flexible schedule and place of work are often offered by employers as flexible work options over reduced/paused work (Sweet et al., 2014). In China, although telework is not yet considered as a legitimate work form, teleworkers pursue it as a better option for greater autonomy, achievement, efficiency, flexibility and professional development (Long et al., 2013).

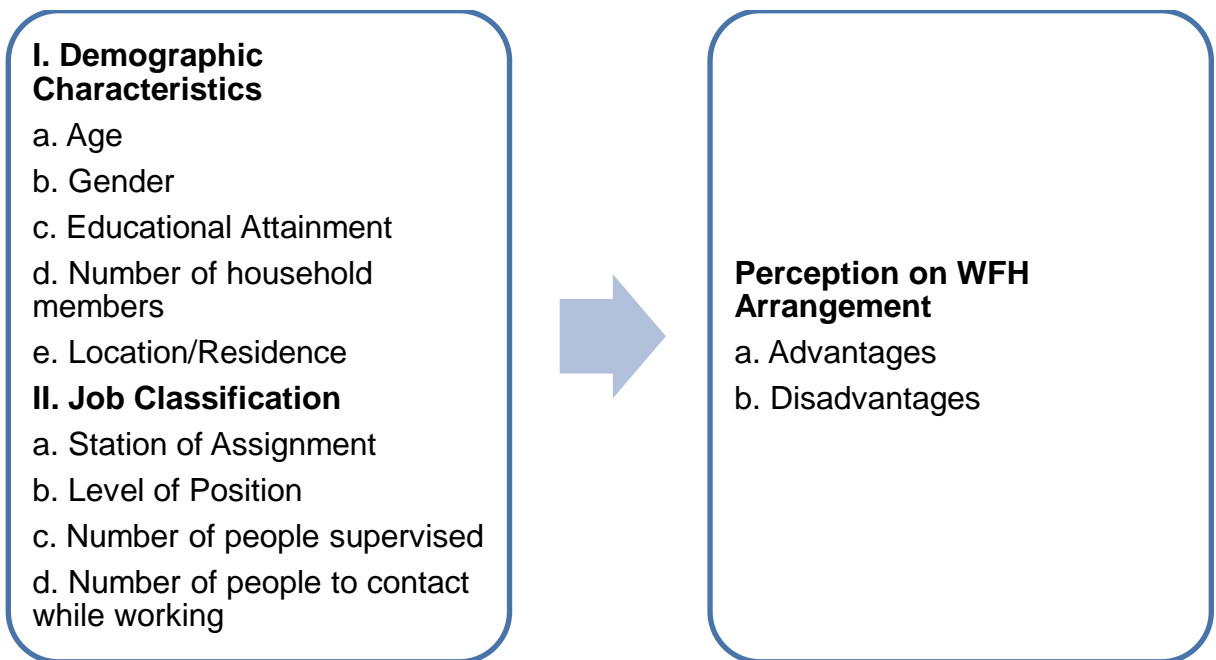
Flexibility in work arrangements such as work location have positive outcomes such as higher job satisfaction, WLB support and sense of workplace inclusion among employees (Morganson et al., 2010). Government interventions (e.g. regulations and incentives) were recommended to increase participation rate of employers in Alternative Work Arrangements considering that organizations could yield savings in total operating energy and commuting energy upon implementation of AWAs (Hasan, 2001).

As early as 1991, there has already been a study of AWAs in the public sector in Canada by Duxbury and Haines Jr. Recently, Marzi (2018) reviewed various studies on FWAs some of which cited/confirmed the positive outcomes brought by FWAs, while some found the adverse effects of FWAs on the separation/management of work, life and family demands. Although there have been several studies conducted relative to AWAs/FWAs, most of the studies are conducted in a foreign setting. Hence, the conduct of this study. The researcher would like to conduct a study in the Philippines local context.

To reap the benefits of AWAs such as increased employees' productivity and work-home balance, Sukal (2009), McGrath (2012), and Higgings, Duxbury and Julien (2014) suggested that policies relative to AWAs must be established and promoted. This is to ensure standard method of implementation and monitoring of AWAs within the organization. Effective implementation of FWAs would require establishment of national-level policies

which would prescribe and regulate the terms for such purpose with consideration of the cultural contexts (Golden et al., 2018). However, since the government has implemented AWAs driven by the need arising due to being in a state of public health emergency, policies on AWAs are general. It has not prescribed detailed guidelines as to method of implementation and monitoring. Since the end of COVID-19 may not be a possibility in the near future, the government must look into the AWAs, specifically the Work from Home (WFH) arrangement as being a permanent work arrangement for government employees. Its advantages and disadvantages must be considered, hence the conduct of this study.

*Conceptual Framework:*



## II. Literature Review

This part will mention some of the studies and other literatures relative to AWA/FWA, its advantages and disadvantages and its relation to sociodemographic and work-related factors.

Employees' use of available flexible policies in the workplace is influenced by the individual differences between employees (Shockley & Allen, 2012). Employee's preferred

work arrangement is influenced by various factors such as the employee's demographic and socioeconomic characteristics (Khan et al., 2012). Other factors that could influence an employee's preferred work arrangement are sociodemographic characteristics (gender, age and if with children), household characteristics (e.g. available vehicle/s) and work-related variables (Yeraguntla & Bhat, 2005). Rodulph and Baltes (2017) cited age and health in their study as factors that could influence the employees' and organization's preferred flexible work arrangements. Sarbu (2015) added in his study in Germany, factors such as the number of children under 6 years including firm size and work time as determinants to probability of an employee working at home.

Preference on flexible work arrangements differ between employees of different gender and education. Johnson, Lowe, and Reckers (2012) identified ideals and benefits, costs and inequities for the employee and the organization as dimensions towards AWA attitude and beliefs which are significantly influenced by gender and AWA participation. In a study conducted by Hazak, Mannasoo, and Virkebau (2017), gender and nature of work are related to employees' work satisfaction and productiveness. Troup and Rose (2012) suggested from the findings of their study that telework arrangement offered by organizations must enable employees to achieve work-family outcomes successfully and equitably, with consideration of factors such as whether employees have children or none. Difference in the outcomes from FWAs is noted among men and women employees with children in this study. Benefits of flexible work arrangements like lower stress and burnout levels differs by gender (Grzywacz et al., 2008).

Johnson, Kiburz, and Shockley (2013) studied the relationship between work-family conflict and flexible work arrangements thru deconstructing how work interferes with family, how family interferes with work and the forms of flexibility in work (e.g. flexitime and flexiplace), its use and availability. Although considered as family-friendly, flexible work schedule or location are perceived by some workers as more stressful (Mas & Pallais, 2020). Public servants who felt that their career progression was adversely affected by work and



family/personal obligations have less satisfaction with their work arrangements and more inclined to leave their job (Mullins et al., 2020).

In a study conducted in Spain, employee characteristics and work characteristics accounted for the use of flexible work arrangements (Legaz & Lopez, 2015). Position is considered as one the work characteristics in the study. In Malaysia, flexible working arrangements are preferred by more educated women with higher income and were found to potentially help achieve work life balance (Subramaniam, 2015). In Australia, FWAs are used as mechanism for employers to help staffs achieve work life balance thereby enriching employees' health and well-being and consequently build stronger communities (Howard & Moretti, 2013).

Rahman (2019) confirmed in his study the significant positive impact of FWA on employee's job work-life balance and consequently to job satisfaction. This is supported by a study conducted by Chen and Fulmer (2018) noted higher job satisfaction and organizational commitment among employees who perceived more FWAs available in the organization. Kelliher and Anderson (2010) explained that the increased level of job satisfaction and organizational commitment of employees is a sample of the social exchange theory whereby an employee exerts more effort for work in return to the flexible work arrangement granted by his/her employer.

Expansion of FWA use is influenced by managers' age, gender and attitudes and varies between work units (Sweet et al., 2016). Employee's gender, job position and type of responsibility for dependents influenced the managers' decision in granting AWA to its employees (Barham et al., 1998). Managers tend to differ in allowing alternative work arrangements, hence it is suggested that the organization shall establish a standard basis for managers for decisions relative to AWA to ensure that equity within the organization is maintained (Powell & Mainiero, 1999).

As per study of Fisher (2010), despite the increased clamor of employees for flexibility at work, many organizations do not support FWAs due to operations concerns. Expansion of flexible work arrangements is encouraged among employers to reap its benefits. Since

relation of work arrangement to employee's perceived work-family balance was different for men and women, flexible approach is suggested upon crafting policies in the workplace which would enable employees their responsibilities at work and at home (Duncan & Pettigrew, 2012).

Several studies have mentioned the factors which may cause an employee to avail AWA/FWA such as age, gender, number of children, education, income, its perceived effect to work life balance and other work characteristics. In some of the studies mentioned, managers decision making play a vital role in the implementation of AWAs/FWAs. Further, establishment of standard policies in an organization, supported by national policies, was suggested for the effective implementation of AWAs/FWAs and consequently achieving its positive outcomes.

### **III. Research Questions**

This study examined the applicability of Work from Home Arrangement as an Alternative Work Arrangement in the government offices, with focus in the Department of Education. Specifically, it sought to answer the following questions:

1. How do employees perceive Work from Home arrangement in terms of:
  - a. Advantages (Pros)
  - b. Disadvantages (Cons)
2. Is there a significant relationship in the employee's perception of Work from Home arrangement with the employee's demographic characteristics and job classification?
  - i. Demographic Characteristics
    - a. Age
    - b. Gender
    - c. Educational Attainment
    - d. Number of household members
    - e. Location/Residence

## ii. Job Classification

- a. Station of Assignment
- b. Level of Position
- c. Number of people supervised
- d. Number of people to contact while working

3. Is there a significant difference in the employee's perception of Work from Home arrangement based on their demographic characteristics and job classification?

## IV. Scope and Limitation

The study focused mainly on the respondent's perception on working from home as an alternative work arrangement including its advantages and disadvantages. It no longer examined the perception of employees on other alternative work arrangements such as the compressed work week and shifting work arrangements.

The factors to be considered which may affect the respondents' preference included their demographic characteristics and job classification only. Demographic characteristics considered in this study were limited to the respondents' age, gender, educational attainment, number of household members and location/residence. As to job classification, only the station of assignment, level of position, number of people supervised and number of people to contact while working were considered.

The study is conducted in the Division of El Salvador City. It is one of the Divisions in Region 10-Northern Mindanao. With its scope, what may be the case in the said Division or Region may not be similar with other Divisions or Regions.

## V. Research Methodology

### *Sampling*

The participants of the study were the employees from the Division of El Salvador City, Region X. The Division selected experienced General Community Quarantine (GCQ) and

Modified General Community Quarantine (MGCQ) during the COVID-19 pandemic. Aside from the Schools Division Office, respondents included employees from the Division's fifteen (15) elementary schools and eight (8) secondary schools, a total of twenty-three (23) schools. The participants were selected using purposeful random sampling technique. Purposeful random sampling included only those who meet the criteria/conditions of a group studied and provide an unbiased way of selecting respondents (Ames et al., 2019). The respondents must have experience of working from home for them to be able to share their perceptions as to the advantages and disadvantages of the WFH arrangement. As per Brophy et al. (2018), perception requires the use of our senses to a phenomenon. Hence, one should have experienced the phenomenon before one can have a perception of something. Further, for convenience purposes, in consideration that the readily available data as to list of employees with their respective email address are only those of the permanent employees, the list of employees inputted in the Online Randomizer, accessible via [randomizer.org](https://randomizer.org), are only those who are included in the plantilla, holding permanent positions.

#### *Data Collection*

The study adapted the questionnaire by Ipsen, Kirchner and Hansen (2020) from their study Experiences of Working from Home in times of COVID-19. Based on Cronbach's alpha, the factors included in the questionnaire for the advantages (with Cronbach's alpha of 0.74) and disadvantages (with Cronbach's alpha of 0.83) of WFH arrangement are considered reliable. Some of the questions were modified to suit the needs of the researcher. The researcher created an online form questionnaire (Appendix A) via Google Forms and conducted the survey via online to avoid physical contact during COVID-19 pandemic. Since the target respondents were the permanent employees of the Department, the questions used in the survey were in English language and terms/words used are easy to understand. Link to the online form was then generated and disseminated to the respondents via email. The responses from the Google Form were generated into a Google Sheet where the researcher

extracted the data such as the respondents' demographic profile and perceived advantages and disadvantages of WFH arrangement.

### *Data Analysis*

The study used descriptive statistics (frequency, percentage, mean, and standard deviation) in determining the respondents' perception of work from home as an alternative work arrangement according to their demographic characteristics and job classification. It applied Normality test to the data sets to identify the appropriate statistical treatment in determining the significant relationship of demographic factors and perception of WFH arrangement as well as the significant difference between thereof. If normality test resulted to  $p$  value  $> 0.05$ , the data did not significantly differ from normal distribution (Normal) while if  $p$  value  $< 0.05$ , the data significantly differed from normal distribution (Not normal). Since the normality tests yielded  $p$ -values of less than 0.05, the null hypothesis is rejected. Hence, the data significantly differ from the normal distribution. Considering that the variables used in the study is either nominal (e.g., gender), ordinal (e.g., satisfaction level) and interval (e.g., age), this study applied Spearman Rho correlation in identifying the significant relationship between variable. To identify the significant difference between variables, the researcher used Kruskal-Wallis test since the data were found to significantly differ from the normal distribution.

### *Ethical Issues*

Prior to the conduct of the study, permission and approval were obtained from the Schools Division Superintendent and the Regional Director. The researcher sought the approval of the researcher/s who owned the questionnaire which was adapted and used in this study. The approval was secured via email attached as Appendix B. The online survey form has introductory statement as the purpose of data collection with assurance that personal data collected shall be kept confidential. Further, the selected respondents were not coerced to participate in the study as answering the online survey was voluntary subject to the discretion of the respondent.

## VI. Discussion of Results and Recommendations

In this section, the researcher showed the output of the data analysis based on the enumerated research questions.

### 1. How do employees perceive Work from Home arrangement in terms of:

#### a. Advantages (Pros)

#### b. Disadvantages (Cons)

Table 1

#### *Respondents' Perceived Advantages of Work From Home (WFH) Arrangement*

Indicator	Mean $\bar{x}$	Standard Deviation $\sigma$	Description
<b>Benefits from Home-based workplace</b>			
I can be close to my family and friends	4.122	1.048	Agree
I like the atmosphere in my home better than at work	3.516	1.216	Agree
I save the normal transportation time to my workplace	4.296	1.056	Strongly Agree
I get a chance to break my old habits and change routines	3.986	1.026	Agree
It is easier to get in contact with people than normal	3.488	1.261	Agree
<b>Average</b>	<b>3.882</b>	<b>1.121</b>	<b>Agree</b>
<b>Control over working day</b>			
I can take a break when I like to	4.014	1.172	Agree
I can eat and drink my own food	4.075	1.105	Agree
I have no-one looking over me	3.319	1.304	Neutral
<b>Average</b>	<b>3.803</b>	<b>1.193</b>	<b>Agree</b>
<b>Precautionary measure against COVID-19</b>			
I contribute to lowering the risk of spreading Covid-19	4.601	0.914	Strongly Agree

I do not expose myself to the risk of getting a disease	4.545	0.913	Strongly Agree
<b>Average</b>	<b>4.573</b>	<b>0.914</b>	<b>Strongly Agree</b>

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**Work with more efficiency**

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I get time to focus on my work without interruptions from other people	4.019	1.128	Agree
I get a possibility to do some other work that I would normally not have time to	4.070	1.042	Agree
I do not have to spend time on long meetings	3.709	1.174	Agree
<b>Average</b>	<b>3.933</b>	<b>1.114</b>	<b>Agree</b>

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**Legend:**

<b>Scale</b>	<b>Verbal Description</b>
4.21 – 5.00	Strongly Agree
3.41– 4.20	Agree
2.61 – 3.40	Neutral
1.81 – 2.60	Disagree
1.00 – 1.80	Strongly Disagree

From Table 1, it can be inferred that the indicator which respondents Strongly Agree to be an advantage of WFH arrangement is it is a good precautionary measure against COVID-19 virus ( $\bar{x}=4.573$ ). While employees Agree that benefits from home-based workplace ( $\bar{x}=3.882$ ), working with more efficiency ( $\bar{x}=3.933$ ) and control over working day ( $\bar{x}=3.803$ ) are the advantages of WFH arrangement. This affirms the study of Ipsen et al., (2021) which identified work–life balance, improved work efficiency and greater work control as the main advantages of WFH arrangement.

The benefits from home-based workplace where most respondents strongly agreed is saving time from the normal transportation to workplace ( $\bar{x}=4.296$ ). This supports the findings of Stiles and Smart (2020) that with WFH arrangement, duration spent for daily travel is decreased. This is also reinforced by the exploratory study of Purwanto et al. (2020) which cited time and cost saved from transportation to and from work as some of the advantages of WFH arrangement. Although WFH arrangement proved to help employees save time and cost from daily travel to work, in the survey conducted by Rubin et al. (2020), results showed that

respondents missed some aspects of commuting such as the activity itself, spending time alone and the feeling of being independent.

It can be observed that having control over the working day has the lowest mean ( $\bar{x}=3.319$ ). This implies that although they are working from home, employees perceived that someone is still looking over them. Hence, supervision is constantly felt by employees. This is affirmed by the study of Abdullah et al. (2020) where respondents agree that the effectiveness of supervisors' supervision was not affected by the WFH arrangement. Communication technology options are already available for managers which can help them conduct daily check ins on employees who are working remotely (Larson, Vroman & Makarius, 2020). Technology is helpful in connecting with peers and supervisors and in looking for opportunities for professional development (Shewan, 2017). As for the Department of Education, different platforms are available such as SMS & Phone Call, Google Suites, Office 365, Facebook Groups and etc. Results of the survey relative to the platforms used while working from home are illustrated in Figure 1.

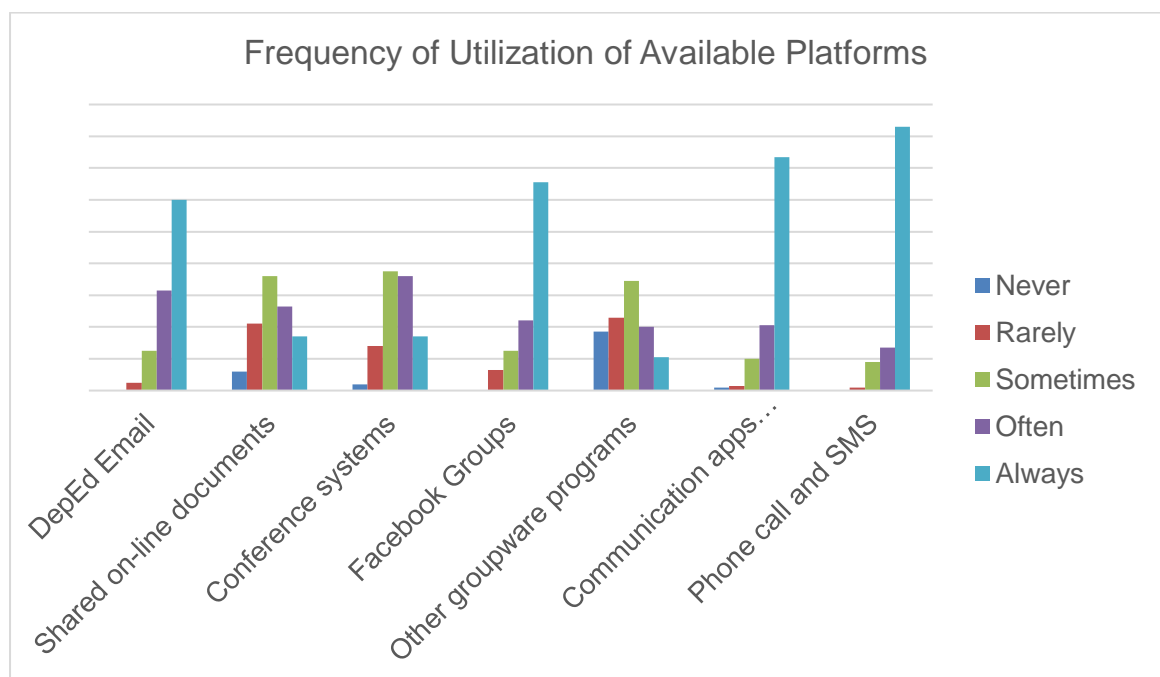


Figure 1. Frequency of utilization of available platforms



It can be inferred from the results, as shown in Figure 1, that the platform commonly used by the respondents are DepEd Email (85.92%), Facebook Groups (82.16%), Communication apps (88.26%) and Phone call & SMS (90.61%). This could explain why the respondents often feel that someone is still looking over them despite working from home. As can be seen in Figure 1, almost half of the respondents often used the conference systems (49.77%) and more than half often used the communication apps (88.26%). Video conferencing can help in updating team members while communication apps and phone calls are best in checking out how employees are doing (Zimmerman, 2020). Web platforms are usually used to obtain information aside from connecting with other people (Drahošová & Balco, 2017). Although technology seems to be helpful while working from home, it is prone to fail if technical support or resources and reliability are inadequate (Morrison-Smith & Ruiz, 2020). Hence, it is essential that support and resources are provided to employees who will be under WFH arrangement.

When respondents were asked of additional advantages while working from home, the following are the common responses gathered:

*“flexibility and comfort”*

*“stronger internet connection at home than at workplace”*

*“less time for preparation to work”*

*“can oversee kids/children while working from home”*

*“can connect and communicate with students and parents while working from home, without distractions”*

These remarks are aligned with the findings of Goździewska-Nowicka, Modrzyńska and Modrzyński (2020) that employees no longer fear the remote work arrangement

introduced during the pandemic. Further, with the current workforce where majority belong to Gen Y, flexible work arrangements is rising as a key theme in the work place (Ahmad, 2016). This is affirmed by a study of Klopotek (2017), young workers' work comfort and satisfaction were improved with the flexibility offered at work such as flexible working hours. With consideration of the findings of Blumberga and Pylinskaya (2019) that there are more advantages than disadvantages about remote work for both the employee and employer, the government must look into how these flexible work arrangements may be implemented effectively.

Although WFH arrangement has various advantages, it also has its disadvantages. Ipsen (2021) cited home office constraints, work uncertainties and inadequate tools as the main disadvantages of WFH. In the study of Blumberga and Pylinskaya (2019), greater self-management required from employees due to the reduced interaction with colleagues and the manager/employer is considered as one of the disadvantages of working remotely.

Table 2

*Respondents' Perceived Disadvantages of Work from Home arrangement*

Statement	Mean $\bar{x}$	Standard Deviation $\sigma$	Description
<b>Isolation</b>			
I do not get to see my colleagues or other people as much as I would have liked to	3.202	1.214	Neutral
I miss the food or other benefits that we have at my workplace	2.249	1.128	Disagree
I get disturbed by other people in my home	2.315	1.120	Disagree
I miss getting out of my home	2.390	1.142	Disagree
I do not get enough exercise when I am not at my workplace	2.296	1.134	Disagree
The physical conditions in my home do not afford a good working environment (adjustable table and chair, enough light, quietness, good monitor, etc.)	2.202	1.108	Disagree
It requires more effort from me that I cannot use my normal routines	2.404	1.114	Disagree

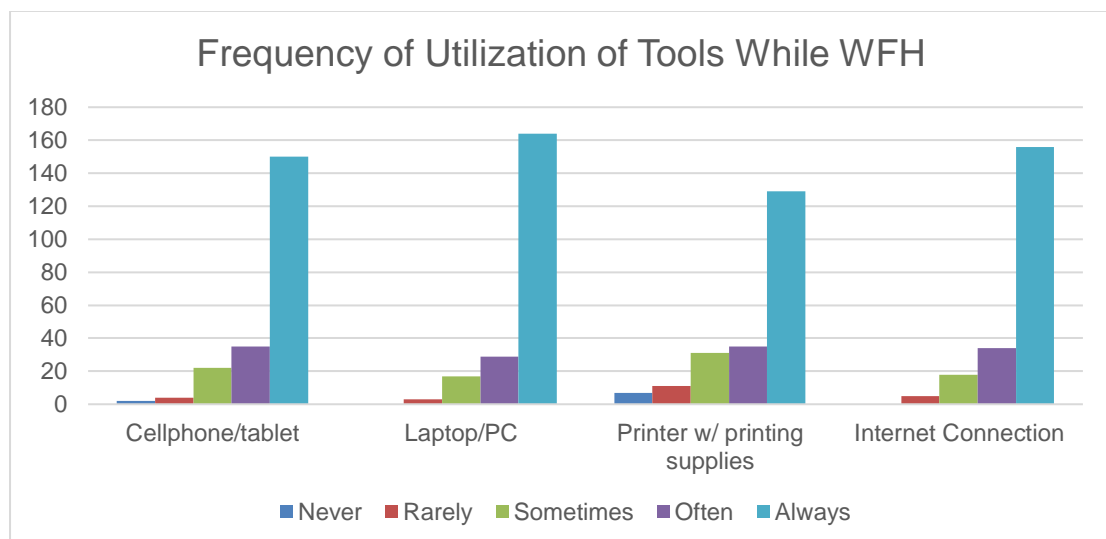
I feel tied to my computer to a greater extent than at my workplace	2.545	1.147	Disagree
<b>Average</b>	<b>2.450</b>	<b>1.138</b>	<b>Disagree</b>
<b>Loss of important work tools</b>			
I need physical equipment to do my work which I do not have access to at home	3.070	1.270	Neutral
I need data or documents to do my work which I do not have access to at home	3.033	1.264	Neutral
I am concerned that there are work tasks I want to do but cannot do from home	2.855	1.249	Neutral
<b>Average</b>	<b>2.986</b>	<b>1.261</b>	<b>Neutral</b>
<b>Loss of the value of work</b>			
I find it difficult to keep focused on work when I am alone	2.216	1.125	Disagree
I don't know what kind of work I should do	2.014	1.026	Disagree
It is a financial problem for my work that I cannot be at the workplace	1.991	0.895	Disagree
The work I do from home is not as interesting as the work I do at my workplace	2.249	1.072	Disagree
I am afraid that there will not be enough work that I can do from home	2.376	1.145	Disagree
<b>Average</b>	<b>2.169</b>	<b>1.053</b>	<b>Disagree</b>
<b>Legend:</b>			
<b>Scale</b>	<b>Verbal Description</b>		
4.21 – 5.00	Strongly Agree		
3.41– 4.20	Agree		
2.61 – 3.40	Neutral		
1.81 – 2.60	Disagree		
1.00 – 1.80	Strongly Disagree		

As illustrated in Table 2, respondents disagree that isolation ( $\bar{x}=2.450$ ) and the loss of value of work ( $\bar{x}=2.169$ ) are disadvantages while working from home, except for the indicators classified as loss of important work tools ( $\bar{x}=2.986$ ) and one indicator under isolation where the employee does not get to see his/her colleagues or other people as much as he/she would like to ( $\bar{x}=3.202$ ).

Limitation of normal interaction with colleagues and employee isolation are some of the identified drawbacks in e-working (Lupu, 2017). According to Beño (2021), one of the

factors that is mainly affected in e-working is isolation, stress and depression. Lower motivation from feeling lonely may lead to an employee working less hard while under WFH arrangement (Bloom et al., 2015). To avoid undesirable things to happen, sustained communication is encouraged (Purwanto et al., 2020). Fortunately, the Civil Service Commission (CSC) and DepEd established policies and programs for the mental health and psychosocial support of its employees. What it needs is the proper and sustainable implementation of such programs.

Aside from the feeling of loneliness, one of the challenges to be addressed with the WFH arrangement is the provision of tools needed by employees. Internet, equipment such as laptop or computer and all applications required to perform the job are some of the things to be provided to support the employees complete the work assigned to them even while they are working from home (Purwanto et al., 2020).



*Figure 2. Frequency of utilization of tools while working from home*

As illustrated in Figure 2, majority of the respondents use their cellphone/tablet (85.85%), laptop/PC (90.61%), printer w/ printing supplies (77.00%) and internet connection (89.20%) while they are working from home. With these data, the employer/organization must look into providing these tools as support to employees in the performance and completion of their tasks. As of present, public schools were allowed to lend its IT equipment to teachers to

enable them to perform the tasks at hand even while working from home (Department of Education, 2020).

Aside from the tools, the government must also look into the availability and access to internet connection. In a study by Hatayama, Viollaz and Winkler (2020), the importance of investing in broadband infrastructure by governments especially in the developing countries is emphasized. The unstable or poor internet connection has been a prevalent response as disadvantage while working from home when respondents were asked of additional disadvantages while working from home. Other common responses gathered are as follows:

*“unstable or poor internet connection”*

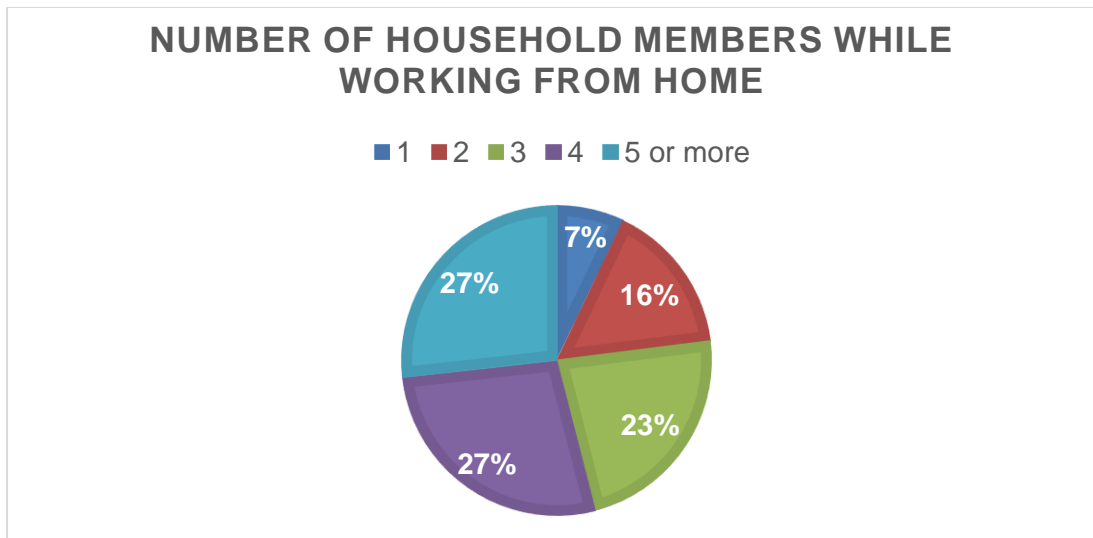
*“can’t focus with the distractions at home”*

*“limited resources at home”*

*“some of the tasks can be performed only on-site or at the workplace”*

*“tends to work beyond the work hours and feels more stressful”*

These responses conform to a study by Bergefurt et al. (2021) which concluded that workspace distractions cause the higher stress level of employees. Figure 3 below may explain why one of the common identified disadvantages is distraction at home. As illustrated, more than half of the respondents (54%) have at least 4 household members while working from home. Interrupting children can distract employees while working from home, making it difficult for the employee to concentrate while working (Toniolo-Barrios & Pitt, 2020). To address these distractions, employees need to create a workspace at home that is quiet and peaceful while employers need to consider the distractions and concerns of the employees in setting performance expectations of the employees (Kinman et al., 2020). Chung et al., (2020) suggested that organizations provide better support to employees with flexible work arrangements to ensure the wellbeing of employees and avoid overworking, stress and burnout among employees.



*Figure 3. Number of household members while working from home*

With the COVID-19 pandemic, organizations tend to move to flexible work arrangements. Although, positive aspects of e-working are greater than the negative ones it brings (Beño, 2021), organizations must recognize and address the disadvantages/challenges in implementing changes in the work arrangements. As Beño (2021) concluded in his study, WFH arrangement may not be applicable for all sectors, individuals or professions. Occupations with greater labour/physical component is less amenable to move online compared to occupation which require greater knowledge content (Stocker & Whalley, 2021).

**2. Is there a significant relationship in the employee's perception of Work from Home arrangement with the employee's demographic characteristics and job classification?**

**i. Demographic Characteristics**

- a. Age
- b. Gender
- c. Educational Attainment
- d. Number of household members
- e. Location/Residence

ii. Job Classification

- a. Station of Assignment
- b. Level of Position
- c. Number of people supervised
- d. Number of people to contact while working

**Null Hypothesis:** There is no significant relationship between employees' demographic characteristics and job classification with the employees' perception on the advantages and disadvantages of WFH arrangement

**Alternate Hypothesis:** There is a significant relationship between the employees' demographic characteristics and job classification with the employees' perception on the advantages and disadvantages of WFH arrangement

The table below shows the mean and standard deviation on the employees' perception on the advantages and disadvantages of WFH arrangement based on the demographic characteristics of the employee.

Table 3

*Means and Standard Deviations of Employees' Perception on Work From Home Arrangement based on Demographic Characteristics*

Indicator	Advantages		Disadvantages	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Age				
23 years and below	3.95	1.09	1.98	0.33
24-39 y.o	4.03	0.80	2.49	0.37

40-55 y.o	3.94	0.88	2.48	0.43
56-60 y.o	3.70	0.92	2.14	0.43
beyond 60 y.o.	3.90	0.72	2.69	0.47
<hr/>				
Gender				
Female	3.99	0.86	2.40	0.39
Male	3.94	0.69	2.71	0.31
Prefer not to say	4.54	1.55	2.38	1.20
<hr/>				
Education				
Bachelor's Degree	3.85	0.88	2.94	0.77
MA Units	3.94	0.78	2.54	0.38
CAR for Master's Degree	4.33	0.79	2.62	0.44
Master's Degree	4.16	0.94	2.36	0.43
Units towards Doctorate	3.91	0.97	2.15	0.44
Units in Doctorate	3.92	1.18	2.13	0.62
CAR for Doctorate	3.85	0.92	2.44	0.36
Doctorate	4.02	0.96	2.31	0.35
<hr/>				
Number of Household Members				
1	3.87	0.98	2.23	0.52
2	4.18	0.97	2.49	0.49
3	3.94	0.82	2.44	0.35



4	3.99	0.82	2.46	0.42
5 or more	3.93	0.74	2.54	0.30

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	Location			
Amoros, El Salvador City	3.60	0.65	2.31	0.52
Bolisong, El Salvador City	4.21	0.93	2.48	0.44
Cogon, El Salvador City	4.00	0.66	3.22	0.55
Himaya, El Salvador City	4.07	0.92	2.30	0.40
Hinigdaan, El Salvador City	4.22	0.97	2.51	0.48
Kalabayalabay, El Salvador City	4.42	1.23	2.29	0.57
Kibonbon, El Salvador City	4.62	1.68	1.06	0.25
Molugan, El Salvador City	3.56	0.82	2.31	0.54
Pedro Sa Baculio, El Salvador City	4.33	1.24	1.77	0.34
Poblacion, El Salvador City	4.12	1.44	1.78	0.71
Sambulawan, El Salvador City	4.04	0.99	2.24	0.43
Sinaloc, El Salvador City	3.84	0.57	3.02	0.37
Taytay, El Salvador City	3.90	0.77	2.56	0.40
Ulaliman, El Salvador City	3.77	1.45	1.69	1.08
Cagayan de Oro City	3.58	0.64	2.63	0.42
Alubijid, Misamis Oriental	3.97	0.73	2.72	0.39
Laguindingan, Misamis Oriental	4.62	1.59	1.63	1.02

Opol, Misamis Oriental	4.11	1.00	2.45	0.45
Not included in the list	3.90	0.74	2.73	0.41

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**Legend:**

<b>Scale</b>	<b>Verbal Description</b>
4.21 – 5.00	Strongly Agree
3.41– 4.20	Agree
2.61 – 3.40	Neutral
1.81 – 2.60	Disagree
1.00 – 1.80	Strongly Disagree

As illustrated in Table 3, majority of the employees, regardless of age, gender, education, number of household members and location Agree to the advantages of WFH arrangement. Respondents who have completed academic requirements for Master's Degree Strongly Agrees to the perceived advantages of WFH arrangement. Employees who are residing in Laguindingan, Misamis Oriental and certain barangays in El Salvador City, namely: Bolisong, Hinigdaan, Kalabaylabay, Kibonbon and Pedro Sa Baculio Strongly Agree to the advantages of WFH Arrangement. It should be noted, however, that the standard deviation for the perceived advantages of WFH arrangement in Kibonbon, El Salvador City an Laguindingan, Misamis Oriental are relatively high, hence reflecting a high variation on the responses made by employees residing in these areas.

As to disadvantages, it may be inferred from Table 3 that majority of the respondents Disagree to the cited disadvantages of WFH arrangement. Among all employees, those who are more than 60 years of age are the only group whose stand on the disadvantages of WFH arrangement is neutral. Although male employees disagree to the disadvantages of WFH arrangement, majority of the female employees take a neutral stand. With reference to education, majority of the respondents disagree to the perceived disadvantages of WFH Arrangement. Meanwhile, those whose highest educational attainment is Bachelor's Degree as well as those who have completed academic requirements for a Master's Degree are neutral on the perceived disadvantages. Employees who are residing in Laguindingan, Misamis Oriental and certain barangays in El Salvador City, namely: Kibonbon, Pedro Sa

Baculio, Poblacion and Ulaliman Strongly Disagree to the disadvantages of WFH Arrangement. Meanwhile, those who are residing in Cogon and Sinaloc, El Salvador City, Cagayan de Oro City and Alubijid, Misamis Oriental were neutral on the perceived disadvantages.

To validate if there is a significant relationship between the demographic characteristics of the respondents to their perception on the advantages and disadvantages of WFH arrangement, Spearman Rho correlation test was applied.

Table 4

*Correlation between Employee's Demographic Characteristics and Perception on WFH Arrangement Advantages & Disadvantages*

Demographic Characteristics	Perception on the Advantages of WFH Arrangement			Perception on the Disadvantages of WFH Arrangement		
	Spearman	Sig.	Interpretation	Spearman	Sig.	Interpretation
	Rho	(2-		Rho	(2-	
	Correlation	tailed)		Correlation	tailed)	
Age	-0.80	0.10	High negative correlation	0.60	0.28	Moderate positive correlation
Gender	0.50	0.67	Moderate positive correlation	-0.50	0.67	Moderate negative correlation

Education	-0.02	0.96	Negligible correlation	-0.71	0.05	High negative correlation
Number of Household Members	0.10	0.87	Negligible correlation	0.70	0.19	Moderate positive correlation
Location	-0.15	0.53	Negligible Correlation	0.07	0.77	Negligible Correlation

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**Legend:**

Degree of correlation	Interpretation
0.90 to 1.00 (-0.90 to -1.00)	Very high positive (negative) correlation
0.70 to 0.90 (-0.70 to -0.90)	High positive (negative) correlation
0.50 to 0.70 (-0.50 to -0.70)	Moderate positive (negative) correlation
0.30 to 0.50 (-0.30 to -0.50)	Low positive (negative) correlation
0.00 to 0.30 (0.00 to -0.30)	Negligible correlation

As shown in Table 4, education ( $r = -0.02$ ), number of household members ( $r = 0.10$ ) and the location/residence ( $r = -0.15$ ) have negligible correlation to the respondents' perceived advantages of WFH arrangement. Meanwhile, Age ( $r = -0.80$ ) and Gender ( $r = 0.05$ ) have high negative correlation and moderate positive correlation, respectively, with the perception on the advantages of WFH arrangement. However, since the p-value of these indicators are greater than 0.05, the null hypothesis is not rejected. It can be inferred that the identified demographic characteristics have no significant relationship to the respondents' perception on the advantages of WFH arrangement.

As to perceived disadvantages while WFH, education ( $r = -0.71$ ) has high negative correlation, age ( $r = 0.60$ ) and number of household members ( $r = 0.70$ ) have moderate positive correlation, gender ( $r = -0.50$ ) has moderate negative correlation while location ( $r = 0.07$ ) has negligible correlation. Since the p-value of these indicators are greater than 0.05, except for education, it can be inferred that the identified demographic characteristics have no

significant relationship to the respondents' perception on the disadvantages of WFH arrangement. However, since the p-value for education is 0.05, the null hypothesis is rejected. Hence there is a significant relationship between education and perceived disadvantages of WFH arrangement. This implies that higher educational attainment yields to less negative perception on the disadvantages of WFH Arrangement.

Table 5

*Means and Standard Deviations of Employees' Perception on Work From Home Arrangement based on Job Classification*

Indicator	Advantages		Disadvantages	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Station of Assignment				
Division Office	3.69	0.68	2.66	0.47
School	4.04	0.87	2.42	0.37
Level of Position				
Without supervisory function	4.03	0.84	2.46	0.36
With Supervisory Function	3.61	0.73	2.50	0.49
Number of People Supervised				
None	4.02	0.84	2.45	0.36
1 to 5	3.90	0.86	2.46	0.46
6 to 15	3.63	0.76	2.81	0.58
16 to 30	3.90	0.95	2.48	0.81

more than 30	3.29	0.82	2.36	0.86
Average number of people to contact in a day				
less than 5 people	3.94	0.80	2.43	0.39
5-10	3.83	0.74	2.50	0.34
11-20	4.21	0.97	2.44	0.45
21-30	4.04	1.11	2.14	0.40
more than 30	4.44	1.04	2.54	0.54

**Legend:**

Scale	Verbal Description
4.21 – 5.00	Strongly Agree
3.41– 4.20	Agree
2.61 – 3.40	Neutral
1.81 – 2.60	Disagree
1.00 – 1.80	Strongly Disagree

As reflected in Table 4, majority of the respondents Agree on the perceived advantages of WFH arrangement, regardless of their station and position. The same is applicable with the employees who have 0-30 persons under their supervision. However, employees who are supervising 30 persons or more are only neutral on the perceived advantages of WFH arrangement. Meanwhile, employees who need to contact 11-20 persons and more than 30 persons, in average per day, strongly agree to the perceived advantages of WFH arrangement.

For the perceived disadvantages of WFH arrangement, majority of the employees disagree on it regardless of their position and the average number of people they need to contact while working from home. As to station, those who are deployed in the Division Office are neutral in the perceived disadvantages of WFH arrangement while those deployed in the Schools disagree to the perceived disadvantages. Difference is also noted in the perceived disadvantages of WFH arrangement when respondents were classified according to the

number of people under their supervision. Majority disagreed to the perceived disadvantages of WFH arrangement, except for those who are supervising 6-15 persons, who turned out to be neutral as to the perceived disadvantages of WFH arrangement.

To validate if there is a significant relationship between the job classification of the respondents to their perception on the advantages and disadvantages of WFH arrangement, Spearman Rho correlation test was applied.

Table 5

*Correlation between Employee's Job Classification and Perception on WFH Arrangement Advantages & Disadvantages*

Job Classification	Perception on the Advantages of WFH Arrangement			Perception on the Disadvantages of WFH Arrangement		
	Spearman	Sig.	Interpretation	Spearman	Sig.	Interpretation
	Rho	(2-		Rho	(2-	
	Correlation	tailed)		Correlation	tailed)	
Station of Assignment	1.00	*	Very High positive correlation	-1.00	*	Very High negative correlation
Level of Position	-1.00	*	Very High negative correlation	1.00	*	Very High positive correlation
Number of People Supervised	-0.90	0.04	High negative correlation	-0.10	0.87	Negligible correlation

Number of	0.80	0.10	High Positive	0.30	0.62	Negligible
People to			Correlation			Correlation
contact while						
working						

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**Legend:**

**Degree of correlation**

0.90 to 1.00 (-0.90 to -1.00)

0.70 to 0.90 (-0.70 to -0.90)

0.50 to 0.70 (-0.50 to -0.70)

0.30 to 0.50 (-0.30 to -0.50)

0.00 to 0.30 (0.00 to -0.30)

**Interpretation**

Very high positive (negative) correlation

High positive (negative) correlation

Moderate positive (negative) correlation

Low positive (negative) correlation

Negligible correlation

\* Correlation is significant at the 0.05 level (2-tailed)

As shown in Table 5, employees' station of assignment has a very high positive correlation ( $r = 1.00$ ) with the employees' perceived advantages of WFH arrangement while it has a very high negative correlation ( $r = -1.00$ ) with their perception on the disadvantages of WFH arrangement. This implies that there is a significant relationship between an employees' station and perception on WFH arrangement.

As to position, its correlation ( $r = -1.00$ ) with the employees' perceived advantages of WFH arrangement is considered as very high negative correlation while its correlation ( $r = 1.00$ ) with employees' perceived disadvantages of WFH arrangement is very high positive correlation. This implies that there is a significant relationship between the employees' position and perception on WFH arrangement.

Spearman rho correlation ( $r = -0.90$ ) between the number of persons supervised and perceived supervisory function indicates a high negative correlation. With p value of 0.04 which is less than 0.05, the null hypothesis is rejected. Thus, there is a significant relationship between the number of persons supervised to the perception on the advantages of WFH arrangement. This implies that employees with greater number of people to supervise perceive less on the advantages of the WFH arrangement. On the other hand, its correlation ( $r = -0.10$ ) with the perception on the disadvantages of WFH arrangement indicates a negligible correlation.



As to the number of persons to contact in a day, its correlation with the perception on the advantages of working from home is highly positive ( $r = 0.80$ ) while its correlation with perceived disadvantages of working from home is negligible ( $r = 0.30$ ). As shown in table 5, the p-value is greater than 0.05, hence the null hypothesis is not rejected. This implies that there is no significant relationship between the number of persons an employee needs to contact while working from home and the employee's perception on WFH arrangement's advantages and disadvantages.

### 3. Is there a significant difference in the employee's perception of Work from Home arrangement based on their demographic characteristics and job classification?

**Null Hypothesis:** There is no significant difference in the employees' perception on the advantages and disadvantages of WFH arrangement with reference to their demographic characteristics and job classification.

**Alternate Hypothesis:** There is a significant difference in the employees' perception on the advantages and disadvantages of WFH arrangement with reference to their demographic characteristics and job classification.

Table 6.

*Kruskal-Wallis Test Statistics on Employees' Perception on the Advantages and Disadvantages of Work Form Home Arrangement based on Demographic Characteristics*

		Age	Gender	Educational Attainment	Number of Household Members	Location/ Residence
Advantages of WFH Arrangement	Chi-Square	2.020	0.880	6.390	1.560	15.380
	Df	4	2	7	4	18
	Asymp. Sig.	0.732	0.645	0.495	0.816	0.636
Disadvantages of WFH Arrangement	Chi-Square	4.550	4.480	8.220	1.380	27.83
	Df	4	2	7	4	18
	Asymp. Sig.	0.732	0.645	0.495	0.816	0.636

df	4	2	7	4	18
Asymp. Sig.	0.337	0.107	0.313	0.848	0.065

As illustrated in Table 6, with reference to the p-values which are > than 0.05, hence the null hypothesis is not rejected. Therefore, there is no significant difference in the employees' perception on the advantages and disadvantages of WFH arrangement, with reference to their demographic characteristics.

Table 7.

*Kruskal-Wallis Test Statistics on Employees' Perception on the Advantages and Disadvantages of Work Form Home Arrangement based on Job Classification*

		Station of Assignment	Level of Position	Number of People Supervised	Number of People to Contact
Advantages of WFH Arrangement	Chi-Square	16.62	4.880	4.020	12.96
	Df	1	1	4	4
	Asymp. Sig.	0.000	0.027	0.404	0.011
Disadvantages of WFH Arrangement	Chi-Square	3.690	0.06	1.710	1.510
	df	1	1	4	4
	Asymp. Sig.	0.055	0.803	0.788	0.824

Table 7 shows a different picture compared to Table 6. As to perceived advantages of WFH arrangement, all factors relative to job classification yielded a p-values of less than 0.05 except for the factor of the number of people supervised by an employee. Hence, null hypothesis is rejected except for the item on the number of people supervised. Therefore,

there is a significant difference in the employees' responses on the perceived advantages of WFH arrangement with reference to their station of assignment, level of position and average number of people to contact while working.

As can be inferred in the results of the Kruskal-Wallis Test, the p-value for all indicators with reference to the perceived disadvantages of WFH arrangement is greater than 0.05. The null hypothesis is therefore not rejected. Hence, there is no significant difference in the employees' perception on the disadvantages of WFH arrangement relative to station, position, number of people supervised and number of people to contact in a day.

This study would like to make the following recommendation:

For the **policy makers**: to establish a more detailed policy on the implementation of WFH arrangement in the government, with consideration of the nature of operations of each organization and the type of work per position classification; to review the guidelines as to expenses allowed charged to government funds.

For the **organizational leaders**: to allocate funds for the provision of necessary tools required for an employee to accomplish targets deliverable even while working from home; to strengthen monitoring of employees, not just in terms of attendance and performance, but including their welfare (e.g., health) as well

For the **researchers**: to conduct more in-depth study relative to WFH arrangement and possible solutions

## **VII. Dissemination and Advocacy Plans**

The results and findings of the action research shall be presented to the Schools Division Offices where the respondents of the study are stationed. Results of the study shall be submitted to the Department's Central Office shared with the Civil Service Commission (CSC) to serve as reference in establishing standard policies or guidelines on alternative work arrangements such as work from home arrangement in the government. If possible, it shall be presented also to research conferences.

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