

The Impact of Working from Home on Selected Employees' Job Performance in the Philippines During the COVID-19 Pandemic

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Abstract

The study aims to determine the effect of work-from-home on the job performance of selected employees in the Philippines during the COVID-19 pandemic, particularly in the work environment, job satisfaction, and work motivation as mediating variables in this study. The research used structural equation modeling and deployed a questionnaire attuned to the changes caused by the pandemic. The output of the investigation revealed that employees experienced greater enjoyment, satisfaction, and motivation, which contributed to the enhancement of job performance. The study proposes that organizations conduct further research on the long-term effect and impact on employees involved in work from home arrangements to formulate responsive policies to the work-from-home arrangement.

Keywords: *Work-from-home scheme, job performance, work motivation, job satisfaction, work environment*



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INTRODUCTION

The coronavirus illness 2019, sometimes referred to as the COVID-19 pandemic, has swept the globe. As of December 8, 2020, over 67 million confirmed cases had been documented, with over 1.5 million deaths (BBC News, 2020). Governments have implemented quarantines on a global scale to halt the spread of this deadly illness. Businesses have turned to work from home (WFH) during times of crisis to keep operations running efficiently and employees safe. Work from home or telecommuting is a type of alternative work arrangement in which office employees perform tasks normally performed in a central location from their homes. Employees can interact with numerous company stakeholders via technology from the comfort of their own homes (Gajendran et al., 2015).

According to a Savic (2020) survey, work-from-home, a notion that has gained popularity since the introduction of COVID-19, refers to employees who work from their homes rather than their company's offices. It is defined by four fundamental characteristics: (1) an individual who is an employee of a company or a member of the staff of an organization; (2) actual work engagement with a company or an organization on specific tasks; (3) work performed outside the company's physical premises; and (4) electronic communication with the employer. The Civil Service Commission of the Philippines released Memorandum Circular No. 10, section 2020, or Revised Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Government Employees. This paper contains interim amended rules for alternative work arrangements and support measures for government employees. This is especially true during declared states of national emergency. As a result of the COVID-19 epidemic, work-from-home has been defined as an output-oriented work arrangement that enables employees to generate outputs/results and accomplishments while away from the office. The term "work-from-home" refers to an employee who works outside the company's physical location yet provides the output and completes duties

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from home (Civil Service Commission, 2020). The work-from-home environment is crucial for safeguarding all employees' health and safety. These orders to remain at home are critical for everyone's physical health protection (CDC, 2020). While these interventions may be helpful, it is critical to underline their potential for social and economic disruption (Thunström et al., 2020). In actuality, the negative social and economic consequences of these therapies may have a harmful psychological effect on the people impacted, including diminished social support, increased loneliness, depression, anxiety, and financial difficulties. Additionally, there is a debate over whether working from home would have an effect on employees' productivity and job performance. Aithal et al. (2015) noted that working from home frees the employee from location and time constraints.

Additionally, the research discussed how individuals might improve their time management, which gives them a sense of success, worth, and identity, among other benefits. Employees who participated in the Work-from-Home program benefited from the increased job location and scheduling flexibility (Masuda et al., 2012). This has been made feasible by technological advancements, which enable employees to remain involved regardless of their location of employment (Brown et al., 2011). Additionally, a flexible work arrangement may take on a variety of forms, all of which have one feature: the worker's flexibility to select their workplace and schedule (Kelliher and Anderson, 2009). On the other side, one unintended consequence of work-from-home policies is the sense of less recognition for one's efforts (Zhang, 2016). When all contact is conducted electronically, employees have a harder time demonstrating their work ethic and recognizing the accomplishments of their bosses. Workers who work from home typically turn in their work when it is complete, but their managers are unaware of the steps involved in producing a deliverable; some workers may work overtime, but their performance is evaluated solely on the basis of their results, rather than their ability to overcome obstacles along the way.

Felstead and Henseke (2017) discovered that working from home, mostly virtual, motivates employees because they perceive a work-life balance. There is a reduction in interpersonal contact, feelings of isolation, and an increased likelihood of miscommunication (Morley, Cormican, and Folan, 2015). This should be a priority for leaders. Because they will lose motivation as a result of not meeting face to face, not knowing their feelings directly, and not receiving adequate assistance from them today (Humala, 2017). One way to reduce employee motivation when working online is to use video conferencing, which is not just a text communication like e-mail (Humala, 2017).

Purwanto et al. (2020) noted that when instructors work from home, they may lose motivation. The working environment is not what one would anticipate. The mood in the house is not like that of a workplace, which is constantly distracted by social media and other forms of entertainment.

The purpose of this study is to determine the influence of remote work on employee performance. This research examines the detrimental and beneficial consequences of work-from-home arrangements on workers' daily life. The researchers believe that the study's findings should also be able to identify winners and losers in the work-from-home economy. Additionally, it established the mediating impacts of job satisfaction, job motivation, and work environment on job satisfaction. This research aimed to determine the effect of new workspaces on job performance and satisfaction, as well as on the degree of comfort, organizational performance, and overall workplace motivation.

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LITERATURE REVIEW

Work-From-Home

Due to the COVID-19 pandemic sweeping the globe, a sizable portion of the workforce has been unable to commute. This is being done to halt the virus's spread. As a result of this change, both employers and employees have sought alternative employment arrangements. One is teleworking, which is sometimes referred to as "work-from-home," which is described as "a work arrangement in which employees perform their typical job duties from a location other than their customary place of employment, using technical connections" (Fonner & Roloff, 2010). These technical connections may include but are not limited to the internet, e-mail, telephones, and cellular phones. As a result of the outbreak, the majority of employees, if not all, were obliged to work remotely in some way. As a result, initiatives promoting work-from-home opportunities have gone to the top of most governments' priority lists. Guidelines must be set throughout this process with the practicality of both employers and employees in mind. During the COVID-19 outbreak in early 2020, a sizable section of the global workforce was forced to work from home in record numbers. Even if just a portion of this transformation remains permanent, the repercussions would be seen in urban planning, infrastructure development, and the reallocation of investment away from inner cities and into residential districts. Of course, this would have far-reaching implications for how businesses organize and manage their workforces" (Gibbs, Mengel & Siemroth, 2021). The epidemic has necessitated remote employment, posing certain issues for the working sector. The coronavirus has compelled the academic community to close institutional buildings such as labs, libraries, and archives and to halt fieldwork activities. Libraries are making a concerted effort to make digital items available. Many of these, however, have not yet been digitized or purchased by the library system.

For the first time in modern history, knowledge workers globally are being forced to work from home on a daily basis as a result of government-enforced lockdowns and the necessity to deal with new technology challenges for which they may be unprepared. Administrative rules affect those who have never requested or been denied the ability to work from home. According to Bick et al. (2021), businesses anticipate working from home even after the pandemic. They observed that it benefits certain employees and businesses in the long run. Additionally, the authors of the article advised that a subset of workers should have more permanent changes to their employment arrangements.

Job Performance

According to Sonnentag, Volmer, and Spychala (2008), job performance is a multi-dimensional notion that may be divided into the most fundamental level: a process or behavioral component and an outcome element. At the same time, performance is defined as what people can do while at work. The outcome aspect refers to the outcome of the individual's actions. Performance can be measured in terms of activities that can be scaled or counted, and the outcome aspect is defined as what happens as a result of the individual's actions. Moreover, Motowidlo and Kell (2012) described job performance from a psychological standpoint as "the overall expected value to the organization of the discrete behavioral episodes that an employee carries out throughout an

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average length of time." Specifically, when it comes to the workplace, performance refers to each person's contribution, as evidenced by job production and the conduct displayed while doing so.

Job Satisfaction and Motivation

Work-from-home (WFH) opportunities have the ability to both alleviate and worsen the stress associated with such role conflict. Australian research indicates that workers who work from home are happier with their capacity to combine work and non-work obligations, while males who work from home report better overall job satisfaction (Dockery and Bawa 2014a). Another research done in 2020 found no difference in overall job satisfaction between women who work from home and those who do not. However, individuals that work flexible hours are dissatisfied with their work hours. The benefits of working from home are more pronounced for people who work from home under a formal agreement and for fewer than eight hours per week. Additionally, LaShawn (2016) found a link between employee work happiness, amount of telecommuting, gender, and age, implying that age, gender, and level of telecommuting might all predict job satisfaction.

Golden (2006) claimed that telecommuting and work satisfaction has a curvilinear connection. Telecommuting, the author asserts, boosts job happiness, but only to a point. According to the authors, work satisfaction tends to decline at a certain point. According to Allen et al. (2015), there is a favorable association between telecommuting and work satisfaction. Additionally, the authors suggested that the amount to which employees telecommute does not correlate linearly with work happiness. Job happiness can improve by up to 15.1 hours per week, according to the authors. Following then, work satisfaction tends to decline. According to Allen et al. (2015), when telecommuting is more frequent during the week, there is a curvilinear connection, resulting in poor social interaction between coworkers and a high experience of isolation among workers. This can also have an effect on employee work satisfaction.

Smith, Patmos, and Pitts (2018) said in another study that personality variables provide valuable insight into workplace behaviour. It was previously accepted that certain teleworkers have a higher level of job satisfaction than others. It was discovered that neuroticism and work satisfaction had a strong link. In terms of communication channel pleasure, a substantial link was discovered: (e-mail, video technologies, instant messaging, phone communications, and job satisfaction). They reported higher levels of work satisfaction. Zhang (2016) stated that changes in contact with coworkers, social relationships for success acknowledgment, and work-life balance through virtual offices might all be major predictors of employee job satisfaction. Additionally, Allied Telecom (2015) enumerated eight reasons and benefits for businesses to engage in virtual workforce work, including employees felt happier in virtual work, they were less absent from work, employees worked harder, attracted better candidates, work flexibility helped retain better employees, traditional workforces benefited, and management was simplified. Numerous employees are pleased and grateful for the freedom of working from home, as well as the availability of superior candidates/employees.

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Gajendran and Harrison (2007) demonstrated the detrimental effect on WFH outcomes of family-work conflict and a chaotic setting defined by visual and aural disturbances and a lack of privacy in their study. While distracting settings do not appear to be predictive of decreased productivity or higher stress, they do appear to have a detrimental effect on people's motivational drives. Employees' engagement levels may decline when their job motivation deteriorates as their work environment gets more distracting. Rather than that, the family-work conflict has been demonstrated to have a substantial and adverse influence on the dependent variable in every investigation. Panisoara et al. (2020); Purwanto et al. (2020) stated that working at home may not be beneficial (unstable network connections, time instabilities, and excessive time spent focusing on the computer), personal time is reduced, resulting in an unbalanced personal life, a sense of loneliness that occasionally occurs, and motivation to work decreases as life appears to become passive. As a result, professional life is unsatisfying. In general, the new average transition period altered our personal and professional life, impairing job motivation and lowering job satisfaction.

Work Environment

The term "Work Environment" refers to any environmental circumstance that exists within the area of one's work performance. For some, this term refers to the region of an institution where employees do their duties. A pleasant and congenial work atmosphere can aid in the orderly and flawless execution of activities. Additionally, it contributes to the development of a strong and exceptional company. (Yusof et al. 2021) A positive psychosocial work environment appears to enhance performance.

Additionally, Danish, Ramzan, and Ahmad (2013) claimed that the work environment is a significant component affecting employee satisfaction and commitment to the firm since it is associated with the climate in which a particular company's employees do their jobs. Additionally, Hanysha (2016) argues that employees who are comfortable in their work environment are more likely to perform effectively and love their employment. Thus, managers should also reinforce features of the work environment to ensure their employees' well-being.

Statement of the Problem

Generally, this study aimed to find the relationship between work-from-home schemes and job performance. Specifically, it answered the following research problems:

1. What are the work-from-home setup and practices at the onset of the pandemic?
2. What are the job performance indicators of Philippine employees at the onset of the pandemic?
3. Is there a significant relationship between the work-from-home setup and the job performance of Philippine employees at the onset of the pandemic?
4. Is there a mediating effect of job satisfaction, job motivation, and work environment in the relationship between the work-from-home scheme and job performance?

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Figure 1. Research Framework

METHODOLOGY

Participants of the Study

The study participants are private and public sector personnel who had to work from their homes during the outbreak. Purposive sampling was employed in this study. Respondents correctly completed 2906 out of 3000 survey questions delivered using Google Forms, resulting in a response rate of 96.87 percent. The survey questionnaires were made available in February 2021 and were due to be completed by July 2021.

The socio-demographic profile of the participants is reflected in Table 1. Fifty-nine percent of the total respondents were private employees. Out of 2906, 59.1% were female. Most are college graduates, and 32.1% are 22-25 years old.

Table 1. Sample's Socio-Demographic Profile

Respondent's Characteristics	Frequency	Percentage
Type of Employee		
Public	1,197	41.2
Private	1709	58.8
Age		
18-21yo	285	9.8
22-25yo	932	32.1
26-29yo	605	20.8
30-34yo	403	13.9
35-39yo	243	8.4
40-44yo	178	6.1
45-49yo	94	3.2
50-54yo	85	2.9

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55-59yo	52	1.8
60 above	28	1.0
<hr/>		
Gender		
Male	1,187	40.8
Female	1,719	59.2
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Educational Attainment		
College Graduate	2416	91.4
Masters Graduate	193	7.3
Doctoral Graduate	35	1.3

Research Instrument

This study used a descriptive-causal research design. The current study used a questionnaire as the research instrument. The instrument contained the demographics of the respondents – the type of employee, age, gender, and educational attainment – and the items (measured using a 5-point Likert scale) for the four (4) latent variables – work-from-home scheme, performance, work environment, job satisfaction, and job motivation.

The 5-item WFH scheme, 2-item job performance, 3-item work environment, 4-item job satisfaction, and 7-item work motivation were all adopted from the study by Susilo (2020) entitled *Revealing the Effect Work-from-Home on Job Performance during the Covid-19 Crisis: Empirical Evidence from Indonesia*.

Data Analysis

The suggested structural model on the relationship between work-from-home schemes and job performance was tested using a predictive-correlational approach to see whether it was applicable. The parameter estimates of the suggested model were measured using the partial least squares-structural equation modeling (PLS-SEM) approach.

Ethical Considerations

Ethical considerations are essential for study studies, as all subjects have moral and legal rights. For this study, the researchers ensured that they communicated with the participants personally, that they did not intrude on their privacy without their permission, that the research did not damage their feelings, and that all details obtained from them were recognized and correctly portrayed. Moreover, participants received a letter of consent virtually outlining some of the core aspects of this analysis and what is required of both the participant and the researchers.

FINDINGS AND DISCUSSION

The association between the five variables: WFH scheme, job motivation, job satisfaction, work environment, and job performance, was investigated using PLS-SEM. The evaluation of the path model in PLS-SEM is divided into two steps (Hulland, 1999). The measurement model is evaluated in the first phase. The variables' reliability and validity are assessed in this phase. The second step examines the structural model, which examines the hypothesized relationships among variables (Hulland, 1999; Dimaunahan & Amora, 2016).

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Indicators of Model Fit and Quality

The coefficients of model fit and quality indices of the structural equation model are shown in Table 2. ACCORDING TO THE OVERALL RESULTS, the SEM estimates are within the permissible range.

Table 2. Model Fit and Quality Indices of SEM

Model fit and Quality Indices	Coefficients
APC	0.233, p<0.001
ARS	0.354, p<0.001
AARS	0.354, p<0.001
AVIF	1.713
AFVIF	1.494
Tenenhaus GoF	0.551

To ensure that the model is acceptable, the recommended value for the p-values of the average path coefficient (APC), average R-squared (ARS), average block VIF (AVIF), and average full collinearity VIF (AFVIF) indices is 3.3 or less (Kock, 2017). The following criteria are used for Tenenhaus goodness of fit (GoF), an indicator indicating the model's explanatory capacity (Kock, 2017): small if equal to or larger than 0.1, medium if equal to or greater than 0.25, and large if equal to or greater than 0.36. (Wetzels, Odekerken-Schroder, & van Oppen, 2009; Kock, 2017). The GoF is the product of the average communality index and the ARS squared (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005). Table 2 indicates that the model's fit and quality indices are within acceptable ranges.

Reliability and Validity Measurements

Table 3. Item Loadings, AVE, and Reliability of the Variables

Construct/Items	Item Loading	CA	CR	AVE
<i>Work from Home Scheme</i>				
I spend all of my time at home during my work	0.770			
I always communicate with other people remotely for my work	0.754			
I use internet technology to do my work as much as possible	0.682	0.773	0.846	0.0525
I work outside of the physical presence of my colleagues	0.721			
I do not do any physical travel at all to start and finish my work	0.690			
<i>Work Environment</i>				
My workspace is fully shared with family members or other people who are not my colleagues	0.747	0.744	0.808	0.584

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I have the freedom to personally arrange my workspace without the intervention of my company	0.773			
My work success is heavily reliant on my internet connection	0.774			
<i>Job Satisfaction</i>				
I am satisfied with doing my job without risking my safety from the COVID-19 virus	0.828	0.806	0.873	0.632
I am satisfied with being appropriately recognized for performing my duties while the economy is down and many people are fired during the COVID-19 pandemic.	0.773			
I am satisfied with my chance to get a promotion from my job during the COVID-19 pandemic	0.790			
<i>Work Motivations</i>				
My company gives me a salary while staying safe from infection of COVID- 19	0.737	0.869	0.899	0.560
My company gives me the freedom to fully arrange my work schedule	0.732			
My company allows me to work independently without supervision	0.735			
I can work more efficiently because I do not need to travel to the office	0.728			
My company has been loyal to me while the economy is down, and many people are losing their jobs	0.773			
My company gives me opportunities to get promoted while staying safe from infection of COVID-19	0.763			
My job gives me the chance to develop myself so that I am not bored during the COVID-19 crisis	0.769			
<i>Job Performance</i>				
I have accomplished all of my duties according to the key performance indicators of my company even if I work from home	0.919	0.817	0.916	0.845
I finish my job responsibilities well without any significant problems, even if I work from home	0.919			

The reliability and validity tests (convergent and discriminant) were assessed to evaluate the measurement model. The assessment of construct reliability enables examining a reflective item or collection of items concerning the construct it is intended to measure (Straub, Boudreau, & Gefen, 2004; Roldan & Sanchez-Franco, 2012). Typically, composite reliability and Cronbach's alpha are

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employed to construct dependability (Kock, 2017). To indicate high reliability, the composite reliability (CR) and Cronbach's alpha (CA) values must be equal to or better than 0.7. (Nunnally & Bernstein, 1994). According to Table 3, the variables WHF Scheme, job satisfaction, job motivation, work environment, and job performance met the construct dependability criterion.

Conversely, convergent validity assesses the quality of a research instrument's set of items or question statements. This means that the participants understand the items or question-statements in each construct in the same way that the items or question-statements were meant to be understood by the creators of the items or question-statements (Kock, 2017). To attain an appropriate level of convergent validity, the p-values for each item should be less than or equal to 0.05, and the loadings should be more than or equal to 0.5. (Kock, 2017). The link between an item and a construct is item loading (Kock, 2017). In Table 3, all item loadings are statistically significant and more than the 0.5 thresholds.

Additionally, the average variance extracted (AVE) quantifies the variation of each construct derived from its elements compared to the variance owing to measurement error (Amora et al., 2016). Each latent variable has an AVE greater than 0.5, the suggested value for good validity (Fornell & Larcker, 1981). The coefficients of AVE were found to be correct.

Table 4

Square Roots of AVE Coefficients and Correlation Coefficients

	WFH	Work Environment	Satisfaction	Motivation	Performance
WFH	0.724				
Work Environment	0.628	0.764			
Satisfaction	0.534	0.514	0.795		
Motivation	0.577	0.567	0.714	0.748	
Performance	0.484	0.459	0.518	0.592	0.919

Table 4 illustrates the correlations between variables using the square roots of AVE coefficients to assess the instrument's discriminant validity. Discriminant validity determines if the statements linked with each latent variable are clear to respondents when they complete the questionnaire. Additionally, it verifies that assertions relating to a single variable, for example, do not conflict with statements relating to other variables (Kock, 2017). For each variable, the square root of the AVEs should be greater than the square root of any of the variables' correlations (Fornell & Larcker, 1981). As a result of the findings, it is concluded that the measures used in the study had discriminant validity.

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Mediation Model Results

Table 5. Mediation Results

Hypotheses	B	P-value	SE	f2
H1. WFH-Performance	.13	<0.001	0.18	0.061
H2, WFH- Satisfaction	.54	<0.001	0.18	0.286
H3. WHF-Work Environment	.63	<0.001	0.18	0.395
H4. WFH- Motivation	.58	<0.001	0.18	0.333
H5 Satisfaction – Job Performance	.15	<0.001	0.18	0.079
H6 Work Environment – Job Performance	.10	<0.001	0.18	0.045
H7 Motivation – Job Performance	.34	<0.001	0.18	0.204

The model for a significant mediating influence test is presented in Table 5. Significant relationships exist between the WFH scheme and job performance ($=0.13$, $p0.01$), job satisfaction and job performance ($=0.54$, $p0.01$), work environment and job motivation ($=0.63$, $p0.01$), job satisfaction and job performance ($=0.15$, $p0.01$), work environment and job performance ($=0.10$, $p0.01$), and work motivation and job performance ($=0.34$, $p0.01$).

The mediation model's parameter estimates are summarized in Table 5. The data analysis revealed that the WFH plan affects respondents' job performance ($=0.13$, $p0.001$). The positive route coefficient emphasizes how the presence of the WFH scheme improves employee performance. The path from the WFH scheme to job performance has a tiny impact size (Cohen's $f2=0.061$). The conclusion implies that H1 is supported.

The WFH scheme substantially affects job satisfaction ($=0.54$, $p0.001$). The positive route coefficient indicates that having a WFH program promotes job satisfaction. The path from the WFH scheme to job satisfaction has a moderate impact size (Cohen's $f2=0.286$). As a result, H2 is supported.

Additionally, the WFH scheme substantially affects the work environment ($=0.63$, $p0.001$). The positive path coefficient indicates that the presence of WFH in an organization improves the work environment's quality. The path from the WFH scheme to the work environment has a moderate effect size (Cohen's $f2=0.395$). As a result, H3 is supported.

In addition, the WFH scheme has a statistically significant effect on motivation ($=0.58$, $p0.001$). The positive route coefficient indicates that the presence of the WFH scheme promotes motivation in

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the organization. The path from the WFH scheme to motivation has a substantial impact size (Cohen's $f^2=0.333$). As a result, H4 is supported.

Furthermore, job satisfaction has a statistically significant effect on job performance ($=0.15$, $p0.001$). The positive path coefficient indicates that an organization's presence of job satisfaction increases job performance. The path from job satisfaction to job performance has a tiny effect size (Cohen's $f^2=0.079$). As a result, H5 is supported.

Additionally, the work environment substantially affects job performance ($=0.10$, $p0.001$). The positive path coefficient indicates that the presence of a work environment improves job performance. The path from work environment to job performance has a tiny impact size (Cohen's $f^2=0.045$). As a result, H6 is supported.

Finally, motivation has a statistically significant effect on job performance ($=0.34$, $p0.001$). The positive path coefficient indicates that an organization's presence of motivation results in an increase in work performance. The path from motivation to job performance has a moderate effect size (Cohen's $f^2=0.204$). As a result, H7 is supported.

CONCLUSION

This study provided a significant contribution to the body of knowledge about the effects of working from home on job performance. While prior research was inconsistent, the present study established that working from home increases employees' enjoyment, job satisfaction, and motivation. Job satisfaction thus becomes a significant predictor of job performance, meaning that employees must first be satisfied to perform better and help the business accomplish its goals. While businesses may face various issues due to COVID-19, such as monitoring and communication, work-from-home became the only alternative. Businesses might adjust to this circumstance by evaluating workers' success based on job completion rather than their visual presence and communication availability.

Additionally, it can help individuals develop specific abilities linked to their job description. It is proposed that officials, including businesses and governments, support and regulate work-from-home programs that benefit employees and businesses. Given that internet access is an essential requirement in the framework of this program, incentives should be provided to the internet business to make it more inexpensive and capable of reaching rural regions. While this research's validity is limited to how the benefits of a work-from-home program emerged in the Philippines, there may be ramifications for other nations affected by COVID-19.

Working from home (WFH) is now a reality in this technologically advanced period. Telecommuting enables employees to collaborate while ensuring corporate operations continue in the face of a disaster such as the COVID-19 pandemic. Businesses are now better able to deal with hardship thanks to the blessings of such technologies. This study attempted to depict teleworkers' current situation during the COVID-19 pandemic. The essential findings indicate that most of them are content with their current work-from-home (WFH) arrangement.

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Additionally, difficulties such as widespread fear of the COVID-19 epidemic and social isolation from coworkers have been emphasized. Additionally, the majority say their perceived level of productivity is higher when they work from home (WFH) than in an office. It is one of the few studies on the notion of working from home (WFH) during a pandemic such as the COVID-19 pandemic. The findings have significant consequences for employed individuals, businesses, and human resource policymakers.

Management Implications

Organizations must recognize that working from home (WFH) is genuinely productive, with employees completing more work due to the elimination of commute time. Firms must explicitly teach their personnel how to use technology remotely to leverage these benefits.

HR regulators should also note and develop explicit rules for working from home (WFH) to protect employees from being overworked. Numerous experts were discovered in this investigation to have teleworked for more than eight hours. As a result, formal telecommuting hours and other criteria should be established that mimic typical working conditions.

Employees should be pleased that their organizations have allowed them to work from home during this crisis. It demonstrates that their employers care about their well-being and are prepared to give bonuses to employees who do well. Telecommuting will promote their long-term growth.

The findings of this survey also serve as a wake-up call for internet service providers (ISPs) since more than half of the respondents reported experiencing internet connectivity difficulties (52 percent). Thus, ISPs should enhance their offerings by assuring continuous and high-speed internet access and establishing a stable basis for remote employees worldwide.

The researchers reasoned that including other variables while analyzing the perceived effects of work-from-home arrangements on workers would allow for a more nuanced study of these stay-at-home directives' excellent and negative repercussions. Employees that work remotely have been shown to have a high level of job performance and the ability to meet all key performance metrics. Nonetheless, the researcher's expectations were met with the outcomes of this study. In the work-from-home economy, there will always be winners and losers. In today's highly advanced society, individuals who cannot adapt will suffer the consequences, particularly during a pandemic. Additionally, most participants demonstrated an ease with which they can adjust to these changes since their employers were able to provide them with the necessary tools to execute their work-from-home obligations. However, the researcher anticipated that not everyone would be able to adjust healthily, as stress levels in some individuals were measured prior to the start of their work-from-home assignments.

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Limitations and Future Research Directions

This research encountered several roadblocks along the way. First, the degree of production among teleworkers is perceived here, and additional computations are necessary to ascertain the truth. Finally, the organizational impact has been overlooked because of the impossibility during the continuing COVID-19 epidemic. As a result, more research is recommended to ascertain telecommuters' impact on the business while considering the bigger sample size. Additionally, it is critical to ascertain the actual production degree among such distant personnel. It is advised that future academics closely monitor and measure the production of telecommuting personnel in a controlled setting.

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