The Effectiveness of 'Work from Home' In a Private Service Company

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Abstract

This descriptive quantitative research determined the significant relationship between the effectiveness of work from home and the employees' job performance. It also determined the significant difference in the work performance of the 300 employee-respondents in terms of their demographic profile. Data were gathered through a self-made questionnaire in the form of 4-Likert scale questions. The work from home program was effective and the work performance was of high level. Based from the results, it was concluded that there was direct and significant relationship between the reorganization, work-life balance and the speed; supervision and work quality; and reorganization, work-life balance and target. In addition, there was a significant difference in the work performance of the employees according to gender and educational attainment. Based from the findings of the study, it was recommended that Human Resource Department develop scheme to identify positions and employees appropriate under the program. There may also be an establishment of proper mechanism for the continuity and sustainability of the program and maintenance of the work quality may be a shared responsibility.

Keywords: work from home, telecommuting, effectiveness, work performance

1. Introduction

The human resource management has become diverse allowing flexibility and mobility in the work environment. For instance, the 'work from home' (WFH) also known as telework or telecommuting, is becoming an HRM strategy that allows employees to work remotely while fulfilling the demands of their own companies. In fact, the past 30 years has

shown a tripled growth in the proportion of employees primarily working from home from 0.75% in 1980 to 2.4% in 2010 (Mateyka, Rapino, & Landivar, 2012). As the nature of job changes, the home-based workers span a wide spectrum from realtors and assistants in sales to software engineers and managers (Bloom, Liang, Roberts, & Ying, 2014).

Work from home or telework is characterized by the use of information and communication technology (ICT) in performing tasks outside the company premises (Eurofound and the International Labor Office, 2017). In the simplest sense, this practice works in two ways: lower cost and flexible time management. According to Messenger and Gschwind (2016), the greater connection through technology enables jobs to be completed wherever and whenever possible. While operating costs could be seen lower with the strategy, it also allows employees to enjoy home and work at the same time. In addition, time flexibility enables employers to organize their employees while satisfying their individual needs and enhancing their performance (Fisher, 2011). However, the absence of close supervision raises doubts on the quality of work performance and the amount of work completed in due time. Even though the strategy is based on the accepted theory on the emergence of an economic system (Felsteal & Henseke, 2017), certain disadvantages on work quality management are at stake.

According to Felstead and Henseke (2017), the increase in remote working is explained by the factors of flexible employment growth, movement to the knowledge economy and organizational responses to changes in the demographic make-up of the labor force. With the diverse workforce and the dynamic workplace attitudes of employees, the audit and control of work performance become a high task for managers. This increases the cost of monitoring and performance evaluations. The dynamism of this new work scheme, however, benefits both the employees and the employers in the long run. To this effect, an assessment of the work quality in a work from home program is necessary.

In the Philippines, the recent survey conducted by International Workplace Group (IWG) Global Workplace Survey as cited in the report of Lopez (2019), nine out of 10 Filipino workers prefer companies offering flexible working arrangements. Majority of them see commuting as the "worst time of the day." This was further supported by the recent enactment of the Republic Act 11165, also known as "An Act Institutionalizing

Telecommuting as an Alternative Work Arrangement for Employees in the Private Sector." Although this is on a "voluntary basis", employees see this as an opportunity given the worsening traffic situation in the country. Ranada (2019) cites that this provision ensures employees of the compensable working hours, overtime, rest days and leave entitlement. However, Lopez (2019) cited that organizational culture is the challenge for the full implementation of the program.

In order to assess the effectiveness of the 'work from home' program, this study sought permission from a private service company which has the same arrangement. Through the employees' self-assessment, the effectiveness and quality of the job performance were determined. Specifically, it quantified the effectiveness of work from home program in terms of propensity to work remotely, supervision, reorganization, and work life balance and described the level of employees' work performance utilizing the remote work practice in terms of speed, work quality and target. The study has tested two hypothesis:

HO1: There is no significant relationship between the effectiveness of work from home and performance level of employees

HO2: There is no significant difference in the level of employees' work performance when grouped according to the demographic profile.

2. Literature review

a. The concept of 'Work from Home' in the Philippines

The concept of work from home has been associated with different terminologies such as telecommuting (Allen, Golden & Shockley, 2015), teleworking (Morgan, 2011), e-working (Nilles, 2007), homeworking (Beauregard, Basile and Canonico, 2013), working at a distance (Institution of Occupational Safety and Health, 2014) and virtual network (Mohite & Kulkarni, 2019). Simply put, this practice allows employees to ancillary some or all of their regular working hours to work from home or any site and communicate with others via technology. For Uchenna, Uruakpa, Chinyere and Uche (2018), this practice is seen as an alternative work arrangement in an off-site location where employees use telecommunication to connect to the workplace. This works in various arrangements as full time or part time, formal or informal and company or employee-initiated. When employees work outside the

office premises, they telecommute with no face to face communication with line managers and co-workers. Moreover, Hynes (2014) state that it is accomplished at a geographical distance which normally takes place at the employee's own home.

'Work from home' is certainly not new in the Philippines. There are companies offering wide range of services with employees under remote working condition. However, this program is certainly not common for all companies in the country. As many of the companies are still not open for remote working, there are provisions giving them an option to adopt the work from home system. The introduction of the telecommuting law in the Philippines opened doors for many opportunities both for the private companies and employees. According to Disini and Disini Law Office (2019), this new law protects the workers' rights and promotes their welfare and enabled latest communication technologies be available to connect the companies in wherever locations they are in. The ICT allows employees to perform their jobs at the comfort of their homes. The new law is aligned with the government policy that affirms labor as a primary social economic force. On the other hand, Lopez (2019) cites that the program is on a voluntary basis.

The latest report released by the International Workplace Group (IWG) Global Workplace Survey, as cited by Lopez (2019) showed that 9 of 10 Filipino employees prefer to work under flexible work arrangements. This is prompted by the commuting experience specifically during peak hours in the Metro and other cities in the country where 58% of employees believe that commuting time should also be counted as work hours. Disini and Disini Law Office (2019) explains that the telecommuting was earlier utilized by certain freelancers and become an option even to the full time employees within Metro Manila. Since then, it has become a viable option for most of the workers living within heavily traffic-burdened areas.

According to Madarang (2019), there is still no concrete data on the number of Filipinos who are currently under remote working condition. However, it was observed that there is a rise on the number of companies offering freelance work online. There are some employees who are currently working from home that expressed satisfaction on the setup. They cited that the prime reason for accepting the job is because of independence or freedom. They feel that they are secluded inside their offices. Working from home gives them independence over their time and work targets. Since the Philippines has one of the worst

traffic problems, this also saved them from the hassle of commuting. This allowed them to have more time for their work tasks. This flexible work arrangement also led to a positive outlook and higher performance. However, there is difficulty in separating work life and home life if an employee is on full time telecommuting.

Lopez (2019) stresses that the old habits of employment die hard in the country. Many local companies are struggling to adopt this system of remote work. Most of the firms with a "long-standing non-flexible working approach" cannot address the system in their organizations. It was stressed that 6 of 10 Filipinos attribute this to the 'organizational culture'. This is the biggest barrier for the implementation of telecommuting in the private companies in the country. This claim was disputed by Porcalla (2019) who further noted that employers are receptive to the law. In the recent survey conducted to the employers-organization, 87% of the Employers Confederation of the Philippines support the telecommuting system. However, their support is conditional. These employers said that the system can be adopted provided that favorable factors are given such as better internet connections. Since this setup relies with ICT for the effective and efficient carrying out of the employee supervision, the faster internet connection is truly necessary. One of the biggest problems in the Philippines is the availability of a faster internet connections. Telecommunication companies should address this issue for the effective implementation of the law.

b. *Effectiveness of 'Work from Home'*

The assessment of Lazar, Osoian, and Ratiu (2010) that the work from home is becoming common for people who performs regular tasks from home instead of office is relatively true. This new arrangement allows employees to organize work, family and personal needs. The fairly good part of it is that this arrangement can accommodate employees with disabilities. The other general benefits from the setup includes fewer distractions (Rayome, 2018; Stahl, 2018), less commuting stress for employees (Rayome, 2018; Stahl, 2018; Johnson, 2015), less office politics (Rayome, 2018), less cost for employer and employee (Stahl, 2018; Johnson, 2015) and less meetings (Johnson, 2015). This was substantiated by a report that shows that only 60% or less time is productive working in the office. However, Janzer (2018) identifies few drawbacks of 'work from home' including different distractions such as family issue, decreased productivity, same

costs for less employees in the office and no opportunity for team building. Companies also worry about implementation costs and supervision of employees' performance. This also can lead to reduced opportunity for development and work safety.

The effect of work from home to the employees' work performance varies. Given that it enhances productivity, well-being and flexibility (Gajendran, 2017; Hamilton, 2016), it also reduces absenteeism and tardiness (Fields, 2018). Relatively, Martins (2019) observes that workers working at home take longer breaks but remain productive with an additional 10 minutes per day. It was found that an average remote employee works an additional 1.4 days per month than these working in the office. In addition to this, remote workers lost 27 minutes per day on distractions while office workers lost to 37 minutes. This allows remote workers to accomplish more tasks than the office workers. However, connecting with the co-workers is surely an issue here.

According to Soujanya (2020), there are intangible benefits companies gain from telecommuting such as increase in moral values, optimal use of technology and low salaries. The amount of trust given to remote workers is enough to boost their moral values. There are given big responsibility of minimum supervision at work and they are expected to perform with utmost confidence and compliance. This confidence gives the employees a positive aura to improve their work quality and efficiency. Apart from that, as they balance their family and work time schedules, they will be happier and healthier. As such, they will be more committed to their job and reduced absenteeism. The effect on the attitudes of the employees will be reflected in the quality of their job. In the end, the company benefits.

Several conducted studies positively support the adoption of work from home in companies. Bloom, Liang, Roberts, and Ying (2014) assessed the 16,000 Chinese employees under work from home arrangement and found an increase of 13% in performance, 9% increase in the employees work minutes per shift, fewer sick leaves and breaks. It was supported by Beekmann (2016) who found that the remotely working employees in a call center Chinese travel agency were 13% more productive than those working in the office. Several other studies also emphasized the increased in employees' autonomy (Rupietta & Beekmann, 2016), larger time-space prisms (Hamidreza, Jin & Rojas, 2019), increased creativity and job satisfaction (Singh, Kumar, and Varghese, 2017). There were also

identified positive association of work from home to positive work attitudes. Unchenna, Uruakpa, and Emmanuel (2018) tested the positive relationship between the work at home arrangement and the quality of work while Felstead and Henseke (2012) showed the association of work from home to higher job satisfaction, strong organizational commitment and well-being.

3. Methodology

The descriptive quantitative research design was employed in this study. Through a self-made questionnaire in a 4-Likert scale, the effectiveness of the work from home and level of quality of work performance were self-assessed by the respondents. The measure of internal consistency through Cronbach alpha was 0.764 on the 40 items of effectiveness of work from home indicators and 0.782 on the 30 items of level of work performance quality. The coefficient of reliability shows that the items are acceptable.

a. Participants of the Study

The respondents of the study were selected employees of a branch of a multi-national service corporation situated in the Philippine who were under the work from home program. There were a total of 300 respondents distributed as 250 employees and 50 supervisors and managers. These samples were randomly chosen employees of the company and its affiliated brands. The summary of the respondents' demographic profile is shown in Appendix A.

b. Data Gathering Procedures

The primary data collection started with seeking approval from the company management for the actual conduct of the survey. The author personally conducted the survey within the company premises. Prior to the actual survey, the author explained clearly the purpose of the study. Afterwards, the survey tool was handed out to them. After the completed surveys, the author checked for the completeness of the answers.

4. Findings and Discussion

Table 1
The Self-Assessment on the Effectiveness of Work from Home Program

Indicators	Weighted Mean	Verbal Interpretation
Propensity to work remotely	3.41	Very Effective
Supervision	3.60	Very Effective
Reorganization	3.49	Very Effective
Work-life balance	3.54	Very Effective
Composite Mean	**3.51**	**Very Effective**

Legend: 3.26 – 4.00 Very effective; 2.51 – 3.25 Moderately effective; 1.76 – 2.50 Slightly effective; 1.0 – 1.75 Not effective

Table 1 shows the summary of all the indicators which assessed the effectiveness of the work from home program. The composite mean was 3.51 evaluated as 'Very Effective'. Of the four indicators, the highest weighted mean was obtained from supervision with 3.60. This was followed by work-life balance with 3.54 weighted mean. The two least rated indicators were reorganization with 3.49 weighted mean and propensity to work remotely with 3.41 weighted mean. The overall results of the assessed indicators show that the work from home program of the company is very effective in all aspects measured. The employees believe that the program is favorable to both the employees and the company in all the parameters used for assessment. Although the overall assessment was very effective, there are specific indicators which were rated with moderate effectiveness.

The propensity is measured in numerous variables to show their personal inclination to indulge in the program. This sums up their personal gain on the setup that also applies as their advantage in both the personal and professional dimensions. Of the 10 indicators, nine (9) were rated as 'very effective' and one (1) with 'moderately effective' (see Appendix A). The highest rated statement with 3.47 weighted mean was on the employees' time for self-reflection and self-development. More and more people are becoming aware of their need for personal space. As Madarang (2019) observed that the prime reason for accepting the work from home job is because of independence or freedom. Primarily, the employees believe that they can do more working at their own pace than just following procedural instructions.

However, the reflection on personal life is seen as missing out of the picture. The mixture of work and home leaves no division as to personal and work time. The time for self-reflection has been the highlight of the results. There are contrasting ideologies by several authors on the issue. For instance, Rayome (2018) emphasized on fewer distractions and interruptions from colleagues while Janzer (2018) identified family issue as distraction. The results of the current study, however, show that the employees are looking at the positive side of the work from home program. The employees are enjoying the time independence, sense of responsibility and personal leadership while being able to self-grow and development at their own pace. The irony of the matter is that, employees are working at home but their minds are preoccupied with career matters. They get less time for themselves.

The effectiveness of supervision in the work from home program was rated 'very effective' (see Appendix C). Of the 10 indicators, nine (9) statements were rated 'very effective' whereas one (1) statement was ranked with 'moderately effective' rating. The employees believe that managers and employees have regular communication (3.73 weighted mean) and teamwork (3.72 weighted mean). Although there is a virtual link between them, they still find the communication an important ingredient in the work arrangement. As described by Uchenna, Uruakpa, Chinyere and Uche (2018), even if they praactice off-site locations telecommute with no face to face communication with line managers and co-workers, they still find time to develop ways to communicate regularly. However, the issue on the creative communication models was raised with 3.51 weighted mean. Since the work setting allows only online communication through the aid of ICT, the managers were left with no other means of communication. The virtual communication model lessens the impact on the people. Similarly, the concern on performance evaluation was raised with a 3.23 rating as 'moderately effective'. Simply put, the employees doubt the effectiveness of the job performance evaluation in a virtual setting. The performance evaluation is seen with high degree of susceptibility to misevaluation due to the fact that virtual may not be the same as the actual. The issue on performance evaluation coincides with the downside of work from home program raised by White (2018) which includes trust and awkward flexibility. The amount of work differs when gauged with demographic measures. Workers at home feel they will be evaluated less than their colleagues working at the office. As Stieg (2020) puts it that 'those working from home are less productive being less in number'. This 'free rider' affects

the method of evaluation given by the line manager. There might exist a pre-conceived notion of the amount and quality of work between a virtual worker and an employee within the evaluator's reach.

The effectiveness of the work from home in terms of reorganization showed a 'very effective' rating (see Appendix D). Among the indicators, the employees highly assessed the reduction of transport and commuting hassles as factor for maximum productivity with 3.62 weighted mean. The employees look at the time element as well as the physical struggle of daily work travel and balance them with the comfort of own home. The removal of the travel time allows them to focus primarily on the task with higher concentration without physical and emotional stress when traveling. The results of the current study coincide with the study of Gajendran (2017) that the program enhances productivity since the travel time commuting is reduced. The focus on the task rather than travel keeps the concentration of the employees at the highest during the day. Through work from home, they were able to manage time through multi-tasking work and family responsibilities. In terms of the scheduling, Fields (2018) stressed on the possibility of complete staff attendance while Martins (2019) observed the longer breaks but remain productive. The staggered work scheme brought about by the personal arrangement of work and personal matters helps employees obtain productivity. In addition, Heathfield (2019) argued that employees feel personal control over schedule and work environment.

The concept of work-life balance has been an issue in almost all the work arrangements. As to the effectiveness of the work from home on the work-life balance, the employees assessed the indicators positively as reflected by a rating of 'very effective'. The employees recognized the fact that they can do what they love to do in their work arrangement with a weighted mean of 3.64 (see Appendix E). The employees are personally satisfied that they were able to integrate work and personal issues. Through the work from home arrangement, they can balance their responsibilities as part of the family and as an employee. Working at home gives them time flexibility, working at the same time attending family and personal needs. The perception of the employees are similar with McQuerrey (n.d.) and Felstead and Henseke (2017) on the concept that flexible work schedules let employees save money and enjoy family at the same time. However, there is a thin line that divides the work and family in the work from home program. Although the employees can be flexible, mixing work and family matters require extreme balance. The results of the current

study have differing views with the cited literature and studies. They oppose the study conducted by Bloom, Liang, Roberts, and Ying (2014) on the home arrangement of the Chinese employees which stated that the productivity increased but affected the work-life balance. The same was the issue raised by Poblador (2015) which claimed that Philippine companies do not consider telecommuting because of work-life balance of their employees. Although there are setbacks, the employees in the current study have weighted more positive aspects than the drawbacks.

Table 2
The Self-assessment on the Level of Work Performance

Indicators	Weighted Mean	Verbal Interpretation
Speed	3.61	High level
Work quality	3.71	High level
Work Target	3.67	High level
Composite Mean	**3.66**	**High Level**

Legend: 3.26 – 4.00 High level; 2.51 – 3.25 Moderate level; 1.76 – 2.50 Low level; 1.0 – 1.75 Very low level

Table 2 shows the summary of the assessed indicators for the level of work performance in the work from home program. The composite mean was 3.66 and interpreted as 'High Level'. There were three parameters used for the assessment which resulted to the highest weighted mean of 3.71 for 'Work Quality'. This was followed closely by 'Work Target' with 3.67 weighted mean and 'Speed' with 3.61 weighted mean. The ratings were much closed that indicates lower deviations from the responses. The overall results show that the work performance of the employees are up to the standards and expectations of their co-employees, mid-level supervisors and higher management. On a more specific measurement, the performance of the employees under the work from home program may stand at par with the performance of the employees who work at the office. The assessment comes with all the different parameters assessed (see appendix F, G & H) which indicates that the ratings given by both the employees and managers considered all the aspects associated with the program.

The level of employees' work performance in terms of speed was rated with a 'high level' (see Appendix F). The employees prioritize immediate tasks (3.78 weighted mean), has limited work interruptions (3.76 weighted mean) and develop work timelines 3.75 (weighted mean). These results are congruent with the studies conducted by Rayome (2018) and Gajendran (2017). Rayome (2018) noted that there are fewer distractions and interruptions from colleagues. The work environment at the office attracts many distractions from colleagues that constitute idle and wasted time. The number of workers present at the office makes a difference on employee concentration. The simple interruptions such as asking question add up to limiting the work speed. Meanwhile, the point of Gajendran (2017) relates to the reduction of travel time speeds up their work. The time saved for commuting can be used for the early start of the work to speed up the process of completion. Similarly, Unchenna, Uruakpa, and Emmanuel (2018) said that the arrangement allowed employees to work at a location agreed upon for speedy service delivery. Proximity to the place of work reduces idle time and speeds up the delivery of the work.

The assessment of work from home performance in terms of work quality was measured with all the ten indicators as 'High Level' (see Appendix G). The employees recognized being independent (3.74 weighted mean) and responsible (3.76 weighted mean). The higher the independence, the higher the accountability of the employees for all wrong actions and misbehavior. Similarly, the study of Rupietta and Beekmann (2016) emphasized that remote working increased employees' autonomy in work organization and scheduling. The higher autonomy gave employees strong intrinsic motivation to give more effort and accomplish more work than usual. Since no officemate is there to assist them, each worker requires self-trust to their tasks on their own. The less dependence on the help of co-workers gives them drive to perform within the bounds of their limits and company standards. However, Alton (2017) warned that the measurement of productivity differs from one person to another. The increased productivity for one position may not be the same measurement of productivity of another. An employee can be more productive through work from home but it is not a guarantee for all.

In terms of work targets, the assessment of rated all the ten indicators with 'High Level' (see Appendix H) indicates of 3.67. The factors highly influential to achieving the work targets were identified as time flexibility and stretch (3.74 weighted mean), autonomy (3.74 weighted mean) and technology and support resources (3.73 weighted mean). The

results were similar to Choi (2019) who supported that the flexibility in their time and space makes way for multitasking allowing them to reach targets on any way possible. When it comes to work targets, the flexibility allows them to set goals, plans and time allotments on a daily or weekly basis. Their being with less supervision gives them maximum tolerance over work priorities. Further, employees work on red lines so that immediate tasks are completed at no time. In addition, Soujanya (2020) supported that the use of latest and outstanding technology equips both the company and the employees the necessary tools for effective and efficient work. The technology acts as the main facilitator for mobility, communications, connections and speed. The latest and most reliable technology allows employees to reduce idle time and downtime due to repairs and maintenance. For this, Hamilton (2016) discussed that the employees have more efficient utilization of the ICT during night, weekends, and non-office hours. Highly effective technology can support the needs of the employees in working for longer hours. As the company offers reliable technology for employee support, the employees achieve maximum efficiency through the maximum use of technological capacity.

Table 3

Test of Relationship between Effectiveness of Work from Home and Work Performance

Effectiveness of the 'Work from Home			Speed			Work Quality			Target	
	r – Value	p - value	INTERPRETATION	r – Value	p - value	INTERPRETATION	r – Value	p - value	INTERPRETATION	
Propensity to Work Remotely	.046	.422	Not Significant	-.096	.096	Not Significant	-.032	.575	Not Significant	
Supervision	.080	.169	Not Significant	.148	.010	Significant	.079	.174	Not Significant	
Reorganization	.177	.002	Significant	.020	.725	Not Significant	.135	.019	Significant	
Work-Life Balance	.178	.002	Significant	.099	.087	Not Significant	.141	.014	Significant	

Legend: Significant at p-value <0.05

Table 3 shows the test of relationship between the effectiveness of work from home and work performance. The indicators for the effectiveness of work from home include propensity to work remotely, supervision, reorganization and work-life balance. Meanwhile, the indicators for the level of employees' work performance include speed, work quality and target. The correlation was used to determine the significant relationship. At 5% degrees of freedom, the indicators were correlated. Of the indicators correlated, the reorganization and speed obtained 0.002 p-value whereas work-life balance and speed got 0.002 p-value. These were assessed as significant. Similarly, the supervision and work quality obtained 0.010 p-

value, the reorganization and target obtained 0.019 p-value and the work-life balance and target got 0.014 p-value. Overall, the results of the correlation analysis showed direct and significant relationship between the reorganization, work-life balance and the speed; supervision and work quality; and reorganization, work-life balance and target.

It was clearly indicated that the variables of the work from home effectiveness and the work quality are correlated. The relationship suggests that the effectiveness of the program influences the level of work performance. For example, the ability of the employees to reorganize and maintain work-life balance both physically and mentally allows them to prioritize things and complete tasks at a higher speed. These also allow them to reach their targets at no time. Similarly, the amount of work supervision affects the quality of the work done which eliminates errors. With the managerial and technical support, employees are able to accomplish their tasks within the standards. Similar to the results generated by Unchenna, Uruakpa and Emmanuel (2018), there is positive relationship between the work at home arrangement and the quality of work. The arrangement improved the work quality and speed. Specifically, Beekmann (2016) highlighted that the work from home practice was highly dependent on the alignment of practice and company strategy.

Table 4
Test of Difference on the Perception on Work Performance when Grouped according to Age and Length of Service

Work performance	Age			Length of Service		
	f-value	p-value	Interpretation	f-value	p-value	Interpretation
Speed	0.713	0.712	Not Significant	0.995	0.448	Not Significant
Work Quality	0.614	0.785	Not Significant	0.408	0.930	Not Significant
Target	0.328	0.955	Not Significant	0.766	0.633	Not Significant

Legend: Significant at p-value <0.01

Table 4 shows the test of difference in the perception of the respondents on the level of work performance when grouped according to their age and length of service. The t-test was used to calculate any significant difference among the variables. At 1% degrees of freedom, the variables speed, work quality and target were grouped according to age and length of service. The results indicated no significant difference in the level of work

performance according to age and length of service. This is reflected by age p-values of 0.712, 0.785 and 0.955 for speed, work quality and target respectively. Similarly, the length of service p-values were 0.448, 0.930 and 0.633 for speed, work quality and target, respectively.

The results imply that there is no difference with the level of work performance between the younger and older workers. Although it has been raised that younger workers are more tech-savvy, the older workers' level of performance is not left behind. In a similar way, the length of service is not a measure of work performance. Although the company has higher number of new employees, they were not intimidated with the skills and knowledge of the seasoned company workers. As the work from home program offers variety of positions with routinely clerical and administrative jobs, young and old employees can easily acclimate to the scheme.

Table 5

Test of Difference on the Perception on Work Performance when Grouped according to Gender and Educational Attainment

Work performance	Gender			Educational Attainment		
	t -value	p -value	Interpretation	t -value	p -value	Interpretation
Speed	-64.564	.000	Significant	-22.468	.000	Significant
Work Quality	-69.705	.000	Significant	-25.727	.000	Significant
Target	-65.624	.000	Significant	-24.036	.000	Significant

Legend: Significant at p-value < 0.01

Table 5 reflects the test of difference in the perception on the level of work performance according to the respondents' gender and educational attainment. The analysis of variance (ANOVA) was used to determine the variances between populations. At 1% degrees of freedom, the results rendered significant differences in the perception of the employees based on their gender and educational attainment. All the variables which are speed, work quality and target, rendered p-value of 0.000 which constitutes high significance. This clearly implies that the perception of the employees on speed, work quality and target differs based on their gender and educational attainment.

The level of employee work performance can be determined by their gender and educational attainment. As it suggests, there is absolutely clear difference in the level of performance of male and female workers. The statistical difference may be attributed to the rising number of female workers under the work from home as revealed by Oettinger (2011). Similarly, as Hickman and Robison (2019) disclosed that fields such as finance, insurance and real estate opened their doors to this work from home program, the influx of college degree holders became a trend as well. The work quality of employees is highly influenced by the amount of knowledge and skills they attained from their formal education. The statistical results however do not disclose the more prevailing perception of the two demographics. Therefore, the statistical limitation cannot determine the higher work performance between male and female as well as the bachelor degree holders and higher qualifications.

5. Conclusion

The quantitative assessment of the work from home program in the private service company was done by selected employees under the work from home program who are mostly younger generation of 21 to 30 years old, female, bachelor's degree holders and relatively new with five (5) or less years of experience in the company. Based on the results, the work from home program is effective in all aspects of propensity to work remotely, supervision, reorganization and work-life balance while the work quality is of high level in all aspects of speed, work quality and target. Results further revealed that there was direct and significant relationship between the reorganization, work-life balance and the speed; supervision and work quality; and reorganization, work-life balance and target. There was significant difference in the work performance of the employees under the work from home program according to their gender and educational attainment.

Although the work from home program in the private service company was effective, the employees' personal time and performance evaluation were identified to be areas of concern. The effect of time flexibility sacrifices the personal space of the employees while there are no clear lines of performance evaluation process. In the long run, the performance of the employees will suffer. For this, the Human Resource department may develop a scheme for the proper identification of positions and employees that is appropriate under the work from home program and proper mechanism for the continuity and sustainability of the

work from home program. The maintenance of the work quality under the work from home program may be shared responsibility of the Human Resource department, immediate supervisors and employees.

Acknowledgement

Appendices

Appendix A
Demographic Profile of the Respondents

	F	%
Age		
21 – 30 years	171	57
31 – 40 years	78	26
41 – 50 years	43	14.3
51 years & above	8	2.7
Gender		
Male	107	35.7
Female	193	64.3
Educational Qualifications		
High School Graduate	8	2.7
College level	73	24.3
College Graduate	212	70.7
Master's degree level	1	0.3
Master's degree graduate	5	1.7
PhD level	1	0.3
PhD graduate	0	0
Length of Service		
5 years and less	179	59.7
6 to 10 years	33	11
11 to 15 years	46	15.3
16 to 20 years	34	11.3
21 years & above	8	2.7

Appendix B
Effectiveness of the work from home program in terms of propensity to work remotely

Indicators	Weighted Mean	Verbal Interpretation

Develops independence in work attitude	3.39	Very Effective
Inculcates sense of accountability	3.45	Very Effective
Gives employees the sense of authority within their area of work	3.40	Very Effective
Allows employees to get some personal time to reflect about their own life	3.20	Moderately Effective
Gives employees independent learning time	3.43	Very Effective
Allows employees to work with limited supervision	3.44	Very Effective
Makes employees responsible for their personal actions	3.43	Very Effective
Gives employees sense of personal leadership	3.43	Very Effective
Gives employees time for work reflection as to self-development	3.47	Very Effective
Allows employees to master their own line of work	3.43	Very Effective
Composite Mean	**3.41**	**Very Effective**

Legend: 3.26 – 4.00 Very effective; 2.51 – 3.25 Moderately effective; 1.76 – 2.50 Slightly effective; 1.0 – 1.75 Not effective

Appendix C
Effectiveness of the Work from Home Program in terms of Supervision

Indicators	Weighted Mean	Verbal Interpretation
Allows line managers to regularly monitor the employees	3.68	Very Effective
Keeps line managers abreast of the creative communication models	3.51	Very Effective
Develops teamwork between line managers and employees	3.72	Very Effective
Keeps lines of communication open for all	3.61	Very Effective
Eases the evaluation of job performance	3.23	Moderately Effective
Allows line managers and employees to communicate regularly	3.73	Very Effective
Allows different communication models for sufficient employees supervision	3.61	Very Effective
Develops cooperation among employees towards achievement of goals	3.55	Very Effective
Opens communication channels for monitoring and supervision of works	3.69	Very Effective
Allows constant close coordination with line managers for performance evaluation purposes	3.69	Very Effective
Composite Mean	**3.60**	**Very Effective**

Legend: 3.26 – 4.00 Very effective; 2.51 – 3.25 Moderately effective; 1.76 – 2.50 Slightly effective; 1.0 – 1.75 Not effective

Appendix D

Effectiveness of the Work from Home Program in terms of Reorganization

Indicators	Weighted Mean	Verbal Interpretation
Gives time for employees to organize their personal activities while at work	3.42	Very Effective
Allows employees to handle work responsibilities alongside family matters	3.51	Very Effective
Enables employees to carry out duties at their own convenience for maximum efficiency	3.47	Very Effective
Gives maximum productivity through the reduction of transport and commuting hassles	3.62	Very Effective
Organizes work time of the employees for better achievement of targets	3.50	Very Effective
Gives space for employees to organize their work related activities while at home	3.48	Very Effective
Allows employees to attend personal and family responsibilities while doing work	3.45	Very Effective
Enables employees to setup their own work space at their own disposition and style	3.49	Very Effective
Allows employees to work comfortably without the need for office decorum	3.50	Very Effective
Allows employees to prepare and manage their own schedule	3.51	Very Effective
Composite Mean	**3.49**	**Very Effective**

Legend: 3.26 – 4.00 Very effective; 2.51 – 3.25 Moderately effective; 1.76 – 2.50 Slightly effective; 1.0 – 1.75 Not effective

Appendix E

Effectiveness of the Work from Home Program in terms of Work-Life Balance

Indicators	Weighted Mean	Verbal Interpretation
Allows flexibility to address both the personal and work needs of the employees	3.48	Very Effective
Gives employees freedom to manage their work and family activities	3.50	Very Effective
Gives employees personal time to address immediate family issues at their own convenience	3.60	Very Effective
Develops framework for closer family relations while doing work duties	3.53	Very Effective
Allows employees to divide their own time with work and personal activities	3.51	Very Effective
Gives employees personal satisfaction in doing what they love to do	3.64	Very Effective
Gives employees freedom to manage their own time in matters most important to them	3.55	Very Effective
Allows employees to manage personal growth through efficient use of time	3.52	Very Effective
Integrates work and personal matters effectively to achieve balance	3.56	Very Effective

Gives employees autonomy in setting their personal and work priorities	3.53	Very Effective
Composite Mean	**3.54**	**Very Effective**

Legend: 3.26 – 4.00 Very effective; 2.51 – 3.25 Moderately effective; 1.76 – 2.50 Slightly effective; 1.0 – 1.75 Not effective

Appendix F
Level of Employees' Work from Home Performance in terms of Speed

Indicators	Weighted Mean	Verbal Interpretation
Employees have strong focus to complete the work requirements faster	3.05	Moderate Level
Employees have higher concentration due to limited work interruptions	3.76	High Level
Employees are allowed to complete assigned works outside office hours	3.60	High Level
Employees have maximum control of their time for work priorities and targets	3.66	High Level
Employees have limited work downtime through space and technology support system	3.73	High Level
Employees have higher energy to complete tasks due to absence of long travel time	3.72	High Level
Employees have higher efficiency working alone	3.74	High Level
Employees prioritize immediate tasks within the prescribed time period	3.78	High Level
Employees develop work timelines based on their capacity level	3.75	High Level
Employees have enough technology support in times of unavoidable circumstances	3.32	High Level
Composite Mean	**3.61**	**High Level**

Legend: 3.26 – 4.00 High level; 2.51 – 3.25 Moderate level; 1.76 – 2.50 Low level; 1.0 – 1.75 Very low level

Appendix G
Level of Employees' Work from Home Performance in terms of Work Quality

Work Quality	Weighted Mean	Verbal Interpretation
Employees have limited control by line managers resulting to innovative work behaviors	3.71	High Level
Employees develop autonomy in the performance of their duties to achieve line managers' expectations	3.72	High Level
Employees have better chain of command in the achievement of work goals	3.71	High Level
Employees allow the use of information and communication technology for effective work quality	3.70	High Level

Employees have limited work downtime for greater focus on the enhancement of work quality	3.72	High Level
Employees develop sense of creativity in dealing with work-related problems	3.72	High Level
Employees become independent in the performance of their duties	3.74	High Level
Employees develop deep sense of responsibility in all their actions	3.76	High Level
Employees make use of all available resources to carry on with the performance of their duties	3.69	High Level
Employees have unlimited working hours to revise and perfect their work	3.60	High Level
Composite Mean	**3.71**	**High Level**

Legend: 3.26 – 4.00 High level; 2.51 – 3.25 Moderate level; 1.76 – 2.50 Low level; 1.0 – 1.75 Very low level

Appendix H
Level of Employees' Work from Home Performance in terms of Work Target

Indicators	Weighted Mean	Verbal Interpretation
Employees are provided with flexible longer hours to achieve targets on time	3.66	High Level
Employees increase actual working time at their convenience to reach target completion	3.74	High Level
Employees have autonomy to prioritize immediate tasks	3.74	High Level
Employees have technology and support resources to help achieve targets	3.73	High Level
Employees are motivated to balance work and life towards achievement of important and immediate targets	3.65	High Level
Employees extends working time to complete immediate tasks	3.66	High Level
Employees combine work and break times for greater efficiency	3.68	High Level
Employees have authority to set their own target plans	3.68	High Level
Employees have faster work system through the technology support	3.44	High Level
Employees have higher productivity working at the comfort of their own home	3.68	High Level
Composite Mean	**3.67**	**High Level**

Legend: 3.26 – 4.00 High level; 2.51 – 3.25 Moderate level; 1.76 – 2.50 Low level; 1.0 – 1.75 Very low level

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