

Effects of Flexible Work Arrangements on Employee Performance of ABC BPO Company

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Abstract

Work arrangements and modalities significantly changed in the last decade due to various work disruptions such as the pandemic, natural disasters, and unforeseeable events. Organizations are forced to implement remote work arrangements to sustain or survive strategically. In the process, employees and firm performance are affected by such change. This study investigated the effects of flexible work arrangements, such as telecommuting, compressed work weeks, and flexi-time on employee performance. Furthermore, it determined if there are significant differences in employee performance in various work arrangements or when they are grouped according to function. Using a descriptive causal research design and quantitative analysis, data was gathered through a survey of 110 BPO employees in ABC BPO Company online. Data is analyzed using multiple regression analysis to determine which among the factors contributes more to employee performance. Telecommuting has no significant effect on employee performance. However, compressed work week and flexi-time have significant effects on employee performance. The paper produced an intervention program to improve chosen work arrangement and in aid of legislation for decision-makers.

Keywords: flexible work arrangements; employee performance; telecommuting; flexi time; compressed work week

1. Introduction

1.1. Background of the Study

Work disruptions interfere with employee performance. Disruptions such as transport interruptions, unforeseeable events, constructions, natural disasters, and the pandemic hurt organizations and employees. The global pandemic declared on March 11, 2020, by the World Health Organization (WHO) resulted in an enhanced community quarantine implemented in the Philippines. To maintain business operations, different industries adopted flexible work arrangements such as working from home, especially the Business Process Outsourcing (BPO) Industry. During the pandemic, the organizations secured flexible work arrangements, mental health and well-being programs, physical health, and safety measures, financial support, provision of material resources, and communication of short and long-term plans (Teng-Calleja et al., 2022). These are the strategies for organizations to cope with work disruptions.

On the one hand, digital economy trends compensated for the country's lost employment opportunities (Tutay, 2020). It is contemplated that this work arrangement will continue even if the pandemic is over (Contreras et al., 2020). The organization's initiative is the key to improving and developing strategies to maintain or increase employee performance.

Work-from-home leaders see that working remotely is performing to be a long-term working model (Sprout Solutions, 2022). There are benefits from working from home such as cost savings, productivity gains, better work-life Etc. Also, employees feel safe working from home and have prevented on-site work stress. It is ideal for employees to work from home since technologies and employee benefits promote a productive, comfortable, and safe work environment. According to the Korn Ferry survey, 54% of professionals say that their employer changes its plan to return to the office.

Above 20% expect to work in the office in 2022, and 32% would not want to return to the office. It is said that organizations need help to retain and recruit employees. In a recent Willis Towers Watson survey, 73% of employers have difficulty engaging with prospective employees, and more than 60% report retention issues, which they anticipate will persist until 2022. People are leaving due to so much pandemic fatigue and do not want to risk exposure to COVID when returning to the office.

On the other hand, as the government relaxes COVID restrictions, employees are ordered to return to the office as mandated and agreed to days to work in the office. According to PEZA Board Resolution (BR) No. 22-052, all kinds of Registered Business Enterprises (RBE) are allowed to adopt work-from-home (WFH) arrangements not exceeding thirty (30%) of the total workforce and seventy (70%) must be working on-site or in the office. Transitioning to work back on-site or in the office was difficult. The employees adapting to the flexible work arrangement have difficulty reporting to the office (Ochave, 2022). Flexible work arrangements allow employees to have a work-life balance and flexibility. They can work anywhere and anytime they want. Since employees are encouraged to work in the office, most tend to quit. Some would quit their jobs because of the transition to reporting in the office. Also, people are considering the rentals, traffic, and other expenses they will incur when they return to the office. Employees will need help balancing their time and budget. Employees are not looking forward to returning to the traditional workplace. Flexible working arrangements significantly affect employee effectiveness and efficiency (Agbanu, Tsetim & Suleman, 2023). Now that a mix of traditional in-office work and working remotely is being implemented, this may affect employee performance positively or negatively. The organization should find a way to motivate and engage their employees to prevent decreasing employee productivity.

The study aims to provide knowledge and information regarding the effects of flexible working arrangements on employee performance. Based on UN SDG 8, 'Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all', conditions must be established that enable individuals to have high-quality jobs that boost the economy without damaging the environment in order for the society to achieve inclusive and sustainable economic growth. Adapting the flexible work arrangement will promote economic and social growth.

The study will be most significant to BPO companies in assessing the effects of flexible working arrangements on employee performance and determining practices that engage and motivate employees to the new working ways despite the work disruptions. Similarly, other industries can draw inspiration from this study and will be able to understand their employees affected by the flexible working arrangement and can adapt to the new trend. For the researcher, future researchers and the Human Resources Department, the study will be a source of information and a way to effect new policies, programs and work arrangements.

Flexible work arrangements have an impact on employee performance. Telecommuting, compressed work weeks, and flexi-time affect employee performance. To achieve a higher level of performance overall, the company should divide the responsibilities as well as possible, which will probably lead to a more engaged workforce. (Gacheri, 2019). A consistent schedule affects workers' productivity. It is seen that consistency in schedule boosts the productivity of employees. To increase workers' productivity and potential efficiency, greater schedule consistency should be provided. (Guanyi, et. al, 2022). Organizations offer flexible working arrangements because of their benefits, such as work-life balance, improved employee efficiency, and effective performance. It is recommended to conduct the effects of employee-driven and employer-driven flexible work arrangements for the organization's performance (Austin-Egole, 2020).

Telecommuting is a mutually agreed-upon arrangement between an employee and employer in which the employee works remotely, such as at home (Barbuto, et al, 2020). The ability to work from home had a weak but favorable link with higher quality output. Additionally, it was discovered that quick service delivery is significantly correlated with arrangements that permit employees to work at predetermined locations (Onyemacchi, Chinyere & Emmanuel, 2018). Telecommuters were expected to have greater control over their schedules, making it simpler to juggle work and home obligations. These benefits reduce stress and improve work-life balance, which helps employees perform better (Jaafar & Rahim, 2022). Work productivity and organizational competitiveness have been significantly impacted by the telecommuting system and the quality of management.

It was discovered that worker productivity significantly influenced the perspective of organizational competitiveness (Soenanto, Hamzah & Brasit, 2016). The perceptions of COVID risk and productivity significantly and favorably impact telecommuting behavior. In general, a possible rise in the frequency of telecommuting is anticipated in the post-pandemic era, with variations among socioeconomic classes (Mohammadi, Rahimi, Davatgari, et al., 2022).

There are factors affecting employees' productivity during a work-from-home arrangement. These include the digital infrastructure, management support, and individual factors affecting employee capability. Thus, work-from-home arrangements suggest flexible working options for employees (Afrianty et al., 2022). The factors influencing the employee's productivity during a work-from-home setup are stress, work-life balance, and job satisfaction. The organization's strategic actions and recommendations will increase employees' productivity (Ravi & Anulakshmi, 2021). In compressed work weeks, the same amount of working hours is spread out across fewer days than is common in a standard work week which also leads to longer working days (Messenger, 2018). There is a role for leisure to play in critically assessing the 4-day workweek proposal, in general, and concerning its consequences for leisure, in the interests of social relevance (Veal, 2022). Both basic assurances about minimal working hours for individuals working in part-time occupations with extremely short hours and public measures encouraging the decrease of working hours, particularly for those employees working excessively long hours (Salolomo & Agbaeze, 2019). A compressed workweek has significant overall productivity (Nath, Tiong & Yu, 2015).

Flexi-time, the most popular flexible work arrangement among males, provides advantages since it makes it easier to manage domestic duties while still working full-time. Flexi-time refers to the right of employees to adjust the scheduling of their work such as to switch up the starting and finishing times, as well as the number of hours worked each day or week, which may include accruing time for days off (Chung & Van der Horst, 2018). Working from home and working part-time are both advantageous, consistent with men employing flexible work arrangements with more freedom of choice (Wheatley, 2017). Flexibility supports alternative work arrangements, which are flexible in the employment relationship, flexibility in the scheduling of work, and flexibility in the location of work. Two representations of the new workplace were distinguished. One for high-skill individuals who opt for alternative work arrangements and another for low-skill workers who struggle to make ends meet and are subject to organizational requirements (Spreitzer, Cameron & Garrett, 2017).

One of the major work disruptions is the global pandemic and working remotely prevails across the globe. New working methods are increasing between organizations, and employees have better control over their work time. New ways of working affect employee productivity, but the organization needs to recognize that employees' trust, commitment, and passion are needed for the current and future changes (Zapata-Cantú, 2022). Positive tendencies are observed in staff productivity, with later pandemic months displaying better outcomes than the earlier ones (Smite, Tkalich, Moe & Papatheocharous et al., 2022).

Behind these practices, organizations dig deeper to know why the employees prefer the new working setup and the practices that will attract employees to work back into the office even though productivity improves higher than expected when working remotely (Smite et.al, 2022). The study produces an intervention program to improve chosen work arrangement and in aid of legislation for decision-makers.

1.2. Research Framework

The study is anchored on the research of Sarah Christine Gacheri (2019) entitled, “Flexible Working Arrangements and Performance of Employees in the State Department Vocational and Technical Training in Nairobi City County, Kenya”. The study explained the effects of flexible working arrangements on employee performance. This is shown in Figure 1.

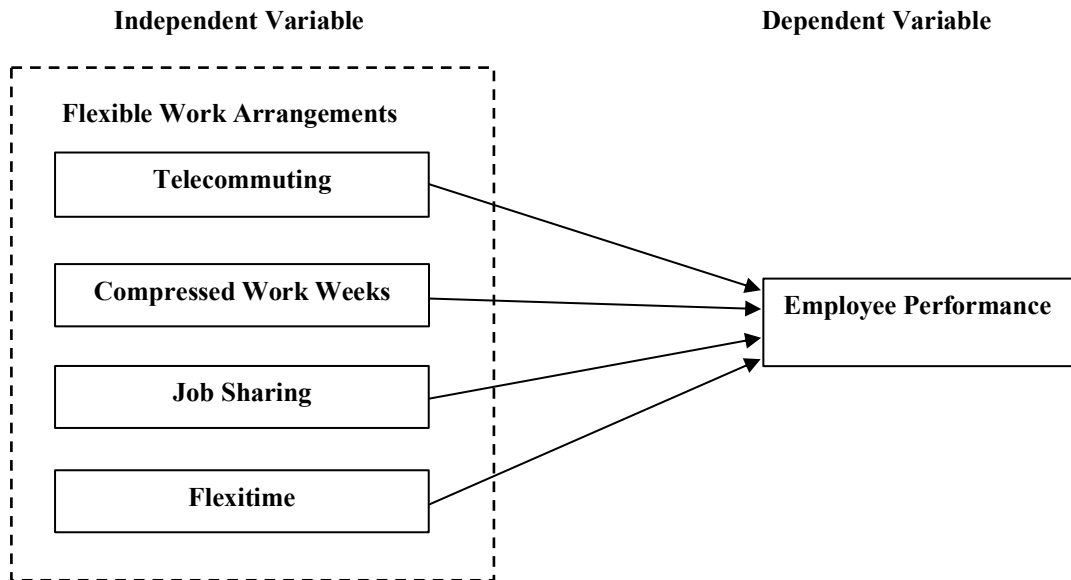


Figure 1. Conceptual Framework

The study's objective was to examine the effects of flexible work arrangements, specifically telecommuting, compressed work weeks, job sharing, and flexi-time, on employee performance in Kenya. The study adopted a descriptive research design and random sampling. The independent variable is flexible work arrangements, telecommuting, compressed work weeks, job sharing, and flexi-time, while the dependent variable is employee performance. A questionnaire was used to collect data, and the reliability was tested using the Cronbach Alpha formula. Content analysis was used to analyze the qualitative data. The findings show that telecommuting, compressed work week, job sharing, and flexi-time all positively and significantly impacted employee performance. As recommended by the study, relevant communication of information should be frequent and simple. Compressed work weeks should be taken into account due to the distance employees must travel and outside factors like family obligations and other conditions that may limit the number of hours they can work. The study suggested some degree of flexibility for employees to work remotely (Gacheri, 2019).

Although the study of Gacheri (2019) was conducted in Kenya, the current study was conducted in the Philippines. The studies are similarly alike in terms of the effect of flexible work arrangements such as telecommuting, compressed work weeks, and flexi-time on employee performance but the difference was the exclusion of the job-sharing work arrangement which is not being implemented in the BPO Companies in the country. The study was guided by the operational framework shown in Figure 2.

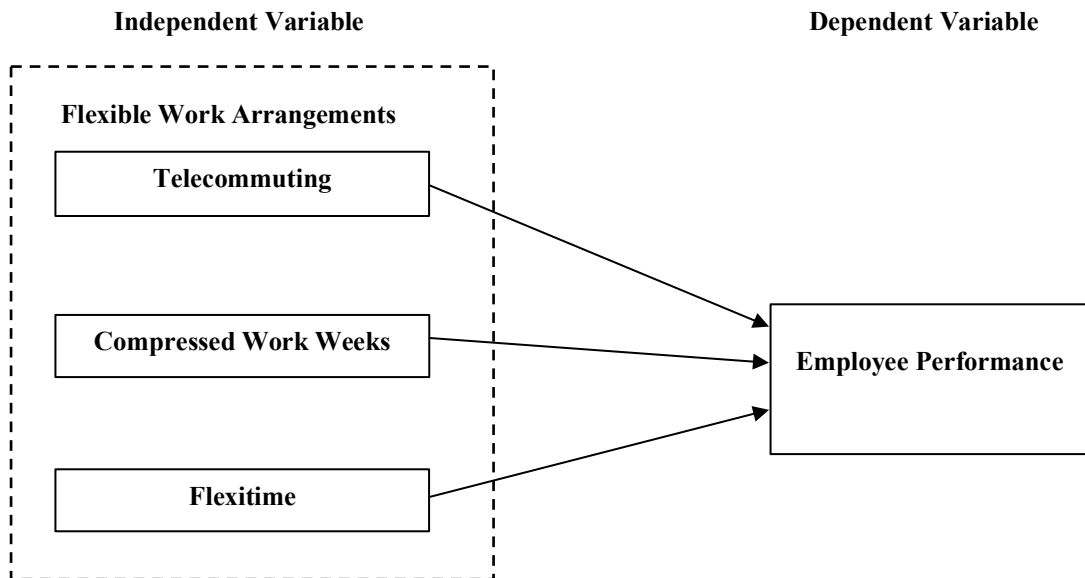


Figure 2. Operational Framework

The independent variable of this operational framework is the flexible work arrangements which are telecommuting, compressed work weeks, and flexitime while the dependent variable is the employee performance. Telecommuting is working remotely with an agreement between the employer and employee. In compressed work weeks, the standard work week is cut down to less than six days. Flexitime refers to employees adjusting their work schedule such as starting and finishing times. Based on the study of Gacheri (2019), telecommuting, compressed work weeks, and flexitime has a positive and significant effect on employee performance. These flexible work arrangements will be able to attain a higher quality performance effectively. Employee performance encompasses increased productivity, customer satisfaction, organizational growth and development, conscientious initiative, personal and organizational support, perceived effort, contentment with coworkers, and opportunity for reward. In order to enhance the selected work arrangement and support laws for decision-makers, the paper prepared an intervention program.

1.3 Objectives

To determine the effect of flexible work arrangements to employee performance. Specifically, the study aims to:

1. Determine the effects of flexible work arrangements in terms of telecommuting, compressed work week and flexitime to employee performance.
2. Determine if significant difference in flexible work arrangement exists when they are grouped according to functions.
3. Establish/create an intervention program to improve chosen work arrangement.

1.4. Hypotheses

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

H₀₁: Telecommuting has no significant effect on employee performance.

H₀₂: Compressed work week has no significant effect on employee performance.

H₀₃: Flexitime has no significant effect on employee performance.

H₀₄: There is no significant difference in telecommuting when respondents are grouped according to functions.

H₀₅: There is no significant difference in compressed work week when respondents are grouped according to functions.

H₀₆: There is no significant difference in flexitime when respondents are grouped according to functions.

2. Methodology

2.1. Research Design

The study used the descriptive causal research design. The descriptive method's purposes are to discover relationships between variables being studied. It aims to find the answer to the problem statement, which in this case is what is the effect of flexible work arrangements on employee performance. Causal research design determines the cause-and-effect connections between the independent and dependent variables and offers certain findings that can address the research problem (Qualtrics, 2023).

2.2. Locale of the Study

The locale of the study is the ABC BPO company in the National Capital Region. The study was conducted to determine the effects of flexible work arrangements to employee performance.

2.3 Respondents of the Study

The respondents of the study are the employees of ABC BPO company that have experienced all the flexible work arrangements in the National Capital Region.

2.4. Sampling Design

The research employed a quota sampling technique, a purposive sampling design, on the population of employees working in ABC BPO company. Quota sampling is used to collect representative data from a group. By using quota sampling, one may be guaranteed that the sample group accurately reflects the characteristics of the population the researcher has selected (Saunders et al., 2012).

Based on G Power, the total number of respondents is one hundred fifteen (115) with a power of 0.951551 and small effect size with a probability of error of 0.05. The actual number of respondents is 110, eleven respondents each function.

2.5 Research Tools and Instruments

The study used a survey questionnaire. It is adapted from the studies of Zhang, et. al (2020) for telecommuting, Hyatt, E., & Coslor, E. (2018) for compressed work week, Musinga, Sang & Kipkosgei (2020) for flexitime, and Gacheri (2019) for employee performance. pilot testing was conducted on 30 respondents from ABC BPO company. Cronbach Alpha was used to assess the reliability of the questionnaire.

As shown on Table 1, the questionnaire consists of two parts. The first part is the functions and the second part are the flexible work arrangements which are telecommuting, compressed work week, flexitime, and employee performance. Part II measured the perception of the employees toward the effects of telecommuting, compressed work week and flexitime to employee performance. Likert scale is used to gather opinions and attitudes of the respondents.

Table 1
Questionnaire Specification

Part	Variable	Item No.	No. of items	Verbal Response
I.	Functions	1 to 10	-	-
II.	Telecommuting	a to d	4	Strongly Agree to Strongly Disagree
	Compressed Work Week	a to e	5	Strongly Agree to Strongly Disagree
	Flexitime	a to f	6	Strongly Agree to Strongly Disagree
	Employee Performance	a to e	5	Strongly Agree to Strongly Disagree

2.6 Data Analysis and Interpretation

Survey questionnaires were distributed to the respondents online through google forms. Statistical tools from descriptive statistics were used to analyze the response. To determine the precise interpretation of the data, the collected information is manually tallied and analyzed as well as electronically. The data analysis process used the following statistical tools:

1. Mean

The most widely used index of central tendency, which describes the mean value of a set of integers. The average or mean is determined using the formula X / N . It is calculated by adding up all the numbers and dividing them by the total number of values (Sykes & Gani, 2022).

As shown in Table 2, employees' perception on effects of flexible work arrangements on employee performance is interpreted with high, medium and low.

Table 2
Mean Data Analysis and Interpretation

Range	Interpretation
3.01 – 4.00	High
2.01 – 3.00	Medium
1.00 – 2.00	Low

2. Multiple Linear Regression

A simple linear regression is a statistical technique that enables us to examine the connections between two continuous (quantitative) variables and summarize their results (Bangdiwala, 2018). The extension of simple linear regression to incorporate many explanatory variables is known as multiple linear regression. In both scenarios, referring to the explanatory variables as being linearly combined since the relationship between the response variable and the factors is linear (Tranmer & Elliot, 2008). For hypotheses Ho1 to Ho3, multiple linear regression was applied. Results was interpreted as p-value of less than 0.05 is significant.

3. ANOVA

To test the significant differences, Analysis of Variance (ANOVA) was used. For Ho4 to Ho6, a significant p value of the ANOVA test indicates for at least one pair, between which the mean difference was statistically significant. ANOVA is a result of the alpha level inflation error, which is brought on by numerous comparisons and raises the likelihood of Type 1 error (false positive). The ratio of variances between and within groups, or the statistic F, is used in ANOVA. While the major focus of analysis is on variations in group means, ANOVA is more concerned with differences in variances (Kim, 2017). This tested the significant differences according to function.

2.7 Ethical Considerations

This study was conducted with full compliance with the research ethics. The dignity and well- being of the respondents will be protected at all time. Each respondent was given a one-page information sheet that discussed the purpose of the study. Rest assured that all data gathered will be treated with utmost confidentiality and will not be disclosed to any other entities except for researchers studying the same topic. Additionally, an ethical evaluation of this study was conducted (Appendix B).

3. Results and Discussion

3.1 Descriptive Statistics

Results presented in Table 3 showed that compressed work week have the highest mean of 3.38 and level of agreement of high while flexitime have 3.36 mean and a level of agreement of high. Telecommuting got the lowest mean of 3.35 and a level of agreement of high. Compressed work week has not been seen as a problem since it has improved the operations.

Table 3. Descriptive Statistics for the Variables of the Study

Variable	Mean	Interpretation
Telecommuting	3.35	High
Compressed Work Week	3.38	High
Flexitime	3.36	High

This work time decrease provided an ideal chance to examine the desires, expectations, and actual experiences of the employees with regard to their more free time (Mullens, 2022). Business owners that provide workers more flexibility in determining their start and finish hours for job tasks generally fulfill customer requests while also receiving higher performance from their staff (Orishede, 2020). Decision-makers and employers ensure that the periods selected are the most productive. Implementing telecommuting effectively will be a significant management approach for enhancing organizational effectiveness by enhancing employee performance by giving employees greater flexibility (Indika, 2021).

3.2. Effects of Flexible Work arrangements on Employee Performance

Table 4. Effects of Flexible Work Arrangements on Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.659	.313		2.105	.038
	Telecommuting	.093	.076	.118	1.234	.220
	CompressedWorkWeek	.290	.087	.288	3.319	.001
	Flexitime	.414	.091	.397	4.527	.000
a. Dependent Variable: Performance						
R ² = .417		F = 25.246		p-value = .000		

Table 4 presents the effect of flexible work arrangements in terms of telecommuting, compressed work weeks, and flexitime on employee performance of the respondents. Results showed that Compressed Work Week and Flexitime positively affects the work performance. This means that an increased compressed work week and flexitime, the higher the work performance. Further such effect is significant at ($\beta = .290$ and $.414$; $p < .05$ respectively). On the other hand, Telecommuting found to also be positively affecting work performance which means that the more there is telecommuting, the higher the work performance, although the effect is not significant ($\beta = .093$ and $p < .05$). Overall, the results of the regression indicated that telecommuting, compressed work week and flexitime explained 43.7% of the variance of attractiveness of net metered solar PV ($R^2 = .437$, $F = 105.603$, $p < .05$).

In the study of Onyemaechi (2018), telecommuting has a weak and positive relationship with better quality of work and based on the findings, telecommuting has an effect on employee performance. If organizations utilize telecommuting, they could benefit from it. Compressed workweek gives employees the freedom to exercise their initiative, being innovative, autonomous, and feeling worthy of oneself will increase one's commitment to the company. Within the confines of management guidelines, employees utilize their discretion to change their arrival and leave timings from work to accommodate personal demands (Austin-

Egole, 2020). According to the study of Musinga (2020), flexitime significantly affected employee performance. Enhancing flexitime will evaluate performance and aiding regulatory organizations and agencies in formulating and developing policies.

3.3. Difference in Telecommuting when Grouped according to Functions

Table 5. Difference in Telecommuting when Grouped according to Functions

Functions	Mean	F Value	P value	Interpretation
Communications / Event & Disclosure Management	3.27	2.378	.018	Significant
Controlling & Divisional Finance / Internal Audit & Risk Assessment	3.30			
Corp. Office & Regional Coordination / Strategy & Business Consulting	3.32			
CRE Real Estate & Facilities Management / Engineering & Technology / Public Affairs, Science, Sustainability (PASS) & Health, Safety and Environment (HSE) / Quality	3.14			
GBS (Global Business Services)/SSCDN / Group Finance (Accounting, Tax, Treasury) / Procurement	3.52			
Human Resources	3.43			
Information Technology	3.32			
Investor Relations / Law, Patents & Compliance / Mergers, Acquisitions & Licensing	3.36			
Order to Cash	3.34			
Other local functions	3.45			

Table 5 shows that there is significant difference in the Telecommuting work arrangement when grouped according to functions given a p value of .018 which is less than .05 alpha level. CRE Real Estate & Facilities Management / Engineering & Technology / Public Affairs, Science, Sustainability (PASS) & Health, Safety and Environment (HSE) / Quality have the lowest mean of 3.14. These groups require reporting to the office or site to perform their jobs. They have to inspect facilities, products, machines and other work assignments. GBS (Global Business Services)/SSCDN / Group Finance (Accounting, Tax, Treasury) / Procurement have the highest mean of 3.52 since they can accomplish more of their work and interact with the stakeholders through telecommuting. Employees that work remotely benefit from organizational trust, communication, and support (He, 2020). Working from home is convenient for staff members, who can provide organizations their best job. Even when executed properly, telecommuting may provide firms a variety of benefits while still having certain drawbacks.

3.4. Difference in Compressed Work Week when Grouped according to Functions

Table 6 shows that there is significant difference in the Compressed work week work arrangement when grouped according to functions given a p value of .217 which is less than .05 alpha level.

Table 6. Difference in Compressed Work Week when Grouped according to Functions

Functions	Mean	F Value	P value	Interpretation
Communications / Event & Disclosure Management	3.33	2.859	.005	Significant
Controlling & Divisional Finance / Internal Audit & Risk Assessment	3.45			
Corp. Office & Regional Coordination / Strategy & Business Consulting	3.33			
CRE Real Estate & Facilities Management / Engineering & Technology / Public Affairs, Science, Sustainability (PASS) & Health, Safety and Environment (HSE) / Quality	3.24			
GBS (Global Business Services)/SSCDN / Group Finance (Accounting, Tax, Treasury) / Procurement	3.52			
Human Resources	3.31			
Information Technology	3.31			
Investor Relations / Law, Patents & Compliance / Mergers, Acquisitions & Licensing	3.44			
Order to Cash	3.44			
Other local functions	3.40			

The function that has the lowest mean of 3.24 is CRE Real Estate & Facilities Management / Engineering & Technology / Public Affairs, Science, Sustainability (PASS) & Health, Safety and Environment (HSE) / Quality. Most of the work assignments of these functions have interaction with external shareholders such as various government and local communities which would have an impact on their performance since they have to coordinate with external shareholders to finish their work assignment. On the other hand, a compressed work week is beneficial for GBS (Global Business Services)/SSCDN / Group Finance (Accounting, Tax, Treasury) / Procurement. It has the highest mean of 3.52. A five-day work week with longer hours increases employee performance. Consequently, they are more devoted to the organization(s) that value their efficiency and independence and are able to use their initiative, be creative, feel autonomous, and feel like they have value (Austin-Egole, Iheriohanma, & Nwokorie, 2020).

3.5. Difference in Flexitime when Grouped according to Functions

Table 7 shows that there is significant difference in the Flexitime work arrangement when grouped according to functions given a p value of .207 which is less than .05 alpha level.

Table 7. Difference in Flexitime when Grouped according to Functions

Functions	Mean	F Value	P value	Interpretation
Communications / Event & Disclosure Management	3.32	1.380	.207	Not Significant
Controlling & Divisional Finance / Internal Audit & Risk Assessment	3.01			
Corp. Office & Regional Coordination / Strategy & Business Consulting	3.47			
CRE Real Estate & Facilities Management / Engineering & Technology / Public Affairs, Science, Sustainability (PASS) & Health, Safety and Environment (HSE) / Quality	3.26			
GBS (Global Business Services)/SSCDN / Group Finance (Accounting, Tax, Treasury) / Procurement	3.38			
Human Resources	3.62			
Information Technology	3.56			
Investor Relations / Law, Patents & Compliance / Mergers, Acquisitions & Licensing	3.71			
Order to Cash	3.72			
Other local functions	3.32			

Order to Cash has the highest mean of 3.72. Flexitime is effective for Order to Cash since they will have flexibility in time to satisfy the wants and needs of the consumers as well as the organization. Controlling & Divisional Finance / Internal Audit & Risk Assessment have the lowest mean of 3.01. By strategically implementing flex time policies and, more significantly, taking the preferences and demands of the workforce into account, firms may increase performance and efficiency (Waseem, 2017). Flexibility in scheduling was found to have a minimally significant impact on employee performance (Kipoech, 2018).

4. Conclusion

The study shows that employees are able to meet deadlines at work easier having a compressed work week schedule. Flexitime work arrangement has increased morale and productivity. On the other hand, a compressed work week and flexitime have its weak spot that needs to be improved. For a compressed work week, the employees need to produce more output every week and for flexitime, employees should be able to engage in other activities.

From the analysis, the study failed to reject H_{01} since telecommuting has no significant effect on employee performance. However, the study rejected H_{02} and H_{03} due to the significant effect of compressed work week and flexitime on employee performance. Further, H_{04} and H_{05} are rejected since significant difference exists in telecommuting and compressed work week when they are grouped according to functions

while the study failed to reject H_{06} since significant difference does not exist in flexitime when they are grouped according to functions.

5. Recommendations

This section will focus on enhancing the weak spots of flexible work arrangements and employee performance. A favorable correlation exists between flexible work arrangements and employee performance as well as between flexible work arrangements (Eshak, et. al, 2021). Improvements and innovation on the practices and policies of flexible work arrangement can produce better results on employee performance.

Compressed work week is quite challenging. Employees should coordinate work schedules with each department and other stakeholders to increase their output every week. This will help ensure that the needs of employees from other departments and stakeholders are satisfied.

The organization should allow employees to engage in other activities. Organizations should give ample time for other activities or create and promote activities for employee's engagement. Employee performance increases when there is motivation and support from the organization. The study recommends an intervention program to improve chosen work arrangement and in aid of legislation for decision-makers. The intervention program will be aligned to the Support, Transform, Achieve and Results (STAR). STAR is a creative method for developing a successful and productive workplace culture (Work, Family & Health Network, 2023). The program will provide activities that will affect and increase employee performance.

Limitations

This study did not assess the effects demographics of the employees on telecommuting, compressed work week, and flexitime. Demographics such as age, gender may be used.

5.1. CAPSTONE

The study recommends an intervention program to improve chosen work arrangement and in aid of legislation for decision-makers. The intervention program will be aligned to the Support, Transform, Achieve and Results (STAR). STAR is a creative method for developing a successful and productive workplace culture (Work, Family & Health Network, 2023). The program will be a combined compressed work week and flexitime work arrangement. An employee could time in and time out according to their desired hours as long as they can complete the desired hours for the week. Also, collaborative activities within the team either by pair, role, or group will be implemented. These collaborative activities are discussing the shortcomings, information exchange activities, and getting to know each other's roles to cross-promote for mutual benefit of each function. These collaborative activities will be significant for employee's engagement and will have an effect on the increase of employee performance. The program will provide activities that will affect and increase employee performance.

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