

WORKING ARRANGEMENT AND EMPLOYEES PRODUCTIVITY DURING COVID 19 PANDEMIC IN CALABARZON: THE CASE OF SERVICE INDUSTRY

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Abstract

This study investigates the working arrangement and its impact to employees productivity during COVID 19 pandemic in CALABARZON area SY 2020-2021. It aimed to determine the profile of organizations and respondents, assess the extent of practices of AWA adopted during COVID19 pandemic, ascertain the significant difference between AWA when grouped according to profile, determine the productivity after adopting AWA, the significant relationship between AWA and productivity, identify the challenges encountered in AWA practice, the significant relationship between AWA and the challenges encountered by the employees and develop a framework and strategic action plan to improve/sustain employee productivity. This study used mixed method, purposive sampling with 250 respondents from 25 organizations across 3 sectors of CALABARZON namely: hotel and restaurant, education and government. Findings of the study revealed that there was a weak association between the AWA adopted and the productivity while there is significant relationship between the extent of AWA practice and the challenges encountered by employees.

Keywords: *Alternative working arrangement, Employee productivity, COVID 19 pandemic, Hotel and Restaurant, Education, Government*

1. Introduction

The concept of alternative work arrangements (AWAs) represents a growing trend within many organizations to shift once-common models of working to newer paradigms particularly today because of existing COVID 19 pandemic. Through AWA, employees may work from somewhere other than a primary physical office space (remote work), or no longer possess a personal desk at their office (desk sharing). These are often require employees to adapt to a mode of “working” far different than they are accustomed to, yielding a range of conflicting opinions, pros and cons, and unique experiences along the way (Saraceni, 2020). Despite the pandemic condition of COVID 19 which is becoming an alarming situation all around the world, where the entire global economy is locked down since March 2020, it is understood to be a very disruptive pandemic condition where everyone was forced under lockdown personally and officially (Kumari,

2020). This is one of the very reasons why the government implemented the different alternative working arrangement which can help in order to prevent the spread of the said pandemic.

In addition to this, it must be emphasized that the Philippine law grants strong statutory recognition to the employee's right to security of tenure which recognized not the Philippine Labor Code and Philippine Constitution. In the said law, it states that the worker's employment may be terminated by an employer only for just or authorized causes. Further, it also ensures that, as a general rule, an employee is entitled to receive separation pay if they are terminated from employment without fault on the part of the employee. However, it also recognizes the employer's right to control and manage his enterprise effectively, up to and including the employer's prerogative to close or cease its business. According to Article 301 of the Philippine Labor Code, an employer is validly allowed under a bonafide suspension of operation to temporarily close their business or undertaking for a period not exceeding six (6) months. Such an option will merely suspend, but will not terminate, the employment between the employer and employee during the period of the temporary closure. Such employees are effectively placed on a "floating status" and are not entitled to any salary or financial benefit provided by law.

As companies work through the difficulties of the "new normal" brought about by the global COVID-19 pandemic, employers have been tasked to come up with innovative solutions to maintain their productivity and to deliver their services to their clients despite the necessary restrictions. In making tough decisions in relation to their workforce, employers need to always be careful to protect the rights of their employees, even as they exercise their management prerogatives (Villaraza & Angangco, 2020). However, based on the observation, employees productivity in this time of pandemic is really affecting since alternative working arrangement as one of the policies and guidelines implemented by IATF and other agencies which resulting different adjustment. One of the reasons why public and private employers make various strategies in order to continuously serve, maintain and enhance productivity such as the major dimensions of alternative working arrangement in CALABARZON namely: work from home, skeleton workforce, four-day workweek, staggered working hours, and telecommuting.

1.1 Statement of the Problem

This research study investigates the working arrangement and its impact to employees productivity during COVID 19 pandemic in CALABARZON Region SY 2020-2021 with on end view of developing strategic action plan. Specifically, the study sought to evaluate the following;

1. What is the profile of organizations in terms of:
 - 1.1. service sub-sector
 - 1.2. ownership
 - 1.3. location
 - 1.4. product/service offering
 - 1.5. number of years in operations
 - 1.6. number of employees
 - 1.7. alternative working arrangement scheme
2. What is the demographic profile of respondents in terms of:
 - 2.1. employees
 - 2.1.1. age
 - 2.1.2. sex
 - 2.1.3. position/designation
 - 2.1.4. department assigned
 - 2.1.5. length of service
 - 2.1.6. educational attainment
 - 2.1.7. alternative working arrangement scheme

3. What are the extent of practice of alternative working arrangement adopted during COVID19 pandemic in terms of the following:

- 3.1. Work from Home
- 3.2 Skeleton Workforce
- 3.3 Four-Day Compressed Workweek
- 3.4 Staggered Working Hours
- 3.5 Telecommuting

4. What is the significant difference between AWA when grouped according to profile?

5. What is the level of productivity after adopting AWA?

6. What is significant relationship between AWA and productivity?

7. What are the challenges encountered in AWA practice?

8. What is the significant relationship between AWA and the challenges encountered by the employees?

9. What framework can be developed to improve/sustain employee productivity?

2. Related Study and Literature

This chapter deals with the review of related literature and studies, which are closely related to the working arrangement and employees productivity in CALABARZON. Several concepts excerpted from internet and electronic devices as well as the findings and recommendations of previous studies, which have bearing to present study are summarized and briefly discussed.

Alternative Working Arrangement

Many organizations shift to once-common models of working to newer paradigms because of the COVID 19 pandemic. This is the concept of alternative work arrangement which represents a growing trend nowadays. One of the options is employees may work from somewhere other than a primary physical office space (remote work), or no longer possess a personal desk at their office (desk sharing). Employees need to adapt to a new model of “working” far different than they are accustomed to, yielding a range of conflicting opinions, pros and cons, and unique experiences along the way (Saraceni, 2020).

According to Kniffin et al. (2020), one of the reasons in implementing alternative work arrangement is because of COVID 19 pandemic which affects global health crisis and international economic threat. Businesses and industries had lockdown to prevent the spread of the virus generated a wide array of unique and fundamental challenges for both employees and employers across the globe. Employees who also affected were turned overnight into (a) “work from home”, (b) “essential” workers such as emergency room medical personnel and supermarket staff and, (c) laid-off employees seeking the nation-specific equivalent of unemployment benefits. The economic shutdowns and related governmental activities appear likely to change some industries, accelerate trends that were already underway in others, and open opportunities for industries in times of wars and natural disasters. Given the uncertainty and breadth of the COVID-19 shock, work and organizational psychologists urgently need to apply the field’s current knowledge for the purpose of sense making to manage risks while developing and applying solutions.

Meanwhile, the Executive Order No. (E.O.) 168, s. 2014 which created by the Inter-Agency Task Force for the Management of Emerging Infectious Diseases (IATF) to facilitate inter-sectoral collaboration to establish preparedness and ensure efficient government response to assess, monitor, contain, control, and prevent the spread of any potential epidemic in the Philippines to prevent and/or minimize the local spread of emerging infectious diseases in the country such as contact tracing, identification of the mode of exposure to the virus, and implementation of effective quarantine and proper isolation procedures; the 18 March 2020 Memorandum from the Office of the Executive Secretary directed all heads of departments, and government agencies including the PNP, AFP, Philippine Coast Guard, GOCC, Financial Institutions, State Universities and Colleges, and LGU to adopt, coordinate, and implement guidelines (IATF, 2020).

In addition to this, under Omnibus Guidelines on Community Quarantine with Amendments issued on June 03, 2020, hotels or accommodation establishments shall not be allowed to operate, except those accommodating the following: a. for guests who have exist book for foreigners as of 17 March 2020 for Luzon and 01 May 2020; b. who have existing long-term bookings; c. distressed and stranded Filipinos or foreign nationals; d. repatriated in compliance with approved quarantine protocols; e. those who may be required to undergo mandatory facility-based quarantine; and f. health care workers and other employees, whether private or public, from exempted establishments under these and applicable Memoranda from the Executive Secretary. *Provided* that accommodation establishments may operate only upon the issuance of a Certificate of Authority by the DOT and hotel operations shall be limited to the provision of basic services to guests through an in-house skeleton workforce Ancillary establishments within the premises (IATF, 2020).

The alternative working arrangement was ratified by Philippine Congress. This was senate bills 153 and 673 and house bill 5471, which now seek to amend the Philippine Labor Code filed in the Philippine Senate and House of Congress. This is one of the answer in the challenging and demanding situation of Filipino workers especially in urban areas. The Department of Labor and Employment (DOLE) has likewise given its support for approval not mandatory for employers. Alternative working arrangement was the proposed bill adopted – either when national emergency requires, or as mutually agreed by the employer and the employee. It recognizes the technological developments that can be used by employees to perform their work under different circumstances. It aims to promote work-life balance, improve workers' productivity and reduce transportation costs for employees, especially in urban areas (Villaraza & Angangco Law Office, 2019). In fact, according to Villaraza and Angangco (2020), there are almost 1.4 million workers have been displaced based on the report of Philippine Department of Labor and Employment (DOLE) due to the temporary closures of business. The response of the government to the global COVID-19 pandemic is to have over 600,000 additional workers who experienced reduce income with the adoption of flexible work arrangement. Meanwhile, the Civil Service Commission Memorandum Circular No. 10 or the Revised Interim Guidelines on Alternative Work Arrangements or RIGAWA prescribed work from home arrangement, skeleton workforce, four-day or compressed workweek, and staggered working hours as alternatives. In this memorandum Work-from-home (WFH) defined an output-oriented work arrangement that authorizes the worker to produce outputs, results and accomplishments. It must be adopted in areas placed under Enhanced Community Quarantine (ECQ).

For agencies in areas placed under General Community Quarantine (GCQ), public transportation should be limited and physical/social distancing in the workplace is required, WFH is an option. To facilitate the implementation of the work-from-home arrangement, the agency head shall ensure that employees are given tasks to be performed to the full extent possible in terms of man-days per work week. In this arrangement, employees shall make themselves available during the work hours that they are working from home. Further, employees aged below 21 and 60 years old and above, as well as those with immunodeficiency, commonalities or other health risk, pregnant women, shall be WFH arrangement except when the services are indispensable under the circumstances or office work is permitted. Skeleton (skeletal) workforce defined also as work arrangement where a minimum number of employees are required to man the office to render service and full staffing is not possible. Agencies in GCQ areas must be adopt skeleton workforce as one of its AWA.

On the other hand, under ECQ, skeleton workforce can be allowed unless a different operational activity which provides health and emergency frontline services, border control, and other critical services as identified in the IATF Omnibus Guidelines on Community Quarantine. In a four-day compressed workweek arrangement, the employees is compressed to four days each week. This must be adopted by agencies in areas under GCQ. Agencies may also adopt staggered working hours, which is applicable to offices or agencies that observe work shifting or flexible working time while staggered working hours refers to the existing 24/7 shifting schedule and the flexible working time schedule.

The said implementation is aiming to limit the number of employees present at the workplace at any given time. Work arrangement consisting of a combination or other work arrangements appropriate and applicable to the agency considering the prevailing community quarantine conditions in the area is located in the nature of work performed by its employees. Therefore, in order to ensure that public service delivery is not prejudiced during the implementation of AWA, a monitoring mechanism, such as submission of daily or weekly accomplishment reports, must be implemented. As we ensure that the Philippine government's efficiency and responsiveness remain inviolable in dealing with the pandemic, the need to provide quality services must also be balanced with the need to protect the safety and health of the public sector workforce, thus support mechanisms are also specified in M.C. No. 10. The agency head shall ensure that all workers are afforded with the following adequate support mechanisms: health/psycho-social interventions like stress debriefing (Destura, 2020). Nonetheless, the pandemic condition – COVID 19 is becoming an alarming situation all around the world, where the entire global economy is locked down since March 2020. This is very disruptive pandemic condition where everyone was forced to lockdown personally and officially which initiated the concept of WFH (work from home) in almost all the areas of the economy. Irrespective of the type of business sectors, employees were forced to the condition of WFH and that became the buzz word nowadays. The concept and culture of WFH is new to many other sectors excluding IT industry, working class of many private sectors which experienced a lot of challenges and problems during this situation despite flexibility of time and place of work (Kumari, 2020).

Moreover, there are advantages and disadvantages of alternative work arrangements according to the study of Mohamed (2018). The advantages are increase employees' satisfaction, decrease absenteeism especially in flexible work time alternative, increase workers productivity and efficiency in work, reduce employees' nag simultaneously decrease the turnover rate, and so decrease costs incurred in recruiting and training new employees, and decrease the risk rate of hiring new non-experienced employees, and obtained a good reputation in the market which will attract and encourage talented people to work. On the other hand, the disadvantages are the monitoring of employees' performance at distance such as telecommuting and also, the employees who telecommute may feel isolated from their peers. Another is the poor communication and misunderstanding that may occur in case of compressed workweek. Moreover, in the conclusion studied by Mas and Pallais (2020), stressed that the alternative work arrangements literature has tackled a number of questions which regarding the estimated workers' valuations of different conditions and its impact of arrangements on workers' careers on the worker side while the literature has evaluated the productivity of alternative arrangements on the firm side and why firms might use outsourcing or flexible staffing. However, this is still an open question to worker preferences and firm production functions combine with market frictions to determine equilibrium work arrangements.

Pursuant to DepEd no. 11 series of 2020, the Department of Education adopts the revised guidelines on alternative work arrangement during the period of State of National Emergency due to COVID 19 pandemic. These guidelines take into consideration the policies set forth by the Office of the President and by the Inter-Agency Task Force for the Management of Infectious Disease (IATF) as well as the Civil Service Commission. It provides work arrangements and support mechanisms for teaching and non-teaching personnel, including Job Order (JO), Contract of Service personnel (COS), and officials in all DepEd offices in all government employees, public elementary and secondary schools, and community learning centers (CLCs) during the period of State of National Emergency due to COVID-19. The Department is ever prepared to make informed, coordinated, proportionate response, and shall continue to issue policies in light of the pandemic. Furthermore, the alternative work arrangements identified by the CSC that government agencies such as the DepEd may adopt individually or in the combination during the period of State of National Emergency due to COVID-19 pandemic. These include work from home, skeleton workforce, four-day (compressed) workweek, staggered working hours, and other working arrangement appropriate to the agency subject to the prevailing community quarantine and the nature of work/job performed by the employees in the

implementation of alternative work arrangements. In addition to the this, the Department of Education shall continue to be guided by the following framework: a. strict observance of applicable public health measure; b. continuation of delivery of essential services and priority programs, observing the required health standards and; consistency of the actions of each official, teaching and non-teaching personnel in the context of work and private activities, and to ensure that public health objectives are achieved and not compromised by inconsistent actions and behaviors. Hence, personnel are expected to make themselves during the working hours to perform tasks to the full extent possible in terms of person-days per work week. They are also expected to observe honesty, integrity, and professionalism in the conduct of their duties such that government time, money, and resources are used efficiently, honestly, and economically, to avoid wastage of public funds.

In addition to this, work arrangements indicated by the IATF and CSC under various quarantine classifications with amendments on June 3, 2020, were under various quarantine qualifications such as ECQ while MECQ declared that agencies and instrumentalities of the government including GOCCs and LGUs may operate with a skeleton workforce in combination with other alternative work arrangements. They could also fully operational under GCQ which may consider proper in accordance with the relevant rules and regulations issued by the Civil Service Commission (CSC) provided that offices requiring employees to report physically. On the other hand, the MGCQ defined that work in government offices may be at full operation capacity operational, or under such alternative work arrangement as agencies may deem appropriate in accordance with the relevant rules and regulations issued by the CSC and lastly, the post-community quarantine scenario where areas with no community quarantine is in place can be considered as being under the new normal. The IATF omnibus guidelines defined the new normal to the emerging behaviors, situations, and minimum public health standards that institutionalized in common or routine practice and remain even after the pandemic while the disease is not totally eradicated through means such as widespread immunization. In UP Cebu for all non-teaching personnel pursuant to Memorandum No. 2020-054, a skeletal workforce shall be maintained in each office to ensure the vital functions and basic delivery services are not compromised. Thus, alternative work arrangements shall be arranged Heads of Units must discuss the work schedule regarding the period of class suspension and identify who will work in the office and from home/ on-call such as staff members, Contract of Service (COS)/ Job Order (JO) workers and at least one (1) staff member must be in the office. It must monitor the daily schedule of staff rotation working in office/ working from home. Heads of Office shall ensure and have clear agreement about the key tasks to be accomplished by staff (www.upcebu.edu.ph).

Meanwhile, Section 11 implementation of working arrangement in the municipality of Baras, Rizal stated on their Executive Order No. 27, s. 2020, an order implementing a modified general community quarantine (MGCQ) that work in all public and private offices shall be allowed to resume physical reporting to work at full operating capacity, with alternative work arrangements for persons who are sixty(60) years old and above, those with immunodeficiency, comorbidity, or other health risks, and pregnant women provided thru CSC MC #10, S.2020 and DOLE / DTI guidelines. Eisbrenner (2020) as cited to Katz and Kruger (2019) that alternative work is typical among older workers and more highly educated workers, and the workforce has become older and more educated over time. Canadian government survey in 2016 indicates that many employees are appreciative to employers who pay attention to their needs such as intensive care giving responsibilities, older workers transitioning out of the workplace, employees returning to work after a career break, with a health problem or disability. Thus, in his conclusion, autonomy in alternative work arrangements is vital to maintaining an enthusiast workforce and high-quality work performance. Hence, the findings point in the direction that human resource managers should appreciate that each worker has a unique set of needs with a level of freedom to determine their work set-up.

Meanwhile, a 2017 *Annual Review of Organizational Psychology and Organizational Behavior* regarding research on alternative work arrangement including remote work identified similar benefits such as

feeling lonely, isolated, not respected by colleagues, an increase in work-family conflict due to longer hours and blurred boundaries and tendency among workers who are encouraged to maintain work-life boundaries to “be less likely to extend themselves in crunch times, possibly increasing the workload of non-telecommuting coworkers (<https://knowablemagazine.org>).

Work from Home

The concept 'Work from Home' (WFH) amidst COVID 19 pandemic was officially mandated and strictly enforced rule. Now, it is emerging from all sectors, from IT sectors to teaching sectors. This is new to majority of the employees, as the COVID 19 has forced almost all the employees of all the sectors for the first time. In this 21st century the only the flexible work arrangement in organization where the outcomes consist of both positive and negative. It provides to employees more opportunity to focus on their work tasks. The face to face contacts with co-workers are significantly reduce. It also increases flexibility among the employees over performance of work. It enables more autonomy in job which is likely to be more productive and decreased control by colleagues or the supervisors is an important drawback. This is true for both the organization and the employee. The work avoidance is the result when someone is poorly monitored. Furthermore, work from home will be helpful when there are issues to attend office and work should continue. Meanwhile, a template is attached for staff working from home to fill out for monitoring purposes, to be submitted at the end of every workweek during the suspension period. Aside from the nature of work and exigency of service, the proximity of the staff's such as residing within or in areas near the campus shall be a key factor in identifying who may be requested to report in the office and its frequency within the week. This serves as a measure to minimize the movement and the risks for the staff and UP community. Offices/Units are discouraged from assigning senior citizen employees and those who have existing medical conditions (Guerrero, 2020). Moreover, most of the IT companies included work from home in their leave policy of employees to increase the productivity. The Corona virus (COVID-19) pandemic has led to biggest number of employees globally bound to work remotely. The citizens in many countries including India are urged to stay at home to reduce social contacts to a minimum in the wake of the outbreak of the COVID-19 pandemic. This pandemic affected each and every section of economy and educational institution is which lead to online classes, webinars etc. in order to continue academic activities. This shows that one IT sector was following work from home (Shareena, 2020).

In other countries, new research by Lenovo showed most employees or 87 percent feel at least somewhat ready to make the shift to working from home if required, while a majority or 77 percent expect companies to be more accepting WFH policies after the pandemic is over. On April 23, 2020, a multinational technology company, telecommuting or WFH arrangement addresses physical distancing required in a pandemic, traffic woes and rising gig economy. Furthermore, it showed also in March 2020 that employees and businesses in the United States, China, Japan, Germany and Italy are adapting to WFH arrangements, with smart technologies which enabled the rise of a global workforce that stays connected in a work from anywhere in the world. These countries have to deal with the COVID-19 pandemic and lockdown to prevent contagion. Moreover, employee attitudes toward WFH arrangement found that most employees in the countries surveyed had already been either encouraged 46 percent or 26 percent to work from home as part of COVID-19 mitigation measures. Changing workforce demographics play a part, too (<https://www.onenews.ph/ecq-may-prompt-review-of-work-from-home-arrangements-in-phl>).

Nevertheless, in the study of Mas and Pallais (2020) cited to (Dingel and Neimann, 2020; Gaudes 2020) that working from home has evolved from a necessity and challenge triggered by social-distancing practices into a much-embraced *modus operandi* (Zafar, 2020) associated with positive emotions and a rejuvenated sense of well-being. Meanwhile, customers want to continue working from home after the pandemic is over while companies need to increase efficiency and productivity despite embracing new reality (Shan and Tang, 2020).

According to the study of Shareena (2020) found out that respondents working from home will be willing to work if they are having good and supportive environment to work from home. Understanding the needs of employees provides employers with an opportunity to help employees set up a supportive and controlled work environment, which may result in a greater number of workers showing increased willingness to work from home and thereby having higher job satisfaction and efficiency. In addition to this, the responsibility for work from home arrangements is shared and requires the commitment of both employers and workers to make it successful. Both should be practical, flexible and sensible to each other's situation when implementing WFH arrangements. (https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/act_emp/documents/publication/wcms_745024.pdf).

In the study cited by Kumari (2020) which focused on the opinion of WFH options given to the employees and their willingness towards continuing the condition later. The results of the study were many of the employees who are supported well by the employers in terms of working environment setup was satisfied and they wish to continue the WFH condition unlike of those who are not provided with the proper working infrastructure. There is higher level of job satisfaction with the support rendered by their organizations. The controlled environment gives higher level of efficiency (State, 2020). Further, the study tries to identify the list of occupation at USA by identifying the feasibility of their nature in taking up the condition of work from home options. It was identified as the workers productivity varies from their usual workplace rather than working remotely. Also there are few jobs that cannot be performed from work from home and that should be considered by the policy makers on wage policies (Dingel & Neiman, 2020).

However, in the case study of Sarah, an automotive manager in Malaysia which describes the psychological impact during the unexpected Covid19 outbreak which unanticipated pandemic had frozen most of the industries including the automobile industry. After a virtual meeting, Sara's decided to provide a new personal laptop to work from home. As an experienced staff with crucial responsibilities, she was forced to perform her duties in a new norm and immediately logged into website. It was at this point where she discovered her first challenge - IT technical issues such as setting the laptop which did not allow her to access company portal. The restriction caused by the privacy setting, connectivity capability, and server limitations caused Sara much anxiety and restlessness to the point that she was unable to focus on doing anything and numerous attempts to resolve the issue but failed. Finally, Sara contacted an IT technician who was supposed to assist in addressing all her software problems and the accessibility to only phone-call instructions which she had never faced such issues before.

Moreover, Sara also tends to receive many telephone calls from her superior on a daily basis making it difficult to focus such as taking telephone instructions, confirmation for orders, and followed by numerous other work tasks. Even though Sara was given a laptop to work from home, she was also facing time-challenge because she was no longer confined to the 9.00 am to 5.00pm schedule. This means that she was on constant telephone conversations even though she also had to work on her laptop to facilitate operations and doing almost everything herself, with no assistance and received calls as early as 6.00 am and as late as 12.00 midnight. Unfortunately, the Employee Act 1955 XII 60A on Hours of Work did not apply. Soon, Sara was overwhelmed with so much work and input from her organization to the point that it caused her weariness caused by so many distractions.

In addition to this, Sara was also a parent with young children who required her attention since they too were confined to the home during the Covid19 pandemic. Sara confessed that the most difficult part of her responsibility was managing her children. School closures impacted by the Movement Control Order (MCO) had created the option of "distance learning" for school children. As a parent, Sara was compelled to take on the additional full-time teaching job while as a mother, Sara also had to cook and feed the children every meal. She also had to do all the household chores since she was also without a house help including the noisy

environment, family presence and other minute details that required her attention. All of these reduced her level of focus and productivity.

As a result, Sara became more disturbed than expected of a work from home employee. She was shouldering all the job responsibilities, such as preparing notifications and documentations for the suppliers, distributors, and regulatory agencies without any help and caused exhausted tremendously at the end of each day. Clearly, the need to switch to different roles on a daily basis for Sara had caused her immense anxiety, exhaustion, and pressure. Then Sara lost control; she did not really know how to balance her roles between work and home since this was almost everyone's first experience and to enable to function well in operating job responsibilities, Sara worked until late at night. This caused Sara more stress, exhaustion, and finally burn-out. Her efforts at blending work with home life had drained and depressed. The condition worsened when she encountered a very bad network problem upon using laptop. The circumstance was not only irritable, frustrating, but also discouraging because it obstructed from performing her job well. As had been noted, Sara had been assigned with several tasks by the management, such as to submit several reports to government agencies for approval. The poor network caused her immense problems. Throughout the day, the government portal server was not responding due to high traffic from all the industries. Since most of these submissions were also created by those working from home, all the Telco provider network services were under high usage.

Furthermore, poor network connections prevailed throughout the country causing many work-from-home employees many inconveniences. Regardless, Sara still needed to find the resources to summarize and update her top management on a daily basis. This incident is a case study of just one individual working from home, but it allows us to envisage the psychological impact on a senior manager in the automotive industry. In this context, it can be seen that distraction in performance due to unplanned and pressured situations contributed to the condition of the employee. In this case of psychological distress, the employee must notify the organization of the psychological impact encountered (Marimuthu & Vasudevan, 2020).

Findings revealed that working from home may have seemed conducive for many employees prior to the Covid19 pandemic and the lockdown situation. However, this perception had changed in the current year when the whole world was affected by the Covid19 pandemic. It seems clear that many employees may have found working from home acceptable at the initial stage, but as the lockdown extended to months, many of these employees were also finding it exhausting to work from home. This situation had affected everyone in the world, and one of the causes for this could be the absence of a proper documented Standard Operations Procedure (SOP). It seems obvious that the challenges experienced by employees working from home had triggered many complications such as causing a loss in the work-life balance. Employees seemed to be at the beck and call of their employers constantly, without any time limit, thereby leading to various complications.

Based on this, some recommendations which can help to overcome these challenges are provided in relation to this case study. Technology: To work efficiently from home, it is vital for the employees to ensure that they have the technology that suit their skills and needs for their work responsibilities and tasks. There is also a need to provide technology support because in the case study, Sara had many issues to deal with despite getting some assistance from an IT expert. Employees may need to be given refresher courses in line with their work demands. By equipping the employees with adequate technology skills, problems arising from the work-from-home condition can be better resolved. This condition is best resolved before it intensifies, thereby saving time for everyone and reducing unnecessary stress and anxiety for all concerned (Marimuthu & Vasudevan, 2020).

Besides the technology issue, it is proposed that organizations with IT professionals be ready to share their tips on preventive actions with other employees so as to avoid the recurrence of similar problems. This will be more cost-effective, logical, and reassuring for employees. For instance, preparing employees with

technology skills like Zoom, Skype, hangout or WhatsApp Group Video call as a measure to deliberate on work issues. Work tasks In the case of being overloaded with work tasks, it is advisable for organizations to be prepared to segregate job duties adequately so that the workload can be shared among employees, and not overtask one employee unnecessarily. Organizations need to take initiative to make work easier for employees working from home, such as providing more laptops to increase productivity so that it would reduce the psychological impact of the employees who need to work from home during a pandemic. In terms of planning, it may be appropriate for employees working from home to develop a working schedule or plan so that they can commit themselves to their work responsibly.

For instance, it would be more appropriate for employees working from home to schedule and divide their time between work and family life. To ensure the work-family balance issue, designated workspace at home should be arranged so that employees can mentally and physically detach their work and family life accordingly. The workspace barrier will ensure that they are not disturbed or distracted during work hours or alternatively when engaging their family, hence a better, balanced, and healthy lifestyle. There would be fewer interruptions from the family members during work, and office depending on mealtime or family time. Work environment may be made more conducive by spacing it out so that duties are fulfilled without disturbances. In terms of network issue, had arisen during the Covid19 lockdown Movement Control Order (MCO) because its usage had exceeded the demand, hence it became a nationwide problem. Clearly, all the Telco companies were unable to meet the demands.

For this purpose, a daily dose of 1GB free internet was offered to all, which indirectly created a higher intense usage in every household. Although this offer was a good set-off for the citizens, the timing had also created complications. It is therefore proposed that such offers be given for late-night working hours. This would allow employees working-from-home a smoother usage of the network. Some people have followed this strategy to complete their jobs with speed and efficiency. It appears that even government portals had managed to function uninterruptedly during late-night. The increase in Wifi and Cloud software systems have certainly made it easier for most people to "work from home" but for those not used to the system and condition, working-from-home can cause other complications.

On the other hand, in the government support, it is recommended that the Malaysian government revise the current Employment Act 1955 60 with an additional clause in clause 60 to protect those working from home employees. This amendment would be beneficial for future occurrences of having to work from remote places involving working people. To the employees, besides looking for a solution to resolve some of the current problems faced by those working-from-home, individuals who are employees working-from-home may also need to do something for themselves so as to stimulate productivity. For instance, stretching or doing yoga in between work hours. Exercising has been found to stimulate endorphins and serotonin so that employees are not feeling depressed or overwhelmed by their work demands.

A regular exercise of 20 to 30 minutes a day would drastically reduce their rate of anxiety, as has been proven in many scientific studies (Erica and Jackson 2013), thereby eliminating any psychological and mental influences. Additionally, employees working-from-home should also learn to say 'No' to their employers. They need to turn down further work demands if they know that they cannot manage further burdens because working-from-home should also be operated with limitations, depending on the schedules and responsibilities. Employees could split their workload with other employees who has been provided with office laptop. Employees working from home must learn not to stretch their working hours (Marimuthu & Vasudevan, 2020).

Meanwhile, working remotely can bring improvements to well-being, productivity, and the environment. About 1.5 million daily-commuters according to study in Greater Jakarta could avoid significant health risks and have shown that driving a car for more than 10 miles and 30 minutes riding in a bus lead to an

increase in blood pressure, poorer sleep quality, increased depression and exposure to pollution can also be detrimental to the health and psychological condition of workers.

Furthermore, workers benefit from better work-life balance while working remotely is so good. They could also spend more time with their kids, exercise regularly and enjoy their hobbies which increases their happiness. Based on the data from Telavox shows that 81 percent of remote workers are satisfied with their jobs. Another advantage of remote working is the cost efficiency it offers to both firms and workers. Different companies in the United States could save approximately US\$5 billion a year by letting employees work from home, while an average American worker could save up to \$4,000 per year by telecommuting which working from home by making use of the internet as reported by FlexJobs because before pandemic, there were adverse physical health effects experienced during daily commutes. Therefore, the impact of remote working on worker productivity and its environment are salient.

On the other hand, a 2014 study from Oxford University found out that working from home increased employee performance by 13 percent as the productivity boost. According to Personal Growth Initiative (PGI) report in the same year, 70 percent of workers in the sample said that telecommuting had improved their productivity. Reasons for the improvement include fewer distractions, optimal hour distribution and lower stress (Setiawan, 2020).

However, due to the COVID 2019 pandemic, the lockdown in the National Capital Region (NCR) and CALABARZON commenced on March 16, 2020. The Enhanced Community Quarantine (ECQ) and Stringent Social Distancing Measures were implemented through work from home arrangement. Manual processing gradually slowed down where soft copies submitted in the office were re-sent through e-mails for reviewing purposes only. Digital communication became the platform through the EMB Teams website.

The Civil Service Commission allowed multiple work arrangements for government agencies when the modified ECQ was imposed in NCR on May 15, 2020. The skeletal workforce and WFH were practiced in the EMB CALABARZON Region in accordance with the relevant rules and regulations. The EIA Section had two (2) alternating work force in an MWF back tracking the submitted manual applications left in the office when the lockdown was imposed. On the other hand, On June 19, 2020 the inevitable lockdown of the entire building of CALABARZON Region due to documented positive COVID 19 cases led to the practice of alternative work from home arrangements. Thus, all applications were continuously processed and approved through the Clearance and Permitting Division electronic mail (cpd_calabarzon@emb.gov.ph).

Furthermore, according to Kniffin, et al. (2020), given the likelihood that COVID-19 will accelerate trends towards WFH past the immediate impacts of the pandemic. Gartner (2020) stated that the variable ways in which people outside traditional workplace settings will warrant growing amounts of attention. Future research should examine how the COVID-19 quarantines required to work from home affected productivity, creativity, and innovation.

Given that the quarantine period entailed a literal window into the homes of coworkers as well as subordinates and superiors, research is also needed to examine the implications of WFH for topics such as motivation and authenticity at work, particularly when it becomes normal again to work in co-located workplace settings. Challenges that individuals have no choice but to face the WFH which is notable that (a) the reluctance of many employers to adopt WFH before COVID-19 stemmed from a perceived lack of control and out-of-sight and reach and (b) there is ample reason to expect that new modes of surveillance will accompany various WFH arrangements. Indeed, even before COVID-19, employers were adopting and developing technologies to monitor employees' whereabouts (Bhave, Teo & Dalal, 2020).

Although managing-by-walking-around is not feasible when people are working remotely, the rapidly expanded usage of video conferencing has allowed for virtual sightlines. Yet, these virtual sight-lines

are fraught with a risk which can increase perceived stress through continuous monitoring and feelings of privacy invasion. There is also evidence that such remote and automated monitoring can increase the centralization of management and likely contribute to an adverse dampening of creativity among employees working in lower organizational levels (Nell et al., 2020).

On the other hand, in spite of all the distractions at home, having employees work remotely more might be beneficial for employers and workers alike. Some experiments found that combining work and home can actually boost morale in certain circumstances. Washington State allows new mothers who work at agencies to bring their newborns. Rather than to distract people, the presence of the babies in the office where workers become happier and more productive. A 2015 study found out that six months after childbirth, women who worked from home experienced a statistically significant decrease in the levels of depression compared who had gone back into the office (Khazan, 2020).

In addition to this, according to the study of Vyas & Butakhieo (2020) that work from home has beneficial effects for both employers and employees. The advantages are not limited to reduced commuting time, avoiding office politics, using less office space, increased motivation, improved gender diversity (e.g., women and careers), healthier workforces with less absenteeism and turnover, higher talent retention, job satisfaction, and better productivity (Mello 2007; Robertson, Maynard, and McDevitt 2003). Studies indicated evidence for these benefits according to the study of Caulfiel (2015) found employees that WFH saving and value of travel time.

Education

Educators and students had to adapt their work and life realities to accommodate the necessary restrictions imposed by governments across the world responding to COVID-19. It created significant changes in practices as working and learning from home has become the norm for the majority of social work educators and students globally. The exacerbation of digital divides makes it very challenging to use critical pedagogies including student participation and the involvement of service. With this arrangement, limited physical exercise, sporadic communication with co-workers and inadequate workspaces at home (Xiao et al., 2021). Findings revealed from an international survey sample of 166 educators and students, showed that the respondents faced issues with private and personal boundaries, felt the impact of working and learning from home on both physical and emotional levels, and experienced challenges to what was expected of them (Lynch et al. 2021).

Furthermore, teachers and lecturers can deliver lesson through technology. WFH provides flexibility in completing work which cuts down transportation costs and saves time. The faculty can easily find comfort in the atmosphere of his/her home and productivity and loyalty increases in the organization. On the other hand, loss of work motivation can severely affect the performance of an individual. Moreover, due to the daily increased use of the internet and electricity, the individual has to bear the cost of the said arrangement (Purwanto et al., 2020). Based on reinforcement theory, proves that there is a significant relationship between HR practices (including training, performance appraisal, career planning, employee participation, job definition, compensation, and selection) and faculty performance. Findings of the study that a blueprint must provide to improve HR practices for high performance by faculty in the higher education sector during WFH settings (Irshad et al. 2021). In addition to this, according to study of Teodorovicz et al. (2021), found out that the forced transition to WFH created by the COVID pandemic was associated with a drastic reduction in commuting time, and an increase in time spent in work and/or personal activities. However, this reallocation was heterogeneous across different workers and organizations particularly the managers reallocated the entire time gained from commuting into more time spent in meetings with some unprepared interactions that typically happen in the office.

However, research make it evident that work from home has not proved to be one of the best options for majority of Hong Kong workforce and better guidelines and policies from the government to properly regulate. Planning and implementation are an absolute necessity and guidance in adapting to remote online work. Workers are unaware about what WFH entails, and lack of resources required for this change like software, access to official documents and proper working space. Proper training is required to be a feasible option in the new normal. Possibly the working balance will be visible post-pandemic when work from home is not a forced mandate rather a flexible option (Vyas & Butakhieo, 2020). Furthermore, in the study of working from home effectiveness during COVID 19 from the University staff in India, research findings suggest the importance of digital orientation in staff selection criteria and for universities to move to greater online delivery of courses combined with flexible working options (Wulidfrianty et al, 2022).

Based on the study of Mandapat & Farin (2020), findings revealed that the school climate such as community engagement, teacher connections, structure of learning, physical environment, student peer relations, parental involvement and work from home were challenging. On the other hand, job related items, work responsibilities, professional development, promotional opportunities, recognition, work achievement, organizational policy, administration, technical supervision, working relations, compensation benefits, physical working conditions and health issues were also found challenging. Therefore, significant differences were found on the school climate and work from home arrangements.

Hence, the implementation of work from home could only mean that there will be a combination of work and family roles in one setting. Additionally, with school closures has brought a radical change in the experience of working from home as many had to carry multi-faceted roles as employees, partners, mothers, and 'family manager' (Couch et. al., 2020). This led to conflicts between professional, familial, and social roles. These issues are not common to the topic of interest for researchers in the past including the majority of government employees while on alternative work arrangement during the pandemic was about better internet connectivity (Development Academy of the Philippines, 2020). Tacadao (2020) also mentioned the issues to be addressed such as support tools, communication, health and safety while implementing off-site work arrangements. Meanwhile, WFH revealed issues on gender equality that women have increased demands of household work (Yaish, et al, 2021); women had hard time doing domestic work (Bhattacharjee, 2020); carried more burdens and responsibilities (Meyer, 2021); shared greater domestic responsibilities (Yerkes, 2021). Moreover, it raised concerns on the well-being of employees which gave less time for active physical lifestyle (Fukushima, 2021), made them feel more distressed and exhausted (Pluut & Wonders, 2020), and caused great deal of work conflict and fatigue (Palumbo, 2020). It also made employees concerned of social isolation, job insecurity, financial dilemma, family problem (Malik, et al, 2020), parenting stress (Limbers, 2020), technostress (Molino, 2020), emotional exhaustion (Bhumika, 2020).

Hotel and Restaurant

The economic downturn due to the COVID-19 pandemic disproportionately impacted the food service industry which is one of the largest workforce sectors in the United States. It was found out with the use of thematic analysis and semi-structured questionnaire that hardships associated with the pandemic were mitigated by the support and connections fostered by the communities. It led to several recommendations to address the social and economic contributors to occupational stress at the structural and population levels which can be used in the current and post-pandemic workplace (Lippert,). The restaurant industry has faced severe challenges during the pandemic, including sharp declines in revenue and tremendous labor losses as well as some permanent closures but dining is a pleasure that people across the country can enjoy. The actions that operators take now will go a long way toward preserving business through the crisis and equipping restaurants to serve customers, not just during but also after the recovery (Haas et al., 2020).

Meanwhile, any employers are understandably concerned about the spread of COVID-19 in the workplace among those employees who are unable to perform their work from home. Employers across all

industries, and especially in the restaurant and hospitality are facing extreme challenges such as the reduced need for staffing, remote work, employees without childcare, temporary location closures, and protecting employees from the spread of COVID-19 in the workplace.

Most full-service restaurants are operating at small fractions of capacity, if not closed entirely either as a result of government order or preserve cash in hopes of re-opening once limitations are lifted but those with the resources to be flexible including ready inventory and supply chain advantages have rapidly shifted focus to carry-out, delivery models, making produce baskets and butcher shop cuts available to customers. Meanwhile, hotels are exempted from state and local closure orders, social distancing requirements and limitations on group gatherings are keeping most guest rooms and ballrooms empty (<https://www.jdsupra.com/legalnews/impact-of-covid-19-on-the-restaurant-56944/>). Furthermore, there were developed in adjusting business models in response to the dining restrictions due to COVID-19 such as contingency plans, being flexible, creative, eliminating menu items, investing in a communication platform and involved with the local government. In addition, some practices operators should be mindful of selling gift cards and starting a crowdfund (Norris, et al. 2021).

With most hotels being closed or experiencing vastly lower tourism numbers, 2020 industry revenue forecasts point to a significant decline like in US hotel with 50.6%. The domestic markets can be anticipated to recover first but it is currently unclear how accommodation businesses can make sure that rooms are safe for newly arriving guests or how individual COVID-19 cases occurring in establishments would be handled. In particular large chains will also have to reconsider global supply chains and dependency structures created. (Gossling, et al. 2020).

Moreover, most restaurants will need a redesign to achieve post COVID 19 growths. Changes might include the addition of drive-through, pick-up lanes, traffic flow into and out of zones need to be carefully thought. Also, consider investing in advanced analytic and automation, both to drive efficiencies and enable contact less services. It improves ability to accurately forecast daily consumer demand and consumer eating habits. Labor automation can gain productivity as well as provide solutions that address health concerns. Some restaurants are already piloting a range of technologies such as robots that distribute takeout orders, pulley systems at registers to facilitate transactions with customers while maintaining physical distancing, controlling shelves for storing pick-up orders. To explore ways to shift to contact less services and solutions, the four-step IDEA framework can be useful: It means identify interactions. This is the type and nature of each in-person interaction (for example, employee to employee, employee to customer, customer to customer) in employee and customer journeys. D is Diagnose and prioritize risks. Use a risk-scoring system that incorporates the intensity, frequency, and duration of interactions along the journey to inform the prioritization and development of solutions; E is Execute solutions. Implementation should proceed in an agile way, addressing immediate needs while also investing in distinctive long-term solutions and A is Adapt and sustain. Collect learnings and ideas from teams to rapidly iterate and refine solutions based on customer feedback (Haas, et al., 2020).

In the study of Cabaraban & Borbon (2021) on work life balance recommended that Hotel Human Resource Department may offer flexible and remote working. Employers who give their employees the freedom to manage their own time are admired and feel valued when they know they can finish work earlier, get their boiler fixed, or see a doctor if they need to, safe in the knowledge that their boss will still get the job done. Hotel General Managers may encourage managers to focus on productivity rather than hours. Hotel Employees under the supervision of immediate department head may regularly review workloads. Examine job assignments to ensure that everyone has a manageable workload. Organization needs to become familiar with the processes for allocating work. The management may promote and provide Childcare Services with setting up an onsite childcare facility and dependable staff that eliminates the guesswork and frustrations associated with other babysitting and daycare services.

Skeleton Workforce

A skeleton workforce pertains to work arrangement where a minimum number of employees is required to man the office to render service when full staffing is not possible. Agencies in GCQ areas shall adopt as one of its AWA. During ECQ, it may be allowed unless a different operational capacity is provided in agencies providing health and emergency frontline services, border control, and other critical services as identified in the IATF Omnibus Guidelines on Community Quarantine. Employees designated shall be entitled to hazard pay on top of the compensatory time off or overtime pay granted for authorized services rendered outside of the employee's regular work hours. As per CSC Resolution No. 2000540, Revised Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government during the Period of State of National Emergency Due to COVID-19 Pandemic which promulgated on 7 May 2020, Memorandum Circular No. 10, s. 2020, contains the complete set of guidelines for implementing the said AWA. (<http://www.csc.gov.ph>)

Mateo noted that the supervising Executive Committee and Regional Directors shall issue an office order or memorandum with the names of personnel identified as part of the skeleton workforce. Individual roles and functions, health and safety conditions, and transportation arrangements shall be considered. He also reminded heads of offices to ensure that the workplace is compliant with the necessary safety and health precautions. He added that while the department strives for continuity of basic education services must remain committee in protecting the health and safety of their personnel. (Malipot, 2020).

Executive Secretary Salvador Medialdea said in a memorandum circular that the skeleton workforce should be up to a maximum of 50% operational capacity unless a higher percentage is required in agencies providing health and emergency frontline services, border control and other critical work. It must adopt the most appropriate alternative work arrangements in accordance with the rules and regulations of the Civil Service Commission (Lopez, 2020).

The Department of Agriculture - CALABARZON (Cavite, Laguna, Batangas, Rizal, Quezon) continues to implement programs and activities to provide services to farmers, fishermen, and other stakeholders amid the COVID-19 pandemic, which assured by Regional Director Arnel V. de Mesa who confirmed that the DA-CALABARZON's skeletal workforce continues its services and keeps an eye on all agriculture-related activities. Further, he guarantees the right interventions, assistance, and support for the farmers and fisherfolk will come to them especially during this difficult time as to fulfill the obligation to ensure food productivity, availability, and sufficiency is attained," (Estacio, 2020).

On the other hand, Justice Secretary Menardo Guevarra made the order in Department Circular No. 008 dated March 13, 2020, which informing officials and personnel of the DOJ main office in Manila and the city prosecution within the NCR that reporting for work is suspended. Guevarra said that a skeletal workforce will still be maintained and "shall report for work on weekly rotation basis from Monday to Thursday (8 a.m. to 7 p.m). The Department units and programs shall maintain and require to report for work such minimum number of personnel, as may be deemed proper by their respective heads including the Office of the Secretary, Frontline, Technical, Financial and Administrative Service, DOJ Action Center, Legal Staff, National Prosecution Docket, Records Management Section, Cashier, Appeals Management Office and Board of Claims. Other were directed to have at least one person who shall be responsible for receiving papers and apprising the head of the office on any urgent matter except personnel residing outside the NCR who are not included in the skeletal workforce but shall be given assignment that can be done at home (Damicog, 2020).

ING Senior Economist Nicholas Antonio T. Mapa said that the enhanced community quarantine covering the entire of Luzon has effectively "grounded" economic activity. This is also a major threat to economic growth given the contribution of Luzon to GDP, he added. Further, the ECQ has forced many firms to operate with a skeletal workforce. Mapa said this only means a "skeletal output." where many workers have found it difficult due to the lack of transport services which got suspended because of the lockdown.

Many workers were forced to walk wherever they were stationed, and daily wage earners had to hitch hike just to go to work to avoid forfeiting their pay for the day ((Ordinario, 2020).

In UP Diliman, President Danilo L. Concepcion declared that “skeleton staff are working to keep University running and protect our communities”. He added that our administrative officials have been tirelessly steering the University through rough waters and our students, alumni and campus residents are doing their part by using their training to build sanitation tents for public use, by donating food and supplies to fellow members of the UP community in need, or by campaigning for support for our doctors, nurses, and health centers by simply doing what they can to educate, ease people’s burdens and uplift their spirits” (<https://uplb.edu.ph/uplb-measures-against-covid-19/>).

Meanwhile, according to Harry Roque, the spokesperson of President Duterte, skeleton workforce in government would be allowed during the imposition of ECQ and modified ECQ. He said that alternative work arrangements for government employees would be practiced in areas under GCQ and need to follow the 40 hours of work but may possibility the four-day workweek. School premises are still closed in areas under ECQ and GCQ. Skeleton workforce may be adopted in areas under GCQ to process students’ requirements and make preparations for graduation activities and class opening (Moaje, 2020).

Furthermore, on June 3, 2020, according to CNN news, the Inter-Agency Task Force approved the request of travel agencies to open again because a lot of people are asking for refunds. However, the decision states must only utilize a skeleton workforce where the coronavirus outbreak prompted international and local travel bans as well as quarantine restrictions, forcing them to shut down operations for the time being. However, tourism is slowly making its return with the declaration of modified general community quarantine where activities have been permitted to operate up to 50 percent of its full capacity provided the observation of minimum health standards. The entry of tourists is also subject to the approval of local authorities, according to IATF guidelines. The decision to allow the gradual resumption of tourism was made as many jobs are reliant on it, explained Roque. The DOT likewise said that domestic tourism will be highly prioritized to help the 5.4 million workers in the sector gravely affected by the COVID-19 pandemic (<https://www.cnn.ph/news/2020/7/3/travel-agencies-skeleton-workforce-GCQ-refunds.html>)

Memorandum Order No. 2020 (June 4, 2020) regarding supplemental guidelines and protocols for the Geosciences Bureau Offices under General Modified General Community Quarantine states in section 3 the implementation of skeleton workforce as part of an AWA where there are percentage of workforce must be monitored: from June 1-15, 2020, each office must maintain at least thirty five percent (35%) workforce; from June 16-30, 2020, each office must maintain or minimum of fifty percent (50%); from July 10-31, 2020, each office must maintain or minimum of seventy percent (70%) workforce and; starting August 2020, all offices must have a hundred percent (100%). Employees that are required to report physically may be provided by shuttle services as well as point to point transport services. However, once the public transportation is fully operational, the use of government service vehicles or shuttle services shall automatically be lifted (Department of Environment and Natural Resources Mines and Geosciences Bureau).

Meanwhile, Secretary Roy A. Cimatu has paid tribute to the frontliners of the Department of Environment and Natural Resources who are continuously serving the public amidst the ongoing COVID-19 pandemic which changed the way people with work from home and skeleton workforce becoming the new norms. He disclosed that a total of 50 DENR “skeleton” workers across the country have been infected with COVID-19 and two forestry officers were killed in the line of duty since the start of the lockdown in March. Despite the health threats posed by COVID-19 and other hazards at work, workers still proved that they could “measure up to the challenges, if not exceed them. Fortunately, the office recorded zero casualty from COVID-19 but Cimatu lamented the deaths of two forest protection officers, who were part of the agency’s pandemic skeleton workforce, hailed the slain of DENR workers as heroic examples of those who had responded and exceeded the challenges posed by the pandemic.

Meanwhile, the DENR Undersecretary Ernesto Adobo Jr. called on DENR workers to make a difference no matter how simple they were. The pandemic has encouraged everyone in the office to serve as light for each other at all times, he added. (<https://www.denr.gov.ph/index.php/news-events/press-releases/2135-cimatu-pays-tribute-to-denr-frontliners-in-year-end-message>)

On the other hand, the Bureau of Customs prescribed memorandum order no. 156-2020 stating the guidelines in the continuous adoption of alternative work arrangement regarding the state of public health emergency where all heads of offices are directed to arrange a skeleton workforce schedule to ensure the delivery of services with due observance of minimum health standards protocols for COVID 19: For offices located under Modified General Community Quarantine (MGCQ): at least 50% of total personnel complement of office, they will physically report for three (3) days and work from home arrangement for two (2) days per week for OCOM and for Districts, work arrangement shall be determined by the District Collectors.

Furthermore, the Bureau of Customs (BOC) is enforcing a five-day work schedule with a skeletal workforce and allowing its personnel to work from home, according to BOC assistant commissioner and spokesperson Atty. Vincent Philip Maronilla. Regular workdays from Monday to Friday. Employees who are part of the skeletal workforce on a given day will report to their respective offices from 8am to 5pm, according to a March 17 memo of customs commissioner Rey Leonardo Guerrero. Work from home employees should ensure availability to accept calls, conduct video conferencing if possible and respond to emails. The memo said all officials and employees will be included in the skeletal workforce within the ECQ period, with assignments on a rotational basis, except those prescribed to under self-quarantine by any government or private physician. They may also render services and avail transport services provided by BOC.

In addition to this, for offices rendering 24/7 work such as airport, port, and intelligence and enforcement operations, existing shifting schedules will continue to enforce. Maronilla said stakeholders must encourage to use the agency's online services, such as the BOC portal and Goods Declaration and Verification System (GDVS) in order to avoid physical contact and prevent the spread of COVID 19 while the entire Luzon is placed under enhanced community quarantine. Through this, they may communicate with all offices for follow-up documents renewal of accreditation, electron submission of letter requests such as lifting of abandonment. (<https://www.portcalls.com/new-boc-work-schedule-5-day-week-but-with-skeletal-team/>)

Pursuant to Resolution No. 40 of the Inter-Agency Task Force for the Management of Emerging Infectious Diseases placing the National Capital Region under GCQ, the Office of the General Counsel shall resume limited operations under skeleton workforce and work from home Arrangement on the implementation of community quarantine in the Philippines, as amended, and all relevant rules and regulations issued by the Civil Service Commission. During the Covered Period, the OGC will continue to operate from Monday to Thursday between 9:00 AM – 3:00 PM. Personnel who are not part of the said arrangement shall WFH. Cut-off time for receiving of physical documents must exactly 2:00 PM and beyond 3:00 PM will be processed/entertained on the next business day. A public assistance during the covered period, walk-in and phone-in consultations of legal queries will be temporarily unavailable. They are highly encouraged to ask questions through email at ogc_picc@sec.gov.ph. The cut-off time for purposes of reckoning the date of receipt of emails in a particular day shall be at 3:00 PM. (www.sec.gov.ph)

Memorandum Circular (MC) No. 79, signed by Executive Secretary Salvador Medialdea on August 3, 2021, directs all agencies and instrumentalities of the executive branch located in areas placed under MECQ to adopt a skeleton workforce up to a maximum of 50 percent operational capacity to ensure the continuous delivery of services in government agencies while observing the guidelines on community quarantine (<https://www.pna.gov.ph>)

With the increasing number of cases in the Province of Tarlac and upon recommendation of the Tarlac State University-Disaster Risk Reduction and Management Committee (TSU-DRRMC) decided to re-implement skeleton workforce effective November 10, 2020, as the most practical preventive for the protection of everyone and not to impede public service delivery to its clientele. It is highly advised that all employees must take personal precautionary measures responsibly and consistently: 1. Minimize/ limit personal travels. It is an opportunity to meet relatives and friends but safety and health must be a priority amidst pandemic.; 2. Though physical/ social distancing is being observed, refrain from going to crowded places or attending mass gathering or events; 3. Avoid being around with people who have symptoms, even if they still don't know if they are infected or not; 4. If experiencing suggestive symptoms, consult a health professional self-quarantine to avoid infecting others. Be honest for public safety and wellbeing; 5. Plantilla Personnel who are working from home are expected to stay home not to use for personal and non-essential travels as per CSC MC. 10, s. 2020; 6. Job Orders are also enjoined to remain at home as much as possible during their non-working days; 7. Inform the HRDMO and Medical Services Unit for essential and unavoidable personal travels for proper health monitoring and assessment in accordance office memo. 37, s. 2020. Data privacy shall be observed and 8. Heads of offices/ units are responsible to monitor their own personnel in compliance to safety and health protocols issued by the university and other existing issuances and guidelines relative to the mitigation/ control of COVID-19 pandemic (Tarlac State University, 2020)

The Department of Agrarian Reform has clarified that they will implement a skeleton workforce for offices to remain open especially those with critical functions. Others will work from home while conducting the disinfection. Meanwhile, the DAR has coordinated with the Department of Health (DOH) to conduct swab tests on employees who had direct contact with the said official. Operations are expected to resume on August 2 depending on the results of the swab tests (<https://ptvnews.ph>).

The PS-DBM makes sure that what it offers are always on a par with the fast-paced development of such online platforms. It is relevant to note that all ICT equipment procured from PS-DBM comply with more superior to DepEd's minimum specifications. According to DepEd Secretary Leonor Briones in the BE-LCP foreword available online said that education must continue whatever the changes and even dangers that confronting now and, in the future, even before COVID-19 unleashed its fury on the international community and the country and even before the increasing role of technology in education is very important. President Duterte, meanwhile, is in agreement with DepEd to resume face-to-face classes in January 2021 because he cannot and will not put to risk the health and lives of students and teachers. Digital such as remote working, e-meetings, distance learning, online shopping, and telecommunication has inevitably become the primary avenue of almost every interaction today he added. These are the privileges enjoyed only by people who feel imprisoned at home due to quarantine.

On the other hand, the Bureau of Jail Management and Penology (BJMP) procured more than a thousand units of desktops and laptops from PS-DBM and has been conducting e-Dalaws in lieu of physical visits. The initiative allows persons deprived of liberty (PDL) to communicate with their relatives and lawyers online via social networking sites like Facebook and Skype (<https://ps-philgeps.gov.ph/home/index.php/about-ps/news/3098-ps-dbm-helps-establish-new-normal-with-ict-equipment>)

In a TESDA Circular No. 056 series of 2020 as based to the CSC Memorandum Circular No. 10s, s. 2020 dated 07 May on the Revised Interim Guidelines for Alternative Work Arrangement stated that skeletal workforce in case the duty or work schedule of an employee assigned falls on a regular holiday, the 40-hour workweek shall be considered as complied but also entitled to additional compensation like overtime or compensatory time off (CTO) if necessarily to report.

Meanwhile, Mayor Isko Moreno ordered offices and departments of the City Hall to adopt alternative work arrangements as Metro Manila reverted to the stricter modified enhanced community

quarantine or MECQ. He signed Executive Order 34, directing officials and employees to implement a skeletal workforce until Aug. 18, 2020 as taken proactive measures in protecting the health and well-being of employees to ensure the unhampered delivery of basic services to the people. Payroll officers and clerks are required to report to work to make sure that the salaries of officials and employees are released on time (Galupo, 2020).

According to Secretary Silvestre Bello of DOLE enterprises are allowed to continue operations where skeletal workforce is needed at the workplace, a temporary housing provision can be considered. In this arrangement, workers are no need to go home without available public transportation or be at risk of being stopped at checkpoints. Further, he encouraged employers to release the 13/14th month pay of employees while work is suspended to have means to buy basic necessities. The advance payment is a practical response for wage earners to survive the quarantine (www.dole.gov.ph).

Meanwhile, the Governor of New York recently issued a statement making a mandatory for businesses including local government to reduce workforce outside the home to 50%. This rule does not apply to essential services, but the majority of municipalities will be affected. Essential municipal operations include many functions which can only be safely completed with multiple employee involvement. The majority of highway and public work operations can be considered high-hazard and remains critical that department heads consider the safety of a reduced staff to complete tasks. Therefore, it is vital to consider the safety of staff when assigning and performing job functions once thought to be safely controlled (<https://www.compalliance.org>).

Four Day Compressed Workweek

The compressed workweek voluntary has no cut in benefits according to the Secretary of Labor Department Silvestre Bello who reminded of having compressed workweek to private-sector workers and employers should be based on voluntary agreement of both parties and not result in decrease of the existing benefits of the employees. He stressed that there is an existing DOLE advisory which recognizes the agreement between employer and the employees to implement the compressed workweek which it is not mandated, but there are existing guidelines, and the implementation should be voluntary. This is part of management prerogative and have the autonomy to reach an agreement as long as not violating the labor laws he added. (<https://www.dole.gov.ph/news/compressed-workweek-voluntary-no-cuts-in-benefits-dole/>).

Hence, the DOLE and attached agencies will implement a four-day work week against the COVID 19 threat. In Administrative Order (AO) No. 99, series of 2020, dated March 11 released on Thursday, Labor Secretary Silvestre Bello III said the new schedule covers all employees at the central office in Intramuros, Manila including regional offices, bureaus and field offices.

Under the Administrative Order, the work schedule for all DOLE employees will only be from Monday to Thursday starting on March 16 schedule from 7 a.m. to 7 p.m. Friday shall be the day-off of all employees and must render not less than 10 hours of work a day, exclusive of meal periods; they may report for work anytime from 7 a.m. to 8 a.m. and end work anytime between 6 p.m. and 7 p.m.; employees who will report for work beyond 8 in the morning shall be considered tardy; those who do not complete 10 hours in one workday shall be considered undertime; off-setting of tardiness or undertime shall not be allowed and the official lunch break must 12 noon to 1 pm. It added that one-day absence shall be considered as a 10-hour absence and deducted from the employee's leave credits and employees who are required to report for work on their scheduled day shall be entitled to 1.5 days compensatory time-off. The CSC encouraged all government agencies and offices to implement changes work schedule due to the threat of Covid-19. Under the arrangement, employees are required to render 10 hours of work per day for four days (Patinio, 2020).

In the study conducted by International Journal for Educational Studies (2018), stated that the four-day workweek has reduced the consumption of electricity and fuel. Conversely, consumption in office

supplies shows a little increase. The employees' productivity and commitment have been enhanced after the implementation of four day compressed workweek. The illegal conduct of out-of-job activities is not absolutely minimized into its lowest level. The four-day compressed workweek has significantly enhanced employees' job satisfaction. The performance of middle level managers as rated by themselves, faculty, and staff before and during the implementation of the four-day workweek is commendable.

Moreover, the new scheme does not affect the performance of middle-level managers as rated by themselves, faculty, and staff before and during the implementation of the program. The performance of faculty during the implementation of four-day workweek as rated by middle-level managers, students, and by them is creditable. The four-day workweek does not affect the performance of faculty as rated by the middle-level managers and by themselves. The new scheme helps the faculty members increase their efficiency in producing more intellectual properties and outputs. The proposed action plan would improve the implementation and outcomes of four-day (Lonez & Ganai, 2018).

Killer Visual Strategies, a Seattle-based communications agency put an unorthodox twist on solving the common business challenge of employees' fatigue resulting from a company growth. Josh Mile, the agency's president and chief creative officer said hiring of extra staff are needed but also cut the workweek to four days because people expressing signs of burnout and make sure to take care of employees mentally and physically. The four-day week gives people more time to decompress and come back to work more refreshed. The shortened schedule also was a boon during the pandemic which can be better equipped for the abrupt shift to fully remote work as the team experience years with a flexible work situation and quite capable of doing their work from home. A business maybe two days to feel fully confident in transition to an entirely remote work environment where employees are healthy, loyal and productive.

Microsoft Japan's is an example implementing the four-day workweek which announced last year that employee productivity rose 40 percent grabbed headlines around the world. An increase understanding of how stress can negatively affect workers' health and productivity issue is another reason why employers opened to exploring the said arrangement particularly the millennials' desire for more-flexible time. The company saved a total of 92 billion pounds (\$120 billion) as operating costs dropped, absenteeism fell and productivity rose according to 2019 study of 500 British business leaders by the Henley Business School at the University of Reading in England.(<https://www.shrm.org/hr-today/news/all-things-work/pages/four-day-workweek.aspx>)

Perpetual Guardian, New Zealand based company conducted a trial study of a 4 day work week not only did employees maintain the same productivity level, but also showed improvements in job satisfaction, teamwork, work life balance, loyalty and experienced less stress with a decrease of 45% to 38%. The results from this study are unsurprising given that some of the world's most productive such as Norway, Denmark, Germany and Netherlands have an average work around 27 hours a week which the same proposed in UK. Japan, known for overworked employees ranks as 20th out of 35 countries. This can lead to happier and more committed employee, less likely to be stressed or take sick leave as also have plenty of time to rest and recover so that they return to work feeling ready to take on new challenges.

On the other hand, Sweden conducted a trial study into a shorter workweek from 2015 to 2017. Nurses worked only 6 hours for five days. Results were largely positive logging less sick, better health, mental well-being and greater engagement as they arranged 85% more activities for patients in their care. This was showed a significant ecological impact from reducing the average work week from five to four days using a compressed work schedule according to Utah in United States. During the first ten months, the project saved over US\$1.8m (£1.36m) in energy costs and reduced at least 6,000 metric tons of carbon dioxide emissions. If employees' commutes, it could estimate 12,000 metric tons of CO₂ decreased so that the equivalent of removing 2,300 cars off the road for one year, simply by working one day less a week.

On the other hand, there are few disadvantages like involving Swedish nurses where the project was not cost effective in implementing a four-day workweek. It became difficult as it requires right support, technology and workplace culture. Further, in Utah study saw some fantastic environmental results to employee and employer due to poor customer satisfaction. Customers complained that they were unable to access government services with offices closed on a Friday (<https://www.changerecruitmentgroup.com/knowledge-centre/the-pros-and-cons-of-a-4-day-working-week>)

In compressed schedules, it is fewer than five days where an employee is required to work each day. The most common form in the United States is the four days with 40-hour workweek (4/40). It takes Friday or Monday off which can extend their weekend to three days. It was implemented because of long distances between the worker's home and workplace such as oil industry and merchant shipping. Recently, variations of the typical 4/40 schedule. Others are 3/36 and 3/38 have been adopted by some organizations.

The compressed workweek schedules are most commonly used in manufacturing settings because of the two reasons. First, it requires all workers to attend work at the same time and meet the interdependence requirement of assembly line. Second, the organizations typically do not serve retail customers and prohibiting employees to be present at regular time intervals like from Monday to Saturday. Research has found that younger employees favor whereas older workers do not. In addition, they tend to occupy lower-income or lower-level jobs. From the employer's perspective, it allows longer working hours and lower start-up expenses. Thus, employees work longer hours for fewer days, the overall daily costs are reduced. Workers also allow to enjoy leisure time, reduce transport expenses and overall commuting time because of fewer days.

A quantitative review of the literature also found that compressed workweek schedules positively affect supervisor performance ratings and job satisfaction but do not affect productivity. Finally, and perhaps most surprising, the meta-analysis found that absenteeism is not affected by a compressed workweek schedule. However, the results suggest that the effects of compressed workweeks do not change over time (<http://psychology.iresearchnet.com/industrial-organizationalpsychology/organizational-development/compressed-workweek/>)

Barnes explained the genesis of firm's four-day workweek where he read an article by an economist about surveys in the UK and Canada showing that employees were productive between one-and-a-half and two-and-a-half hours a day. He wondered what would happen if he offered his staff a day off each week and they tried it. The results after the experiment ended: employees, in general, reported much better work-life balance, job satisfaction and health as well as less stress and time spent in meetings. For Perpetual Guardian, revenue and profitability have risen 6% and 12.5% respectively; job performance and team creativity. The offices never closed down and fewer people working. According to Supinski, retention is the number one priority of employers where employees in today's tight labor market is the top reason provide flexible work alternatives including four-day workweeks. The fast-casual restaurant chain Shake Shack recently expanded its 4-day work week test to a third of its outlets after finding it helpful for retraining and recruiting managers.

However, the four-day workweek tests have had some bumps. At Perpetual Guardian, for instance, some staffers reported feeling more stress and pressure to get their work done in a shorter time frame and some managers found themselves needing to work longer hours during the four days. Customer-facing retail and hospitality jobs fields are not well suited to four-day workweeks and other flexible work hour arrangements. According to Supinski (2020), people expect the doors to be open all the time and able to go to the restaurant whenever they want. It is not those flexible initiatives can't be done; it gets more complex. A four-day workweek is not an issue where people should be afraid of raising with their boss as mentioned by Barnes. The research is pretty clear that companies get productivity improvements and see fewer sick days. (<https://www.forbes.com/sites/nextavenue/2020/02/06/the-4-day-workweek-has-its-time-come/?sh=2d77d0e551d0>).

The standard full time workweek for Americans is eight hours per day, five days a week but when switch to a four-day workweek, it still 40 hours so that you can work 10 hours per day for 4 days. You do not have to have everyone on the staff work a four-day week and can decide based on employee wants and business needs. The extra day off doesn't have to be a Monday or Friday so that there are three-day weekend. You can designate any day of the week based on business needs and employees' preference. If an employee is non-exempt, he or she is eligible for overtime pay.

In most of the United States, an employee is eligible for overtime if he/she works more than 40 hours in a single week. The paycheck for an employee who works 5/8-hour days would be identical to the paycheck for an employee who works 4/10. However, in California and a few other locations receives overtime pay after working more than eight hours in a day. Therefore, non-exempt employee on a four-day would receive 32 hours of straight pay and eight hours overtime weekly. The advantage is having another day with no work and commute and free up personal time. Several studies show various benefits such as reduced stress, increased productivity, and happier employees. Giving up an extra day off per week is a big hurdle to your good employees when they think about moving to a new company. Disadvantages of the four-day workweek is it doesn't work for every business and certainly not for every employee. If your customers expect to find people who are available five days a week, then workers who is unavailable every Friday could cause problems (Lucas, 2021).

A technology giant in Japan, Microsoft subsidiary made experiment that involved reducing the workweek by one day led to a 40% boost in productivity. Work Life Choice Challenge, a summer project of the company aimed to help boost creativity by giving employees more flexible working hours. The offices closed every Friday. It was found that labor productivity increased by 39.9%. Full-time paid leave during the closures. In addition, it reduced the time spent in meetings by implementing a 30-minute limit and encouraging remote communication (Eadicicco, 2019).

One of the main challenges outlined by research is that the four-day work week can be difficult to implement in service industries where customer demands need to be met and particularly for smaller businesses. There is also a significant change in public services like teaching and nursing. But Labour recognized the different sectors should respond in different ways. Meanwhile, research by the Centre for Policy Studies also found that reducing the hours of public sector employees would mean at best a £17 billion cost for the Treasury and at worst a possible £45 billion cost, assuming no increase in productivity and a need to expand the workforce in public services. But the main point is legislation change should not just focus on reducing time but also need to enhance productivity when they are working (<https://theconversation.com/economics-of-a-four-day-working-week-research-shows-it-can-save-businesses-money-126701>).

Furthermore, researchers have found a direct correlation between longer work hours and increased pollution levels. One study found that if Americans, who work some of the longest hours in the world, were to work the same amount as Europeans, the US would consume 20% less energy. Another study discovered that with every 1% decline in working hours, there was a corresponding .8% drop in energy consumption and greenhouse gas emissions. Yet another study showed that a four-day workweek or 25% decline in work hours led to a big carbon footprint reduction (<https://www.insider.com/how-4-day-workweek-could-benefit-your-brain-body#a-four-day-workweek-isnt-just-good-for-you-its-good-for-the-climate-4>).

Perpetual Guardian, a 240-employee firm in New Zealand which manages trusts, wills, and estates, employees work four days a week while being paid for five. It reduced to 32 from 40 hours as an experiment and asked two researchers to study the effects on staff. It was noted that employees reported a 24 percent improvement in work-life balance and came back energized after days off. The positive impact was noticeable to management as appeared more creative and engaged. Attendance is also improved and able to determine wasting time in non-productive activities and highly motivated to make positive changes. The result was a

workforce empowered to work smarter, not just harder, to get things done. Versa, an Australian digital marketing agency, implemented a 4 day workweek with a standard-length day on Mondays and Tuesdays, then returned for another two on Thursday and Friday. No meetings were scheduled for Wednesdays. However, if a client had urgent transaction that needed doing, workers would pick up the phone (<https://www.achievers.com/blog/the-case-for-a-four-day-work-week/>)

There is overwhelming evidence that the key to attracting and retaining talent today are giving benefits and work life balance. A study from Know Your Money of 2,000 UK workers found 75% were in favour of working over four days instead of five. Across Europe, an expectation become commonplace as technology helps to increase productivity allowing more work to be done in fewer days. The conversation around moving to a 4 day workweek has few angles and potential beneficiaries. First, it is expected that employees can reduce stress, fatigue and burnout and for employers, anecdotal evidence from companies which have begun to trial a shorter week, suggests that employees are more productive. UK-based niche recruitment firm MRL implemented a six-month trial of the four-day work week last year which became conclusive and has already seen benefits in the workplace. Founder David Stone said staff retention was 95%, productivity increased by 25% and noticeable improvement in employees' health and short-term absences were also cut by 40%.

Operations director Kelly Robertson told to employeebenefits.co.uk that some getting used to at first, but everyone has really ramped up their activity and people come in on a Monday rested and ready to go. To make the initiative work, there has been a little give and take. Staff are paid the same full-time salary despite no longer working on a Friday, but lunch breaks have been slightly reduced and holidays decreased from 25 to 20 plus bank holidays and birthday days off.

Moreover, founder Rich Leigh says employees are benefiting from an additional 44 day off each year. A pulse survey sent to all staff following the trial asked whether they believed and had enjoyed a better work life balance which three in four scored 10 out of 10. The lowest given score was an eight. The bottom line impacted with turnover increased by 70% and sick days were less than half (<https://www.workstars.com/recognition-and-engagement-blog/2020/03/25/six-businesses-that-have-moved-to-a-four-day-working-week-and-what-they-found/>).

A 4-day workweek has demonstrated its effectiveness in achieving positive outcomes for employee engagement, well-being and ultimately, productivity towards work-life balance. It is suggested to peak at 25–30 hours per week for the average worker but remain unfruitful meetings, social media and excessive breaks. It has also negative effect on the fifth day. As a result, employees are able to engage with other factors such as exercise, recreation and hobbies but broader possibilities of innovation and problem-solving start to arise. Likewise, a four-day work week can be costly and ineffective if poorly implemented. If employees are unable to meet the requirements, payment of overtime will stack up. A study in Sweden showed risk for an extra hour on top of 4 days in order to finish work. The trial was suspended due to this cost factor because of paid for overtime but did not experience the benefits of a shorter week (<https://www.wearespur.com/journal/the-case-for-a-four-day-work-week>)

According to the study of Ashford & Giorgos (2014), there are three arguments that have been offered in support of a reduced workweek: 1. Less hours worked by each currently employed worker means more time available for the currently unemployed. Work-sharing may allow an economy to maintain or increase the number of jobs even when it does not grow; 2. While productivity gains have historically resulted in reductions of working hours, this trend has stopped in the last 20 years in the U.S. and some European countries and 3. Some of these productivity could be rechanneled into free time and leisure for working people. Fewer hours worked can lead to less production, consumption, and more relaxation. This will reduce environmentally harmful activities and carbon emissions.

However, economists have been questioning of regulating working hours which the concern was the raise of labor cost and suppressing output. In the long-term, it is argued can lead to less not more work. One of this article is can a reduction of working hours provide for increases in employment, earning capacity and a healthier economy without leading to a growth of environmentally damaging production and consumption. Predictions of policies can only be made if start with assumptions about how workers would use their free time and what are the effects of reduced hours will have on labour productiveness and costs, how wages/incomes and the number of workers employed would change, and how the enforcement of a work hour reduction might vary by industry, occupation, or firm size.

In addition, the effects of a work hour reduction would depend heavily on union bargaining power, environmental and social policies, such as lifelong education programs or green taxes that might simultaneously be enacted to influence how workers use additional free, how firms and workers respond to the new limits on work hours. It concludes that mainstream economists and neo-liberal politicians who are eager to dismiss the reduction of working hours, or propose to increase are wrong, but may be those in the environmental camp who call for reductions in working hours without taking into account the effects of such policies ineffective and counterproductive to their own objectives. Beyond this complexity, there is a strong argument in economies progress technologically and in which capital gets more and more productive, workers should work less and less.

Ecological taxes or investments in convivial infrastructures such as playgrounds or public squares, educational and cultural activities, can further shift consumption in favour of low-intensity environmentally benign activities which means reduction of working time is not sufficient. First, it is important to ensure government policies that the reduction in working hours is not achieved at the expense of workers or the poor: it should come without a decline in wages. Second, given more free time with same wages may lead to more material consumption, additional policies are necessary to shift incentives in favour of sociable and environmentally friendly consumption. Finally, policy of reducing working hours is likely to have unintended and undesired effects. For example, if the policy is not implemented as well for service workers, then manual workers and public employees may lose as a result emulating in the case of France and also if the policy leads to capital and energy substituting for workers, or if factories or services move elsewhere where workers are cheaper and work longer hours or environmental concerns are minimized, then employment, wages, and environmental conditions stand to lose.

Therefore, the reduction of working hours be implemented measure to relieve unemployment, and over time through trial and error as other structural changes in taxation, increase work, poor people's access to capital and investment of convivial infrastructures are instituted. It can be used for the future as expensive energy, capital productiveness may decrease, and might have to work again more, rather than less. (Nicholas A. Ashford & Giorgos Kallis, 2014).

Most senior managers are unaware of shortening the workweek but maintaining 40 hours pay. This idea will improve productivity and considered a game changer. Managers should view this remarkable phenomenon as an opportunity to re-imagine work and benefits. There are three reasons to redefine work: first, the obvious boost to employee morale. Benefits from fewer days in the office are less time commuting, scheduling flexibility, and more focused hours at work. Reactions from employees at companies like Microsoft are clear evidence that workers react favorably to a shorter workweek and second is the ability to manage worker shortages.

According to the Pepperdine Private Capital Access survey conducted quarterly over five years where a third of business owners said the ability to find qualified candidates was the top reason why they were not hiring until the four-day workweek becomes the standard. Employers who offer weekends will maintain a significant advantage in recruiting and retaining workers.

Microsoft Japan became more efficient in other areas. It shaved the standard meeting time from 60-30 minutes. Electricity costs fell 23%. In addition, because employees were not in the office on Friday, can printed 60% fewer pages. For managers, the challenge lies in taking the first step. There are some considerations about experimenting the four-day workweek in 2020: first, companies need to work with management to determine if it will be optional or a requirement. One downside is that some workers report being tired at work at the end of a 10-hour day. Second, replace 4 days in the office with some telecommuting options rather than physically requiring staff to be in the office. Managers commonly worry about people becoming slackers.

Moreover, research shows that telecommuters tend to be more productive than others. Being able to get up and stretch allows physical activity throughout the day so bodies have fewer stiff muscles. Nevertheless, a full-time telecommunicating could weaken the firm culture. People must see each other to build trust. This is the glue that keeps company together. It is recommended that at least one day a week in the office. (<https://www.benefitnews.com/opinion/three-reasons-benefits-managers-should-consider-a-four-day-workweek>)

There are advantages of four day compressed workweek: an additional day off affords employees a better work life balance, full pay and benefits, reduced commuting time and costs, fewer interruptions, higher productivity in non-regular office hours, increase in total staff hours during high peak workloads by overlapping schedules, extended hours of workplace operation and managing excessive accrued time. On the other hand, the disadvantages are some positions may not be suitable for longer hours because of an increased risk of injury or errors, less supervision in some time periods, could cause under staffing in some time periods, may create difficulties in scheduling meetings, employees could be working unauthorized overtime and longer schedule could cause lower productivity at the end of the day (<https://www.spica.com/blog/compressed-work-week-advantages-disadvantages>).

In 2019 the London Wellcome Trust, world's second-biggest research donor ended a four-day workweek for its 800 head office staff which became too operationally complex to implement. Therefore, a business groups including the Confederation of British Industry have warned that mandating shorter workweeks weakens industry while hurting employment by increasing the cost of labor. On the other hand, In 2016, the US Treehouse, a large tech HR firm, implemented also but failed to keep up with competition and so reverted to a five-day week.

In 2015, The City of Gothenburg needed to hire more nurses to cover the time lost when implementing a six hour workday costing \$1.3 million. Council ended the plan arguing it was unfair to continue investing taxpayers' money that was not economically sustainable and subsequently wasted in 2017 while Daniel Bernmar, the councilor responsible for running the firm elderly care said it must never do this again because it is too expensive. But still the idea requires proper consideration, and potential benefits suggest a trial-and-error approach. The organizations can crack the code of the four-day workweek which could build a competitive advantage if they can implement in a way that maximizes the well-being benefit on the longer term while minimizing time in terms of labor and operational costs (laker & Roulet, 2019).

According to Inquirer, in the case of the private sector, Microsoft as an example of an organization that implemented such and experienced improved productivity. The politician encouraged companies to exercise RA No. 11165 or the Telecommuting Act beside the 4-day workweek proposal. Abante said that businesses whose work is output-based may study the possibility to work remotely especially those who have internet access at home. It can also help in alleviating traffic woes. Marikina Representative Bayani Fernando said it won't make a big difference in easing road congestion. He suggested instead private companies adjusting office hours, noting, the move has to be voluntary. Iloilo Rep. Janette Garin proposed a staggered work scheme since the compressed schedule would give longer office hours which may take a toll on employees' health. She also recommended that offices consider weekend work.

In the Manila Bulletin, Militant union Socialist Bukluran ng Manggagawang Pilipino (BMP) strongly opposes the proposal compressed workweek as gravely detrimental. They said that workers would receive less income and may not be able to support family needs for the upcoming holiday season. In addition to this, extended working hours in a day would spare companies from overtime pay obligations (<https://www.lamudi.com.ph/journal/malacanang-review-work-week-holiday/>)

Cavite Rep. Elpidio Barzaga Jr. proposed a four-day workweek for government and private sector employees which could be considered by Malacañang to mitigate the traffic problem in the country. He said that government employees will work from Mondays to Thursdays, from 7 a.m. to 6 p.m. with an hour break time from 12 noon to 1 p.m. while for private employees will work on Tuesday to Friday schedule from 7 a.m. - 6 p.m. with one-hour break time with a total of 10 hours a day for four days with the required 40 hours of work per week. Therefore, Mondays have employees from private sectors and Fridays, no government employees will come to work. Under this scheme, the traffic volume on Mondays and Fridays will minimized because less employees coming to work on these days. Studies have shown that a compressed workweek is highly correlated with productivity including job satisfaction, teamwork, work/life balance, company loyalty, less stress and higher levels of happiness. It will give also 3-day rest, more quality time with their families and friends, and affording a moment to pursue other creative things (Reganit, 2019).

According to the guidelines set by the Department of Labor and Employment (DOLE) through Department Advisory No. 4 Series of 2010. An employer should put in mind that the mandatory benefits of the employees shall not be reduced due to the implementation work arrangement. It requires few considerations, but a creative workforce and operations analysis can make it happen. Having this in place can be an edge for businesses to attract the best talent, increase competitiveness and productivity. Most professionals agree with this implementation. Studies showed that employees are happier and more productive under flexible work scheme. A 4-day workweek is not a one size fits all; it may not be the right fit for every business. Companies must assess how the arrangement will be smoothly integrated into organizational structure without affecting internal workflows and employer-employee relations (Urbano, 2018).

CSC Memorandum Circular No. 10, Revised Interim Guidelines for Alternative Arrangements and Support Mechanism for Workers in the Government during the Period of State of National Emergency Due to COVID 19 pandemic stated that the 4 day workweek: Monday to Thursday, Tuesday to Friday, Monday to Tuesday, and Thursday to Friday, or a combination of a 4 workdays to ensure that there are employees reporting the whole workweek including regular holiday which required 40 hours to provide skeleton force in health emergency frontline services to operate 24/7 work schedule.

In Lucena City, Quezon Province officers and employees of the Provincial Government are to start a 4-day alternative work week arrangement while the state of public health emergency applies under a memorandum issued by Gov. Danilo Suarez. He directed all department heads to adopt except health workers, fire responders and frontline service providers, can work Monday-Thursday or Tuesday-Friday from 8 a.m. to 7 p.m. All must support mechanisms including health interventions, stress debriefing and appropriate technologies to minimize face-to-face contact. They would also be entitled to leave credits if they were made to undergo self-quarantine or treatment for Covid-19 (Ortoz, 2020).

Staggered Working Hours

The International Labor Organization defined the staggered working hours which workers or group of workers start and finish work slightly at different times must remain unchanged and should not be confused with flexitime programmes. Meanwhile, staggered hours represent one way of easing problems of traffic congestion and over-burdened public transport at certain peak hours. Traffic would also more smoothly, public transport, physical and psychological strain would be lessened for all concerned. It may also make it easier for workers to access cafeterias, childcare facilities and other services. However, there are several potential disadvantages like a shorter period when all workers are present, record-keeping, administrative

difficulties, potential inconveniences due to new schedules and extra costs such as extended operating hours: additional security, heating, lighting and other expenses (www.ilo.org).

Staggered Work Hours is an important measures of traffic demand management with an analysis of motivation and basic principles. Implementation should satisfy three basic conditions: firstly, exists obvious peak period of travel; second, the flow of public transport; third, road traffic is very crowded. As an example, the traffic applicability of staggered working hours in the City of Guangzhou is analyzed through relevant statistics and surveys. But the variation of road flow, speed in downtown area and traffic operation are under high load condition during daytime. Other matter to consider are travel distance and time changes of residents, spatial distribution of traffic congestion, and the occupational structure. Hence, it is concluded that in the short term, staggered work hours will have positive impact on public transport condition but bring little improvement. It is suggested that measures of staggered work hours can be implemented originally within a small scope of residents, and gradually adjust according to the effects (<https://ascelibrary.org/doi/10.1061/41184%28419%2967>).

In New Delhi, an order issued by the Personnel Ministry directed the Heads of Departments to ensure 50% of Group B and C employees are required to attend office every day and the remaining fifty percent staff is instructed to work from home. All HoDs are advised to draft a weekly roll call of duty for the said group and ask to attend office on alternate weeks. In deciding the roster for the first week, it is advised to include officials who are residing in close proximity to office or use their own transport to travel. Further, all employees who attend office on a particular day must be staggered. It is suggested that 3 group of employees must be informed to attend office during three-time slots -- 9 AM to 5.30 PM, 9.30 AM to 6 PM and 10 AM to 6.30 PM. The officials who are WFH on a particular day as per drawn up should be available on telephone and electronic means of communication at all times, attend office, if called for any exigency of work and should be done through video conferencing. All departments were asked to avoid non-essential official travel of its staff, undertake essential correspondence on email, avoid sending files, documents to other offices, facilitate delivery and receipt of postal files at the entry points of the office buildings as far as practicable (<https://www.firstpost.com/business/coronavirus-outbreak-work-from-home-staggered-working-hours-for-central-govt-employees-8169241.html>)

Generally, a staggered shift schedule if implemented correctly can provide opportunity for staff to continue work the number of hours despite receiving increased flexibility. This is to provide less desk space and facilities for staff to use not all need to be in the working environment at the same time. This approach is becoming an increasingly popular option for staff where flexibility can consider applying so that it may help with the recruitment drive in the future as an initiative such as allowing employees to commute during non-peak times or reducing the number of occasions in which they need to do this. It can also help decrease the risk of dealing with the large numbers of commuters. The shift pattern ensures staff to have the opportunities in selecting more convenient hours while limiting the chance for overcrowding (<https://www.peninsulagrouplimited.com/guides/staggered-working-hours-covid-19/>)

This arrangement means that although employees work fixed hours everyday the start, finish or even lunch time are need to do the job. It enables to covered for a longer working day and improve the service of the manager, for example to students: it can help employees to avoid the rush hour traffic, or to respond in caring requirements at the beginning or end of the working day; where there are no service benefits to be gained by extending hours, employee may be outweighed by requirements for longer periods of heating and lighting, reception or support; it is essential to ensure the team knows when everyone is working and the security needs must be given proper consideration where hours of arrangement are in place. (<https://www.york.ac.uk/admin/hr/leave-and-absence/flexible-working/types/shifts-and-rotas/>)

CSC Memorandum Circular No. 10, a revised interim guideline for AWA support mechanism for workers in the government during the period of state of National emergency due to COVID 19 pandemic

stated that the agency shall strategize the adoption of the staggered working hours to limit the number of employees and officials at any given time. Example 7:00am - 1:00pm and 1:00-7:00pm. The agency head shall ensure that employees remain flexible in making themselves available for work duties outside of core hours if required.

In times of critical events such as the COVID-19 situation, it can also form part of a company's business continuity plan. Staggered working hours helps to reduce close contact at work while still ensuring operations proceed as smoothly as possible since telecommuting is not only a viable option that require physical presence such as handling equipment on-site and frontline services. There are misconceptions about staggered working hours. Employees set their own start and end times arbitrarily, it needs discussion with their staff and decide on a few specific start and end time options that everyone can choose from, employers should consider the following: public transportation schedules, health, safety and security issues for working outside of normal hours, opening hours of schools, childcare or elder-care facilities, operational requirements such as business operating hours and customer service operation and contractual obligations under the Employment Act. Furthermore, employees will need to choose a specific start and end time to adhere to for a fixed period, which can be reviewed and updated regularly such as quarterly or bi-annual basis. Therefore, supervisors will know when and how they can reach team members.

Core hours for the workplace is a key principle for the successful implementation of staggered hours. It has pre-determined period of time within specific days those employees need to be fully contactable, either in the office or working remotely. With this, employers should consider the following: regular meetings with internal and external stakeholders to be held on specific days or times like a client may request a standing meeting on Monday mornings for project updates to facilitate work for the rest of the week, whether face-to-face or virtual via videoconferencing will suffice with a reasonable time such as four or five hour band of time. Supervisors may utilise collaboration tools such as online calendars and task managers as well as audio to facilitate efficient, transparent collaboration and project management even as team members have different work start and end times. Therefore, it is recommended that employers embark on the initiative in a transparent manner that fosters greater trust with employees to implement staggered working hours effectively.

Implementation of a clear policy and guidelines helps to set the behavioural expectations of employees who will familiarise themselves with how and when they can utilise staggered working hours have no different because they assess suitability by using a checklist, and gather regular feedback from employees at all levels of the organisation to get a balanced view of how well staggered hours has been received and specific changes that may be needed along before formalising the policy. (<https://www.tal.sg/tafep/Resources/Articles/2020/Introducing-Staggered-Time-for-the-First-Time>).

Telecommuting

President Rodrigo Duterte signed the Telecommuting Act otherwise known as the Republic Act No. 11165 on December 20, 2018 which has been informally dubbed the "working from home act". This is to allow private sector employees to work flexibly from home or any place outside the office with an internet connection, in an effort to increase productivity, performance, job satisfaction, and to resolve issues of long commutes to workplaces.

The telecommuting which defined by the government as "*a work arrangement that allows for private sector in an alternative workplace with the use of computer technologies*". By means of technological developments which is one of the very important components that have presented new, alternative and convenient avenues for employees to carry out their work. This is in response to the frustrations of many Filipino employees dealing with ever-increasing commuting times caused by worsening traffic conditions. The said law aims to protect the rights of workers and promote their welfare. The legislation including the

number of provisions to ensure that no employees are at a disadvantage for entering into a telecommuting program with an employer.

Further, employers must observe all labour laws, and continue to include remunerative work hours including day/night shift differentials with minimum number of work hours, overtime, rest days and entitlement to leave benefits (<https://www.lexology.com/library/detail.aspx?g=5ebc650e-3fd7-431c-9f48-fcabe0b77b11>).

In the case of Joyce, a bank manager who asked that her full name be withheld for this article, said she always preferred to work in the office, where internet connection is more stable and can meet face to face with clients to personally discuss their bank transactions. She admitted that when the pandemic left their company with no choice but to implement a work from home arrangement, employees could not function effectively but considered “manageable problems” as she notes that working from home has benefits such as saving time and money for commuting. She explained that WFH arrangements are practiced by independent contractors/freelancers for different companies while telecommuting is more formal arrangement as provided under Republic Act No. 11165, an act institutionalizing telecommuting as an alternative work arrangement for employees in the private sector.

In the Philippines, Tutay (2020) said that he does not see a surge in companies adopting WFH arrangement or telecommuting due to the inadequacy of the necessary infrastructure particularly a reliable internet and telecommunications system. Workers are happy because of freer environment, don’t see their boss around and can do house errands he added. Tanjusay (2020) noted that they have no stress in commuting and can avoid exposure to viruses. However, Cainglet said that there were reports that working from home is more stressful and longer hours” therefore it needs to ensure that labor standards continue to be respected even with ECQ (Vice President of Federation of Free Workers, 2020) stated.

In the Washington Post, Economist Susan Athey said that people will change their habits and some of these will stick. There’s a lot of things that slowly shifting and accelerate”. The COVID-19 pandemic is a massive experiment in telecommuting where up to half of american workers are currently working from home more than double the fraction in 2017-2018 and some jobs simply can’t be done at home, but the outbreak is fast. Until now, it has been slower to take hold than many predicted when remote work first emerged because it reflects sticky work cultures as well as lack of interest in investing technology and management practices necessary to operate a tele-workforce. As a result, we may see a more permanent shift toward telecommuting. On the plus side, workers tend to prefer working from home, it reduces emissions, office costs, and it helps people especially women balance work and family roles as well as to be more productive. The downsides: managing a telecommuting staff can be difficult, professional isolation have negative effects on well-being, career development, and the effects on productivity over the long run and in a scaled-up system are uncertain.

According to Bureau of Labor Statistics estimates from the 2017-18 American Time Use Survey. Many of those who worked from home did not have an official work-from-home arrangement but were instead taking work home with them (such as at night or over the weekend). Only 20% said they were occasionally *paid* to work from home, and just 12% worked from home at least one full day per month. Those who can telecommute tend to be higher-paid professionals. Just under half of working Americans in the top 25% of the earnings distribution did any paid work from home in 2017 and 2018, compared to 4% in the bottom quartile. About a third of people in the top quartile worked from home at least once a month; the equivalent number for the bottom quartile was too small a sample to meet BLS’s reporting standards. Telecommuting has skyrocketed this month as many workers across the country have been compelled to stay home, though disparities remain. According to the report of Richard Reeves and Jonathan Rothwell, shows that higher-income workers are much more likely to be working from home during the pandemic and much less likely to be unable to work at all than lower-income workers (<https://www.brookings.edu/blog/up-front/2020/04/06/telecommuting-will-likely-continue-long-after-the-pandemic/>)

According to Rimal (2020) work from home, self-Service portal or customer application are most appropriate method in this Covid-19 pandemic context and suitable to sustain business operations even in other natural calamities and civil abstraction. This is to keep business running by remote operation, engaging customer and keeping alive to the economy but also protects our life from the said disease.

In addition to this, working from home increase productivity and efficiency, save time and cost, customer satisfaction which obviously attract more income to our business and greatly saves our environment by minimizing pollution, carbon emission and maintain ecological mindfulness as well. Work from home is really need to understand not only the chat, email, collaborate and conference but also operating business application from remote location, urgent, reliable option and economical in long run offering low impact in environment, and prevent road traffic. Employee not required drive for office in rush, people not require attend in unnecessary crowd in stress to make his/her work done. Example of WFH is a faculty can teach his/her student from home using learning management system (LMS) or Online collaboration system (OCS) or Virtual meetings/Video conferencing and a bank employee can evaluate and analyze loan appraisal by achieving evidence uploaded by the party. Based on the statistics of work from home world-wide 39% fewer people working from their workspace (Office) during Covid-19; 88% companies encourage their employees to work from home; 99% people would like to work from home in this time (covid-19) and 56% Global companies allow to work from remote place. The following are the business strategies to cope up the the nature threat: first, analyze and study the requirement, define Scope, risk, opportunities of business (internal and customer) and approve from top management which called as Plan; second, start the digitization process by implementing software and Information System –Do such as create service providing channel (Mobile Apps, software, Internet), provide training, awareness to employee and customer, perform internal management work (JD, Schedule, Policies, standard etc), prepare and assure DR and BCP for application, channel, HR with necessary meetings and arrangements.; third, create test plan, schedule and team, perform risk assessment – Check and fourth,improve if any flaws and implement any implementation approaches. - Acts (Rimal, 2020).

On the other hand, Freeport (2020) defined telecommuting is an employee who telecommutes works away from a central place of business, like an office. Basically, the employee performs work from home or at a location such as a coffee shop, library, or co-working space, and “commutes” to work via telecommunication channels — phone, email and chat programs, and video conferencing. He added that a telecommuter may work remotely full time, or they may work onsite part of the time. They may be required to visit the office for meetings, professional development, and other company events. Companies evaluate eligibility for telework on a case-to-case basis based on the candidate’s role, performance, and background. He also added that telecommuting can be informal with the employee periodically working from home as personal or company needs dictate or it can be a formal agreement, with the employee working offsite. Organizations that allow telecommuting should have a policy in place to define the arrangement. It also refers to an arrangement between an employer and an employee. There are three basic types of telecommuting: First: regular telecommuting is when an employee spends every workday or regularly scheduled workday working from a home office or other remote office. Second, occasional telecommuting is when an employee works from a home office periodically to avoid interruptions, while on a business trip, or for some other personal reason. Third, emergency telecommuting is when employees work from home for a limited period of time to ensure business continuity during a temporary disruption, like the COVID-19 pandemic, inclement weather, a natural disaster, or a public event that causes significant traffic- or parking-related disruptions (Freeport, 2020).

Meanwhile, a robust market for alternative work arrangements can increase labor force participation by either increasing hours worked for existing workers or drawing workers into the labor force who would otherwise stay on the sidelines. Workers have long sought the ability to right-size employment, be it picking up a bit of extra cash through a second job or working part time to make raising a family easier. Advances in

computer and mobile technology have facilitated communications and enabled those workers seeking more flexible work lives to connect with those businesses who demand their services (Levanon, 2017).

Moreover, according to Ugincius (2020), findings revealed that telecommuters report being less distracted and having fewer interruptions when they work from home, which can lead to a greater ability to focus. Studies have found that telecommuters actually work more hours than traditional office workers, which could be one reason they are more productive.

Productivity

As cited by William and Riyanto (2020) to Hasibuan (2010, p.128), productivity is between output and input and consideration of how to utilize both sources in producing objects or services. According to Handoko (2011, p.220), productivity is the relationship between input and output of an effective system or the benefits of measuring connections. If the output of production is more than the number of inputs in the same condition, an increase in productivity, you could say an increase in income increases. So when it is said, productivity is an evaluation between output and entry by using all available sources, the results are effective and efficient. According to Simanjuntak in Sutrisno (2009, p.102), the factors need are training, mental and physical skills of employees and relationship between superiors and subordinates to improve work. Furthermore, productivity is a way of existence and mental thinking that continues to improve living standards. He added that the situation today must be higher than yesterday, and a high-quality existence tomorrow must be better than today. Furthermore, view of existence and mental attitude will encourage people now to be dissatisfied without problems, but to preserve themselves and improve workability (Setyo, 2017, p.36).

In order to be impressive in getting management right and the productivity gains, one example was the important message of Alicia dela Rosa-Bala who is currently a chair of Civil Service Commission as the government's central HR unit and oversees 1.7 million employees in the Philippines. She found out based on the employee survey that despite the upheaval caused by the quick-fire move to alternative working arrangements, government workers had been more productive during lockdown than previously. However, organizational culture was critical productivity as strongest in agencies that had a good communication system in place and collaborative by nature and whose managers offered high levels of trust and support. She also mentioned that we felt what was needed was strong leadership, clear and regular communication, empowerment that laid the foundations for alternative ways to collaborate and a stronger need empathy and trust (Hunt, 2020). Meanwhile, a study conducted by Toscano and Zapalla (2020) remote work satisfaction was higher for employees with higher perceived productivity and lower concern about the virus while it was higher for employees with lower productivity and higher concern about the virus. In short, the most worried employees showed a more modest increase in the relationship between productivity and work satisfaction.

Furthermore, companies and HR officers that adopted remote work programs should find opportunities to decrease the sense of social isolation and use instruments such as video conference, social groups and coffee breaks to maintain some form of socialization among employees and supervisors. Second, they should develop procedures to use social channels to ask for and obtain support in case of technological problems with the equipment for remote connection or administrative issues that need the feedback of colleagues or managers. Third, companies and HR officers should provide training on the use of the equipment necessary to work remotely, in order to reduce the fear of technical failures and improve satisfaction with remote work. Fourth, it is also important to develop objective indicators of performance that employees can use to assess their own performance moving from a perceived remote work productivity to an objective one. Fifth, organizations and HR offices should take care of employees' concern about the COVID 19 pandemic by providing clear information about the procedures implemented by the company to prevent the spread of the virus by giving personal protective equipment and avoiding conflict messages that would further increase fear. Finally, the assignment of tasks can contribute to reducing concern: easier,

affordable, interactive for more concerned about the virus may reduce isolation, increase perception of productivity and satisfaction with remote work.

Furthermore, benefits of WFH for workers typically include less time spent commuting, fewer interruptions, and greater flexibility. Thus, it could lead to better performance and increased productivity and engagement, which improve workers' satisfaction and reduce turnover. Working parents may need to be involved in home-schooling, surveillance and care of children of school-age or there may be more than one family member sharing the same space for online schooling or teleworking. The worker's family responsibilities, having to share working spaces, or even strains in relationship or domestic violence may interfere with job responsibilities, alter working schedules, and work performance and productivity. In addition to this, employers could consider providing expanded support to parents and caregivers at this time. Employers may be able to provide flexibility by focusing on outcomes delivered rather than on working time with the use of collaborative online tools such as shared calendars and public status to facilitate teamwork and boost productivity. Workers must adapt to their new WFH arrangement and environment and ensure the essential job responsibilities are fulfilled. Any issue on performance should be openly discussed between managers and workers (ILO, 2020). On the other hand, a practical implication for managerial practices based on the study of Feng & Savani (2020) demonstrated that women suffer more than men when working parents are working from home during the Covid-19 lockdowns. Finding suggests that when managers institute WFH practices must consider the differential effects of work mode on male and female employees. Given the gender gap in productivity and job satisfaction during working from home, organizations should provide more support such as flexible work assignment, deadlines and social support to female employees to help relieve the pressure brought about by the telecommuting mode.

Overall, the research suggests that unexpected crises can create a gender gap in work outcomes when none existed previously. Given COVID 19 pandemic is unlikely to be resolved in the near future, the gender gaps identified are likely to persist. If organizations adopt widespread WFH policies such gender gaps might continue to persist. More broadly, decades-long trends toward gender equality in the workplace be reversed due to these changes. Therefore, management researchers and practitioners need to pay careful attention to this issue (Feng & Savani, 2020). In the study of Masayuki (2020), the lack of face-to-face interactions, poor telecommunication environment at home, and the existence of tasks that must be conducted in the office due to rules and regulations and other reasons were the major impediments to improving productivity at home. This result suggests that investments in hardware and software related to WFH, and modifications of inappropriate rules and regulations may help improve WFH productivity. However, since some important information that is difficult to digitalize will continue to be exchanged through face-to-face interaction, it is difficult to expect WFH productivity to reach the same level as that at the workplace, at least on average. Even after incorporating the positive effect through learning, the maximum average productivity at home is expected to be about 70% to 80% of productivity at the workplace. To achieve further improvements in WFH productivity, innovation in telecommunication infrastructure and software that enables human interactions in a way that is similar to face-to-face communication is necessary.

There are many businesses at this time implementing remote work because of its numerous benefits. Employees are continuously boosting productivity, access to a wider pool of talent, and lower operating costs which some are immediately come to mind but for many small and medium business leaders, they deciding whether to stick to an office based setup and integrating a remote workforce which is hardly black and white particularly during the COVID-19 outbreak. Hence, remote workers are more productive than those who work strictly in the office. By means of this, employees are also able to manage schedule and work in a familiar environment. It is also not just because they don't have to commute or drive to the office. Further, key statistics and findings must also include in emphasizing the productivity-boosting benefits of telecommuting: 77% of full-time and part-time workers said they were more productive working remotely, 30% of workers

stated accomplished more when they worked from home, take 22-minute breaks per day; office-based workers take only 18 minutes — taking a healthy amount of breaks makes employees more productive, remote workers work 6–7 hours more per week than office-based counterparts and teleworkers are willing to take a pay cut in exchange for the privilege/ability to work remotely (Scalzo, 2020).

There are six (6) ways you can keep your team productive while they are working from home or in the field: First, equip your team with tech and productivity tools. These include project management tracking apps such as Asana and Airtable, chat/messaging, Slack and Microsoft Teams, and video conferencing apps - Zoom and Google Hangouts. Second, establish daily check-ins. With managers no longer getting face to face time with employee not being able to chat around the proverbial water cooler, creating a daily check in routine is an important way to set priorities and foster connections via video chat, phone call or instant message can create a sense of normalcy among small groups. Third, encourage dedicated workspaces. Managers should encourage the creation of home offices that are separate from communal space. In some cases, companies **offered large stipends** to help workers create appropriate and productive spaces for remote work. Fourth, provide emotional and steady support. WFH **contribute to loneliness and negative emotions**. Leaders should set the tone for virtual offices with a calm and upbeat presence which helps create a level-headed workplace where people can still get things done. Fifth, dress for success. It may not sound important to be dressed for business psychologically help many workers to not be wearing sweatpants and pajamas while trying to be productive. Dressing up for yourself can also **mentally help feel better**, thus making it easier to focus on checking important tasks off your list. It allows employees to feel more comfortable hopping on an impromptu video call with clients or coworkers. Sixth, don't forget about non-work interactions and team building. It may not be obvious to managers the importance of facilitating non-work interactions among remote workers. Creating time and space for workers to talk about news, hobbies, and other topics just as they would have done in the office to relieve stress and feel better connected. Another is to host a weekly **virtual happy hour** which drinking are not required or a **virtual team-building exercise** to build bridges between employees (Ludwig, 2020).

There are tips and strategies to maintain productivity and connectedness during COVID 19 Pandemic. First, communicate openly and often with project supervisors and allow for flexibility when necessary. It needs to maintain strong and consistent connections with your supervisors and balancing updates and e-mail overload, managing up, prioritize, and plan ahead. Second, consider making good use of a user-friendly time management app or external monitoring aid. Managing one's own time can be difficult, but there are many helpful aids that can keep us organized and on track with deadlines, be flexible with yourself.

Third, Separate out work hours and personal time. Break out work time and personal time and set healthy work boundaries. Fourth, carve out a productive and dedicated workspace, similar to your office, that is separate from your living space. Craft a designated space for work at home, identify ideal workspaces where you can do your best. Work, staying productive at home and fifth, balancing caring for your children when you are expected to “work” from home. Coordinate schedules, work around naps, work with clients and colleagues to create space between meetings, Create a workspace for your children. Creating a “To Do” list, no apologies necessary, and be kind to yourself. (TransitionsACR, 2020). Moreover, in the study of Irwin et al. (2020), indicated the importance of noting any reduction in productivity, due to the pandemic and/or caring responsibilities, within promotion and progression opportunities. It was felt that women in particular were facing challenges in terms of maintaining productivity and that this should be acknowledged: recognise that women face a greater challenge during this time, not only due to caring responsibilities but also due to the much greater toll on research productivity. Several publishers are tracking gender-based disparity in research productivity and submissions to journals during this COVID19 period and the results are unambiguous. The university could reduce the burden on its female workers by (1) recognizing disparity; (2) confirming women workers will not be penalised for managing the crisis in less-than-optimal ways' (Irwin et al., 2020).

According to Mengesha (2015), frontline personnel should not only be sufficiently knowledgeable but also comprehend the mission, goals and objectives of the organization and the service quality parameters (Mengesha, 2015). They need to be keen in identifying customers' problems and concerns and bring forth immediate responses and solutions. The trainings and learning undergo will help get better each day (Abocejo, 2015). Being a frontliner must be knowledgeable and educated on customer service, stay updated with the current trends and never stop learning about the job. Competence is another criterion for client satisfaction. It is the skilful ability displayed by an employee in handling clients, with technical and behavioural competencies to comprehend and appropriately act on clients' needs. Nwulu and Ateke (2018) emphasized the importance of competent and skilled employees in organizations and business firms, regularly update knowledge and skills for continuous improvement. In like manner, Harcourt and Ateke (2018) stressed that through competence development, employees can broaden their horizons, acquire new technologies to become more efficient, creative, problem-solver, productivity (Inthiyaz, 2017), and company management to address the gaps for better customer service (Mengesha, 2015).

Another dimension of client satisfaction is courtesy. Courtesy shows the willingness of the frontline employee to help the clients with their needs. Courteous frontline employees always portray a friendly and welcoming atmosphere for clients and ensure that employees are capable for timely solutions to any given problem (Martins, 2016). Meanwhile, Bacal (2005) illustrated that courtesy creates an environment for customers that is inviting and using civil language. The use of "please" and "thank you" is deemed important. Courtesy goes with being fair in treating clients. Fairness means equal, proper, indiscriminative way of handling clients. Being in the front line requires fairness to every client from all walks of life. Wieseke, Geigenmüller and Kraus (2012) emphasized the fact that every service encounter must be characterized with more attention, courtesy, and understanding in order to arrive at a more satisfying outcome. Physical set up is seen as another dimension of client satisfaction which talks on the physical layout and appearance of the office or service area. It pertains to the strategic location and arrangement of the office that can invite an appealing and sense of security on the part of the transacting public. Makarand, Mohamed, Aziz, and Kumar (2018) elaborated that during service encounter there is really a direct contact that exist between the client and the provider, and with this, it is important that the prevailing ambiance within the organization could provide the needs and choices of both parties, the client and the provider.

Makarand et al. (2018) noted that another effective way by which the organization could communicate to its clients, putting or making visible signs, symbols and artifacts in walls or along corridors. This signage are considered one of the clearest conveyors of message which include identification cards, department labels (Andaya and Abocejo, 2019), name plates, wall signs like no smoking and fixers, exit and emergency plans, danger zone, and silence. Physical security entails diligent and cautious planning in order to protect the interests and assets of the organization (Hutter, 2016). Service organizations must consider other basic amenities that clients would likely need during and while waiting for their requests to be served. Reading materials and even snacks or candies and providing drinking water must be readily available for the clients. Comfort rooms must bring pleasure, and express lanes for persons with disability (PWD), the elderly, (Perez & Ilagan, 2019). Employees are the driving factor behind customer satisfaction. When employees are not happy at work, interactions with customers can, and almost always will suffer.

Another important factor of employee experience is training and development. Employees should be equipped with the skills need to excel at their jobs and have opportunities to continue to learn and develop. They should be able to check in and touch base with managers to keep track of their progress and discuss any questions or concerns as they arise. Nowadays, millennial and Gen Z employees demanding more from employers than paycheck. They are looking to make an impact like doing work that matters as part of a company that invests in its talent and treats employees fairly. Valuing the work is one of the easiest way to boost motivation such as saying thank you to publicly acknowledging and celebrating their contributions.

Employees need to understand how important their role is and how work fits into the bigger picture. They need to feel like their voices are being heard and have respect from the managers and most of all the next eight hours won't be pure torture (<https://www.forbes.com/sites/ashiraprossack1/2019/05/31/employee-satisfaction-customer-satisfaction/?sh=3599cd2a5e2c>).

While there are criticisms against the industry and the quality of work that it provides, emerging sub-sectors have proven that IT-BPO jobs are not monotonous and require complex skills. This is evidenced by generally positive ratings in terms of their commitment to stay with their organizations, and that there are career development prospects within their organizations. This can be attributed to the fact that IT-BPO companies have diversified their services and enabled their employees to learn and acquire new skills in the process. These skills are highly transferrable that gives them more mobility within the industry (Ariola, 2017). It recommended that the management may create various activities and strategies specifically to attract male customers and increase the frequency of visits. This Department Store in Batangas City may improve and reach the highest standard of quality services offered to its customers and continuously provide orientation and training to employees on customer relations and services to meet the full satisfaction of the customers. The proposed plan of action may be reviewed by the management for proper implementation.

The following are the productivity improvement program and gain sharing practices: first, is 5S of Good Housekeeping which refers to a training program on waste elimination through workplace organization. 5S means sort, set in order, clean, standardize, and sustain. (Asian Productivity Organization); Second, continuous Process Improvement which refers to the act of implementing improvements to a product, service or process; third, Client Satisfaction Measurement (CSM), an assessment of performance from the customer's point of view; fourth, total quality management (TQM) which pertains to the management philosophy that seeks to integrate all organizational objectives; fifth, suggestion/feedback scheme, a formal mechanism which encourages employees to contribute constructive ideas for improving organization; sixth, lean management where doing more with less like decrease of time, inventory, space, labor and money; seventh, just-in-time, a production technology system which promotes economic efficiency, with a central principle of "produce appropriately what is necessary and; eighth, six sigma which aimed at the near elimination of defects from every product, process and transaction (<https://psa.gov.ph/isle/metadata>).

In 2019, NCSS surveyed 3,506 randomly selected respondents from the branch, lending units, agrarian services, treasury, and trust banking operations. The result showed an over-all customer satisfaction rating of 95.35%. It was submitting annually to the LANDBANK Management Committee and Board of Directors as part of the Company's commitment to listen to the voice of the customers in compliance with the performance agreement with measurement required by the Governance Commission on GOCCs and the Anti-Red Tape Authority, respectively. (<https://landbank.com/nationwide-customer-satisfaction-survey>).

According to Baltazar (2019), one of the the most common measures used is the satisfaction score. This gives enterprises a window into the various aspects of stakeholders' experience from a specific transaction to the end of their journey and tap into the emotions of key easy questions. Research has shown that there is a connection between satisfaction and customer retention and share of wallet. Satisfaction measures should be collected alongside ease measures during significant interactions like for example, the end of a performance or contractual period with common measurement system enterprise to track all key stakeholders' experiences over the duration of their relationship, giving business leaders a better perspective on how to improve and enrich these relationships. This is no small task, which should leverage technology for measuring, tracking, and managing the human relationship measurement process, making sure they reach people on their preferred device. Considering how many people are disinclined to answer surveys, companies should ensure that measures are easy and noninvasive where digital can also help.

On the other hand, Ayala ensures safety in the workplace guided by its policies on child and forced labor, occupational health and safety, and hazard management. The company does not employ children and

encourage forced labor across its operations. Suppliers is their partner adhere the same standards with equal opportunities, a diverse workforce opens companies to innovative ideas that improve the value creation process and enforces recruitment, compensation, and retrenchment policy which does not discriminate on the basis of gender, sexual orientation, political affiliation and among others (<https://ayala.com/sustainability/social>).

Meanwhile, there was a salient determining factor according to the studies. These are interpersonal skills such as courtesy, respect by healthcare providers, communication, explanation, clear information, which are more essential and influential than other technical skills like clinical competency and hospital equipment. Although feedback from patient satisfaction surveys is an established yardstick for healthcare quality improvement plans, it is still not being systematically and extensively utilized for developing improvement initiatives. Furthermore, questionnaire is considered to be a significant quality improvement tool. Finally, this review of various elements ranging from its measurement, predictors for improving overall patient satisfaction and impact of collecting information to build up strategic quality improvement plans and shed light on the magnitude of the subject. Thus, it provides the opportunity for organization managers and policy makers to yield a better understanding of patient views and perceptions, extent the involvement in improving the quality of care and services (Abri & Balushi, 2014).

In the study of Quadeer (2013), service quality and customer satisfaction are proved to be the important determinants to maintain the overall performance system of the firm. There are some suggestions for managers derived from the findings of this research such as consistently monitor and improve all channels through which product/ service pass regularly. For this purpose, capacity planning of employees is necessary to avoid stressful situations to be achieved daily to measure over and under capacity of their work. It helps in setting targets and measuring the performance by evaluating the amount of work employee can deliver each day. Thus, services can be improved by aligning the functions of all the departments and by organizing the intercommunications between cross functional office in timely manner to measure employee performances on monthly or quarterly basis which can help to raise the quality standards. For this purpose, mystery shopping is a useful technique in order to be updated about various branch operations.

According to CSC Memorandum Circular No. 10, s. 2020, the Philippine Commission on Women is implementing Alternative Work Arrangements. Under this, a skeleton workforce is running agency's on-site operations, while other employees continue to deliver their outputs and services from home. As a precautionary measure against the continuous spread of COVID-19, the office strongly encourages the clients and stakeholders to continue transacting through email, telephone, and online platforms. When face-to-face interaction is extremely necessary, appointment to officers before proceeding to ensure transaction available on-site. The security guards on duty shall advise regarding this matter. As a safety protocol, visitors and clients are strongly advised to always wear their facemask and stay within the designated area (<https://pcw.gov.ph/advisory/>)

The Interim Guidelines are grounded on 4 basic considerations as pivotal in the battle against the COVID-19 crisis: (a) Increasing Physical and Mental Resilience; (b) Reducing Transmission in Buildings; (c) Minimizing Contact Rate; and (d) Mitigating Risk of Infection. In the new normal, everyone will experience protocols in the workplace to prioritize safety, including frequent washing of hands, temperature checks before entering the premises, and footbaths at the entry points, wearing face mask, and practice physical distancing. Further, non-essential travel is deferred and flexible work to reduce physical contact while video and audio conferencing as a popular mode of conducting meetings. . It was issued by DOLE *Labour Advisory No. 17, series of 2020* which aim to assist employers to protect jobs and prevent lay offs (<https://www.lexology.com/library/detail.aspx?g=39a4d6fc-fcf2-4aae-8aa4-8a4f1744426e>)

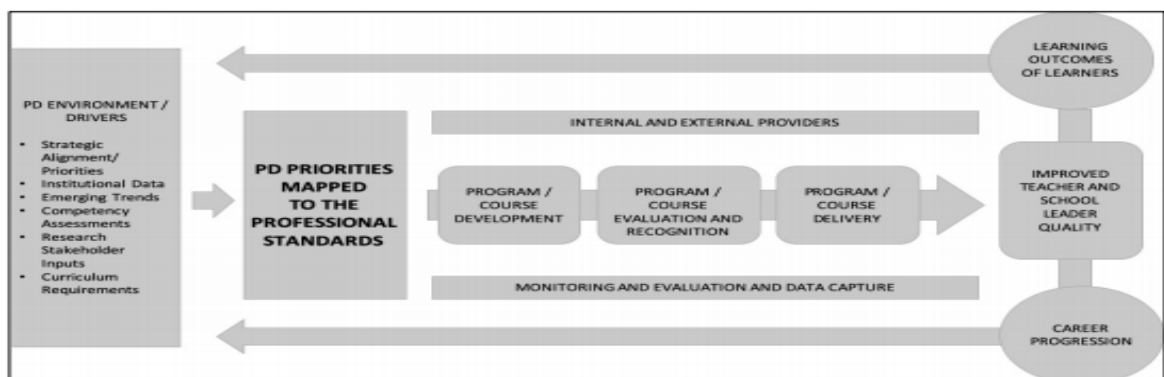
In the study conducted by Arreza (2018), the result points out that there is a significant relationship between employee satisfaction and service quality. It shows that the type of restaurant chain is an element in providing a higher employee satisfaction and a much higher service quality. Although the result of the study

shows the triumph of international restaurant chain over domestic restaurant chain, in terms of service quality and employee satisfaction, it is important to note that the improvement of service quality is through focusing on the employee's satisfaction no matter what restaurant chain type.

The DOH implements a “no-break policy” to ensure the delivery of services during lunch and snack break. Telephone calls or personal visits to transact official business shall not be viewed as interruptions to work, meetings or trainings inside or outside the agency but rather opportunities to serve customers. The concerned officials shall be responsive to the legitimate needs and queries of clients directed to them as well as those delegated by their superiors even after working hours, on weekends and holidays, and leave of absence. This is on the premise that the government servants until retire or separated from the office. (<https://caro.doh.gov.ph/customer-focus-continual-quality-improvement/>).

According to DepEd Memorandum No. 050, s. 2020 in pursuant to DepEd Order No. 001 which entitled Guidelines for NEAP in Recognition of Professional Development Programs and Course for Teachers and School Leaders, the Department of Education (DepEd), through the National Educators Academy of the Philippines (NEAP), issued the DepEd Professional Development (PD) Priorities for Teachers and School Leaders for SY 2020-2023 as the bases for productivity of teachers. First, modelled effect applications of content knowledge within across curriculum teaching areas; Second, collaborated with colleagues in the conduct and application of research to enrich knowledge; Third, developed and applied effective teaching strategies to promote critical and creative thinking, as well as other higher order thinking skills; Fourth, Managed classroom structure to engage learners, individually or in groups, in meaningful exploration, discovery and hands-on activities within a range of physical learning environments; Fifth, Managed learner behavior constructively by applying positive and non-violent discipline to ensure learning-focused environments; Sixth, Used differentiated, developmentally appropriate learning experiences to address learners' gender, needs, strengths, interests and experiences; Seventh, Planned, managed and implemented developmentally sequenced teaching and learning processes to meet curriculum requirements and varied teaching contexts; Eighth, Participated in collegial discussions that use teacher and learner feedback to enrich teaching practice; Ninth, Selected, developed, organized and used appropriate teaching and learning resources, including ICT, to address learning goals; Tenth, Designed, selected, organized and used diagnostic, formative and summative assessment strategies consistent with curriculum requirements; Eleventh, Monitored and evaluated learner progress and achievement using learner attainment data and; Twelve, Communicated promptly and clearly the learners' needs, progress and achievement to key stakeholders, including parents/guardians.

These are situated within the NEAP PD Process flow shown in figure 2. *Figure 1. NEAP PD Process*



Flow (DepEd Memorandum No. 50. S. 2020)

Moreover, in line with the continuous improvement of the Department Frontline Services in compliance and with the requirements of the Anti-red Tape Authority (ARTA), offices, schools and learning centers in the Division of Quezon are advised to use standardized client satisfaction survey which it was issued from the Undersecretary of the Department of Education with rating matrix or parameters and likert scale. These are 1st, responsiveness; 2nd, reliability; 3rd; access & facilities; 4th, communication; fifth, cost; sixth, integrity, seventh; assurance and eight, outcome (Division Memorandum No. 170, s. 2021).

In the Inter-agency Task Force on the Harmonization of National Government Performance Monitoring, Information and Reporting Systems (Administrative Order No. 25 s. 2011) Memorandum Circular No. 2018 - 1 May 28, 2018), stated that all Heads of Departments, Bureaus, Offices and Other Agencies of the National Government, including Constitutional Commissions, Congress, The Judiciary, Office of the Ombudsman, State Universities and Colleges, Government-Owned or- Controlled Corporations, Local Water Districts, and Local Government Units which is regarding the Guidelines on the Grant of the Performance-Based Bonus for Fiscal Year 2018 under Executive Order No. 80 S. 2012 and Executive Order No. 201 s. 2016. Performance Rating of Employees and CES positions. CSC-approved the use of Strategic Performance Management System (SPMS) in rating the performance of the First and Second Level officials and employees of departments/agencies in NGAs, GOCCs and LGUs, including officials holding managerial and Director positions but are not Presidential appointees. The rating of the performance of Career Executive Service (CES) officers and incumbents to CES positions shall be based on the requirement to be issued by the Career Executive Service Board (CESB).

The Fiscal Year 2018 which is performance targets with respect to the physical targets, the Administrative Order 25 IATF sets the following requirements to strengthen the performance of departments and agencies in efficiently providing public services. Streamlining and Process Improvement of the Agency's Critical Services covering Government-to-Citizens (G2C), Government-to-Businesses (G2B), and Government-to-Government (G2G) transactions as cited in the agency's Citizen's/Service Charter. For each critical service, departments/agencies shall report the number of steps necessary to complete the service/process while in terms of transaction cost, it is incurred by the transacting citizens/clients in securing services from government. For purposes of FY 2018 PBB, these costs are categorized as follows: Primary Transaction Costs/Fees. These are the fees incurred by the transacting citizens/clients paid to government agencies in availing the critical services. These are the fees declared in the agency's Citizen's/Service Charter. Examples are application fees, registration fees, etc.

Other transaction costs are other fees that transacting citizen/client which has to pay in obtaining supporting information from another agency to secure needed primary information. Examples of these costs are those for getting birth certificates to secure passports, barangay clearance to secure business permit, and required photos, printing costs, photocopying costs, etc. On the other hand, there are substantive compliance costs which are the incremental costs to the target group in complying with a regulation, other than administrative costs (OECD, 2014, p.13). These costs can include implementation costs, direct labor costs, overhead costs, equipment costs, material costs, and external service costs. Examples are the purchase of early warning devices for vehicle owners, installation of accelerograph for building with 10 floors and up, maintenance of waste disposal system for establishments, etc. Meanwhile, the number of signatures in the departments/agencies shall declare the number of signatures required to complete each service/process, including the initials required.

Another necessary step in PBB is number of documents. For each critical service, departments/agencies shall indicate the total number of documents necessary to complete the transaction cycle. The number of documents shall refer to the documents required from the transacting citizens/clients, and the documents that are used by departments/agencies in their internal processing until the completion/delivery of the critical service to the transacting citizens/clients. Turnaround Time. For each critical service, departments/agencies shall estimate the turnaround time to complete the service/process.

Turnaround time is the sum of the waiting and processing time. It starts from the moment the transacting citizen/client enters the queue or fills out a form, and the waiting time incurred until the service has been completed/delivered. The information above shall serve as the baseline data for each service/process. Departments/agencies should aim to achieve the following improvements for each of their critical services/processes: Reduction in the number of signatures to not more than three (3); Simplification of application forms or documentary requirements; and 50% reduction in the turnaround time and completion of the transaction within 15 days. Departments/agencies shall declare the bureaus/offices/delivery units responsible for the delivery and completion of each critical service. Every bureau/office/delivery unit should be declared in at least one (1) of the critical services, or other key processes performed by the department/agency. The declaration of responsible bureaus/offices/delivery units for each critical service or other key processes shall provide performance data as basis in the ranking of each delivery unit. In the event that the department/agency is unable to achieve the targets they set in this section, they shall provide justifications/explanations using the "Remarks" column. The acceptance of explanation shall be subject to the review and recommendation of the validating agency.

Citizen/Client Satisfaction. In order to determine the effectiveness of the streamlining and process improvements initiated by agencies, the satisfaction level of the citizens/clients will be measured and reported. Thus, agencies should embed feedback mechanisms and citizen/client satisfaction measurement in their process improvement efforts. Agencies shall report the results of the Citizen/Client Satisfaction Survey for each service. The description of the methodology of the survey, and the agency improvement action plan for FY 2019 shall be submitted using Citizen/Client Satisfaction Report. The description of the methodology of the survey, and the agency improvement action plan for FY 2019 shall be submitted using Citizen/Client Satisfaction Report. The GOCCs covered by RA No. 10149 will report the results of client/customer satisfaction survey based on the standard methodology and corresponding questionnaire prescribed by the GCG. The DAP will be conducting training fora to assist the agencies in these streamlining and process improvement efforts. The AO 25 Secretariat can be contacted for the schedule of the trainings. (<https://www.dbm.gov.ph/wpcontent/uploads/Issuances/2018/Memorandum%20Circular/MEMORANDUM-CIRCULAR-NO-2018-1-DATED-MAY-28-2018.pdf>).

In terms of feedback and change management, the Department Secretaries/Head of Agencies with the support of their Performance Management Groups should enhance the implementation of their internal communications strategy and fulfill the following: Engage their respective employees in understanding the Performance Based Incentive System (PBIS), the performance targets of their respective departments/agencies, as well as the services and outputs that they will need to deliver in order to meet these targets. Disseminate the performance targets and accomplishments of their departments/agencies to their employees through the intranet and other means, as well as publish these on their respective websites for the public's information. Set up a Help Desk to respond to queries and comments on the targets and accomplishments of their departments/agencies. The Help Desk may be a facility that is embedded in the respective websites of departments/agencies. Set up a Complaints Mechanism to respond to the issues and concerns raised by officials and employees of their respective departments/agencies. Such may be incorporated in the functions of their Grievance Committee. The Department Secretary/Head of Agency shall designate a senior official who shall serve as a PBB focal person. The offices responsible for the performance management may be tasked to provide secretariat support to the PMG and to recommend strategies to instill a culture of performance within the Department/Agency. (<https://www.dbm.gov.ph/wpcontent/uploads/Issuances/2018/MemorandumCircular/MEMORANDUM-CIRCULAR-NO-2018-1-DATED-MAY-28-2018.pdf>).

In the study of Reyes (2013), to measure the service quality of local government units of Angeles and San Fernando in the Province of Pampanga to determine their constituents' level of satisfaction, there is no positive relationship between dimensions of service quality and constituents' satisfaction and there is no

significant difference on the perception of service quality between local government units of Angeles and San Fernando. Both local government units found reliability, assurance and empathy having very strong linear relationship with constituents' satisfaction while responsiveness and tangibles established strong linear relationship with constituents' satisfaction. Since the dimension assurance established the highest degree of correlation among the local government units' service quality, it has found the said dimension plays the best predictor of constituents' satisfaction for both local government units. The perceptions of respondents of both local government units do not have significant difference on service quality being rendered. The ratings given by respondents on service quality being rendered by local government units of Angeles and San Fernando are ranging from satisfactory to very satisfactory, hence, the said ratings shall serve as eye opener for Angeles and San Fernando local government units to improve their services and must not be complacent with the evaluations they have now. It is the duty of the government to serve their taxpayers and they, therefore, deserve excellent performance.

Assessment on the Productivity

Productivity before and during the working from home period of the Covid-19 pandemic based on the study using personnel and analytic data from over 10,000 skilled professionals at a large Asian IT services company. Hours worked increased particularly the women employees with 18% rise outside normal business hour while slightly declined productivity with 8-19% rather than those without children. Higher communication and coordination costs is very important in WFH with time spent on coordination activities and meetings increased must consider. They also received less coaching and 1:1 meeting with supervisors (Gibbs et al, 2021). On the other hand, the groups of respondents experienced increased productivity by at least 25% since lockdown particularly the non-parents with 39% of women without children and 36% of men. Overall, only 7% of all those surveyed saying there were no positive outcomes of working from home. Unfortunately, there were also negative experiences such as boundaries between work and family life where blurring and multi-tasking of roles has commonly been identified (Schieman et al., 2009; Lott, 2018; Chung, 2017).

Working from home has both benefits and drawbacks for both the employees and organizations. It is not fully acceptable practice for all and some parts of the business are not suitable to be performed from home and it just decreases the productivity of the employees. kazekami (2020) studies the mechanisms having an influence on productivity of the employees working from home particularly the stress of balancing work and domestic chores, work and life satisfaction, decreasing time spent on commuting during rush hours. According to the results of the study results, there is a positive correlation between telework hours and productivity (Thorstensson, 2020).

Meanwhile, according to a study of Bloom (2021), employees working from home performed significantly better than in the office but were less likely to be promoted than similar-performing peers. WFH made 13 percent more calls per week, answered forty more calls per week relative to comparison employees and having a quieter environment. They also worked 9.2 percent more minutes per day than the comparison group because they did not have to commute, shorter breaks, and took fewer sick days but no impact on the quality of calls at home. However, it had a negative effect on promotion opportunities due to reduced training opportunities and less face-to-face contact with team leaders.

According to Alifuddin & Ibrahim (2021), the productivity of workers and employees is deemed important to set the quality of work and performance. It is the vital aspect in any working organization whether in the public and private sector or self-employed where can be an unusual atmosphere for workers that are not experienced or only done it just a couple of times at home. Therefore, the lockdown makes a challenging for some. Wu and Chen (2020) found that working from home not only increases employees' workload, but constantly lose productivity due to stress and pressure. It was proven by Aum et. al. (2021) that WFH in South Korea and the United Kingdom makes people less productive whether during working time or

not. However, productivity can be different among employees since some may be due to the workload whereas some are from the technical issues they face when doing job at home (Aum et.al., 2021).

In the study of Morikawa (2021), while technical factors such as having access to the appropriate equipment and technology, tools and fast internet are a positive influence on the productivity. It can be claimed and seen as a norm and taken for granted for anyone working from home at the end of the second decade of the 21st century. There is only one technical factor listed in years 2019 and 2020, which was not common in 2000: having video calls as a means of business communication instead of e-mails. But the negative influence on the productivity is being distracted by smartphone use, popular social media platforms and frequent information and communication both from managers and colleagues.

Furthermore, it finds that the overall contribution of working from home to labour input is surprisingly small. Even where firms adopted the practice, many employees did not exploit it; and even those who did work from home did not necessarily do so throughout the week. The firm survey responses suggest that across industries, the average productivity of employees when working from home relative to at the workplace is 68.3%, which is similar to the findings from an employee survey. The results suggest that there is room for improvement to make working from home more feasible (<https://voxeu.org/article/productivity-working-home-evidence-japan>). However, in the study of Rupietta and Beckmann (2016), empirical results show that working from home has a significantly positive influence on work effort, but it is also crucial. The more often employees work from home, the higher is the work effort they provide.

Likewise, a whitepaper from Robert Walters stated that Greater China revealed the impact of workplace flexibility on productivity, engagement and diversity. Findings were employees agree/strongly agree that flexible working could help them achieve 83% higher motivation; 80% better work-life balance; 70% more focused and productive and; 69% higher quality work. The biggest barrier to implementing flexible working arrangements – cited by 60% of employers – are concerns about possible abuse of the policy. For employees, the top concern about introducing flexible work arrangements is fewer opportunities to communicate with colleagues (35%). With options such as working from home and flexitime, 27% of employees are concerned that there is no clear delineation between work and home, whilst 45% employers find it difficult to supervise their staff if they cannot monitor them visually (<https://www.robertwalters.co.uk/hiring/key-advice-articles/the-impact-of-workplace-flexibility-on-productivity-engagement-and-diversity.html>).

Aczel et al., (2021) with the use of convenient sampling, 704 academics while working from home found that the pandemic lockdown decreased the work efficiency for almost half of the researchers but around a quarter of them were more efficient during this time compared to the time before. Based on the gathered personal experience, 70% of the researchers think that in the future they would be similarly or more efficient than before if they could spend more of their worktime at home. They indicated that in the office they are better at sharing thoughts with colleagues, keeping in touch with their team, and collecting data, whereas at home they are better at working on their manuscript, reading the literature, and analyzing their data. Taking well-being also into account, 66% of them would find it ideal to work more from home in the future than they did before the lockdown. These results draw attention to how working from home is becoming a major element of researchers' life and learn more about its influence factors and coping tactics in order to optimize its arrangements (Aczel et al., 2021).

In the five research articles published in year 2000 and five research articles published in years 2019 and 2020 to discover the factors having an influence on the productivity of the employees who work from home, whether the influence of these factors have on the productivity is positive or negative and whether the factors have changed from year 2000 to the recent years (2019 and 2020). It resulted that working from home has an influence on productivity of the employees. While influences of some of the factors are either positive or negative, the influence of some of the factors depend on the characteristics and attitude of the employees

and the circumstances. While some of the researchers, such as Shafizadeh et al. (2000) claim that working from home increases the productivity of the employees, other researchers, such as Monteiro et al. (2019) claim the opposite.

Furthermore, based on the thematic analysis in the five (5) published articles for year 2019-2020. The positive organizational factors influence on productivity in terms of organizational related are support from the organization, knowledge sharing, cross- functional cooperation, inter-organizational involvement, innovation (new products, new services, new work processes), higher wages and work benefits while in transportation-related reduction are transportation costs and time, avoiding commuting more than 1 hour or commuting by trains or buses during rush hours, putting more hours into work they have more time than office-based workers (as they do not travel to the office). On the other hand, work-life balance and flexibility is also influencing the productivity such as being more relaxed (access tea, lunch and toilets with ease), being comfortable, determining the time and place of work, no restrictions on the working hours, appropriate telework hours, perceived increase in job autonomy, having control over their schedule, enabling work outside normal office hours, not feeling supervised directly by managers, handling their personal issues during office hours, spending more time with families which reduce work-life conflicts, flexibility to better manage the demands of jobs and private lives and lower levels of work-to-life conflict. Moreover, the characteristics of the employee are efficacy, optimism, hope, resilience and higher educational level. For the Psychological are life satisfaction, job and leisure satisfaction, happiness, intrinsic motivation, creative tasks and cognitive tasks and in communication are sufficient, richness of the media used, video calls with the colleagues, leading to higher levels of job satisfaction and performance.

However, for the negative influence on productivity in organizational factors are not being ready to conduct WFH demanding too long telework hours, full-time telework, working with sequential tasks through in-office and remote work collaborations, having higher levels of task interdependence. There are also distractions such as technical distractions: slow internet, electrical power restrictions, social distractions, family disruptions, frequent information and communication both from managers and coworkers, supervisor asking for another task, chatting with colleagues, juniors asking for advice, invitations to communicate through social media, social interaction with colleagues without discussing work, enjoying the means of entertainment they have such as watching movies, karaoke, computer games and playing with children, internal distractions such as anxiety, stress, working environments, organization policies external distractions, decision to engage in other activities during the working hours, unexpected visitors, disruptions from emails or popular social media platforms, smartphone use, urgent family issues and Communication such as limited communication, less face-to-face interactions with colleagues, increasing the sense of feeling out of touch with others in the workplace, need to redo the work in the case the management mandates changes that do not reach them on time less opportunity to interact with co-workers and acquire and accurately interpret and use information that may be essential to performing the job well, decrease in the possibility of synergies and peer effects such as lack of advantages of team work, including spillover effects from high-performing workers on other workers. Another is multitasking such as self-management of time, work-life conflicts, stress of balancing work and domestic chores, taking care of children and elderly, cooking and other tasks. In terms of psychological such as feeling saturated because of being in the same environment in a relatively long time, fear of the Covid-19 outbreak, feeling of disconnectedness because of social and professional isolation, feeling of being left out (feel that a management team does not include them in the relevant decision-making processes), feeling that organization does not care about them. Generally, there are decreased work motivation, perception of the home as place to rest, dull, routine, manual and repetitive tasks. In home related factors are additional cost (electricity, internet, and communication costs) and lack of facilities to support work such as computers, internet networks and failing to come across important opportunities such as collaborative learning, instructing and social networking (Throstensson, 2020).

Hence, productivity is top of mind for many business leaders. One survey of the owners found that nearly half of employers believe that employee productivity has decreased while working remotely. With so much on the line, companies can't afford to be wrong about their assessments, making it critical that they effectively assess employee output in 2021 and beyond (Isaac, 2021).

Issues and Concerns of AWA

One of the struggles of remote working is engendering a sense of community and 'togetherness' when employees are working alone and in different locations which needs still trusting employees must be central to managers' approach and maintaining social connections. According to Kate Guthrie "home can be a really supportive place for quiet, concentrated work, reading, virtual meetings and for other tasks but the office is really important in terms of engagement, collaboration and socialization," She added that "there are need to be a real focus on well-being and inclusivity to ensure all those working remotely are still engaged. Transport Canada's Michael Keenan said. "our need is constant communication about the necessity for change and the opportunities that come with it and demonstrating results along the way". (Hunt, 2020).

However, according to Brown (2020) in a 2017 research on alternative work arrangement including remote work in the *Annual Review of Organizational Psychology and Organizational Behavior* identified similar benefits. It also documented the challenges including feeling lonely, isolated or not respected by colleague which increase in work-family conflict due to longer hours and blurred boundaries. Further, there are tendency among workers who are encouraged to maintain work-life boundaries to possibly increasing the workload of non-telecommuting coworkers."

In addition, disadvantaged workers are at greatest risk of experiencing negative outcomes from COVID-19. Low-income workers will be more likely to have jobs deemed as essential with no options for WFH, and workplace exposures are difficult to control. Working from home may be impossible or impractical, and the threat of lay-offs lead to low-income workers to accept workplace exposure hazards despite fears of infection and job loss. Other disadvantages related to age, race and ethnicity, language, education, or social status for alternative work and job flexibility. Employer policies related to opening with COVID-19 will need to pay particular attention to consequences to workers who have socioeconomic disadvantages (Shaw, 2020).

Meanwhile, one of the greatest faults that employees working from home make is to not know when to stop work. These employees forget to draw the line between family and work; hence this can spill into their family life. Employees need to take breaks from time to time so as to relax their body and brain, particularly those who work with laptops. Alternatively, employees may consider making their workspace at home more conducive, either by decorating the workspace, or redesigning it somehow to make it look a little different so that it makes them feels like formally working. Practising these may add fun and liveliness to their work besides reducing their anxiety and stress (Marimuthu & Vasudevan, 2020).

Furthermore, Shareenna (2020) cited from Go (2016) that the focus on major failures and dark side of work from home, the cultural differences faced during webinars by the employees. Work from home creates problem in communication between superior and the subordinates. On the other hand, Richardson & Writer, (2017) opined that work from home is the result of modern technology, which resulted in the increase credibility such as usage of internet for web conferencing, voice mail, fax which become easier and simpler. One of the advantages of work from home is that the employees can be convenient start their work. Further they added that the negative impact such as delay in work and no submission of work on time (Shareena, 2020).

In the example of Scalzo (2020), staff who work from home may be more distracted in their houses than at the office. Working from home may also be lonely. This can negatively affect work-life balance which reducing productivity. Business owner must have performance indicators like creativity and innovative

thinking which are not easily measured considering the general uncertainty that comes with a global outbreak might fall on leaders to make crucial decisions regarding implementing a remote work policy whether integrating a temporary remote set-up or sticking with an office-based workforce. Staff members who are permitted to do mobile work enjoy the safety and convenience of WFH. They can also rest easy especially during a viral outbreak when everyone is encouraged to keep distance despite collaboration and group cohesion are valuable in a workplace that encourages teamwork and creativity. Moreover, according to Scalzo (2020), businesses that do not have a business continuity plan (BCP) in place may struggle during a disease outbreak, but it's an opportune time to finally establish one. It may not be possible to allow everyone in the company to enjoy WFH privileges, but able to refine policies and set employees' and other stakeholders' expectations. It prepares your business for future disaster scenarios. It could create uneven practices and result in some employees perceiving unfairness. Remote work can be prone to misuse, which will undermine its productivity-boosting advantages.

Lastly, there is the crucial fact that not all tasks can be done at home and not all employees have the resources to work from home. In such a scenario, arrangements need to accommodate staff while business leaders must be decisive when tweaking workforce plans. There is no one size fits all solution and different types of businesses have different requirements. A balanced and ideal work setup is carefully thought-out, employee welfare is well-considered, and business priorities must be in order particularly while dealing with an unprecedented pandemic (Scalzo, 2020).

According to the Global Workplace Analytics survey, 53% of remote workers were likely to work overtime compared to just 28% work in office and also reported feeling less stressed. In the study of Swedish researchers found that couples that have at least one partner commuting longer than 45 minutes per day experience rates of divorce 40% higher than those with shorter commutes. There are also highlights of advantages of remote work during COVID 19 pandemic: it could help keep workers online and healthy in situations were going into the office puts team members at risk. With increasing climate uncertainty and related consequences such as wildfires and drought, a distributed workforce can keep companies online in the event of a crisis (Nichols, 2020).

A report to Congress by the U.S. Office of Management and Budget referred to as "comprehensive and based on solid research." that based on conservative assumptions, estimated typical employer can save an average of \$11,000 per half-time telecommuter per year. Savings of the company are the result of increased productivity, lower real estate costs, reduced absenteeism and turnover, and better disaster preparedness. Further, if those who have a work-from-home compatible job and a desire to work remotely did so just half the time, the greenhouse gas reduction would be the equivalent to taking the entire New York State workforce off the road. (<https://globalworkplaceanalytics.com/telecommuting-statistics>).

According to Global Workplace Analytics' analysis of American Community Survey data, many employees are attracted to telecommuting because it gives them more control over their time. In telecommuting, workers allow to work during the hours they are most productive, take healthier breaks, and tend to the other responsibilities in their lives like household chores, personal errands, and caring for their families and children. This usually results in better work-life balance, happier employees, and greater productivity. However, One of the main challenges of telecommuting is that the boundary between work hours and non-work hours can begin to blur, leading to overwork and burnout. "Employees only make sure to divide the two as much as you can, and when you're not working, avoid the temptation to check your work email or messaging app". "Remote work really should facilitate better performance management, because you have to be clear about people's expectations and their deliverables," says Dinnocenzo. In addition, "If you can't be clear about that, it's not going to work. We've gotten away with not being clear about it in the office, because I would just see you there and assume you're working, which was a naive assumption." (Freeport, 2020).

The Civil Service Commission has again tweaked its guidelines on alternative work arrangements (AWA) in government in connection with the persisting COVID-19 pandemic. The changes are meant to align the AWA policy with the community quarantine rules issued by the Inter-Agency Task Force on the Management of Emerging Infectious Diseases (IATF), under CSC Resolution No. 2000912 promulgated on 14 October and circularized via Memorandum Circular No. 18, s. 2020, agencies located in areas under Enhanced Community Quarantine and Modified ECQ shall adopt work from home arrangement, while skeleton workforce may be allowed unless a different operational capacity is provided in agencies providing essential or critical services.

Meanwhile, agencies located in areas placed under General Community Quarantine and MGCQ may adopt four-day workweek in combination with other AWAs, provided that the required 40-hour workweek is complied with. On the other hand, the AWA option for “staggered working hours” has been renamed “work shifting/flexible (staggered) working hours”—would mean the adoption as a way to limit the number of employees in an office. It is further said that vulnerable workers—those employees below 21 years old and 60 years old and above, as well as those with immunodeficiency, comorbidity, or other health risk, pregnant women, and live in ECQ, MECQ, GCQ, and MGCQ areas—shall be under WFH arrangement, except when the services are indispensable under the circumstances and the office work is permitted (Quismorio, 2020).

However, staggered hours schemes have encountered some difficulties in coordination, reconciling different interests and preferences, changing habits and attitudes, and meeting business’ operational and commercial requirements. Fortunately, many firms in large cities have been able to alter the usual starting and finishing times of employees with positive results but developing countries also faced problems such as urban sprawl, traffic jams and inadequate transport (ILO, 2020).

Meanwhile, staggered hours expectation is adhering to scheduled working hours and ensure that logging of working hours is accurate, remain accountable for delivering deliverables of quality, flexible in making themselves if required. Examples are 7.30a.m. – 4.30p.m; 8.00a.m. – 5.00p.m; 8.30a.m. – 5.30p.m; 9.00a.m. – 6.00p.m; 9.30a.m. – 6.30p.m. Employees have autonomy to choose working schedule. Adjust staggered hour bands according to organisation needs (Talent Corp. Malaysia).

Moreover, there are steps in implementing working arrangement in a business such as 1. keep a record of agreement; 2. tell the employee what will be expected of them; 3. managing the flexible working arrangement; 4. continue to communicate with all your employees; and review and manage performance (<https://www.business.qld.gov.au>).

On the other hand, there are 7 key steps in the implementation process for manager: first, set clear goals and define key variables; second, determine roles, responsibilities, and relationships; third, delegate the work; fourth, execute the plan, monitor progress and performance, provide continued support; fifth, take corrective action (adjust or revise as necessary); sixth; get closure on the project, and agreement on the output; and lastly, conduct retrospective or review how the process went (Miller, 2020).

Meanwhile, the Food and Agriculture Organizations (FAO) of the United Nations proposed Human Resources Strategic Action Plan in November 2020. One of the very important components is strategic objective which states efficient and effective management of human resources through best practices that support the achievement of strategic, operational and programmatic goals of the Organization. In this objective, there are two (2) outcomes: first, people-centred HR policies on staffing, learning and development, diversity, inclusion, and staff well-being that drive a culture of engagement in which staff can perform to the best of their abilities; and 2nd, Stakeholder-centred communications, reporting and tools that enable timely, comprehensive adoption and implementation of HR strategic actions, products and services (www.fao.org).

There are seven (7) guiding principles which will guide the design of the activities and outcomes in the plan, as well as how to implement and develop gradually in consultation with stakeholders, ensure a

transparent, balanced and pragmatic approach: First, put people first, in recognition that people are the greatest asset, central to its success, and fulfilling the duty of care. Second, collective Commitment for management with clear roles and responsibilities between employees, HR, managers, and senior leaders. Third, co-creation and innovation as a way to succeed in a fast-changing environment, leveraging resources, including in partnership. Fourth, a diverse and inclusive workplace embraced, where everyone can thrive. Fifth, decentralized services & decision-making close to majority of our employees. Sixth, deploying simplified policies & processes, automated where possible and seventh, results-based approach, able to measure impact for clients and employees (www.fao.org). The following are the proposed conceptual framework of human resources and management accounting for strategic flexible working arrangement outcomes according to Amirul et al. (2020).

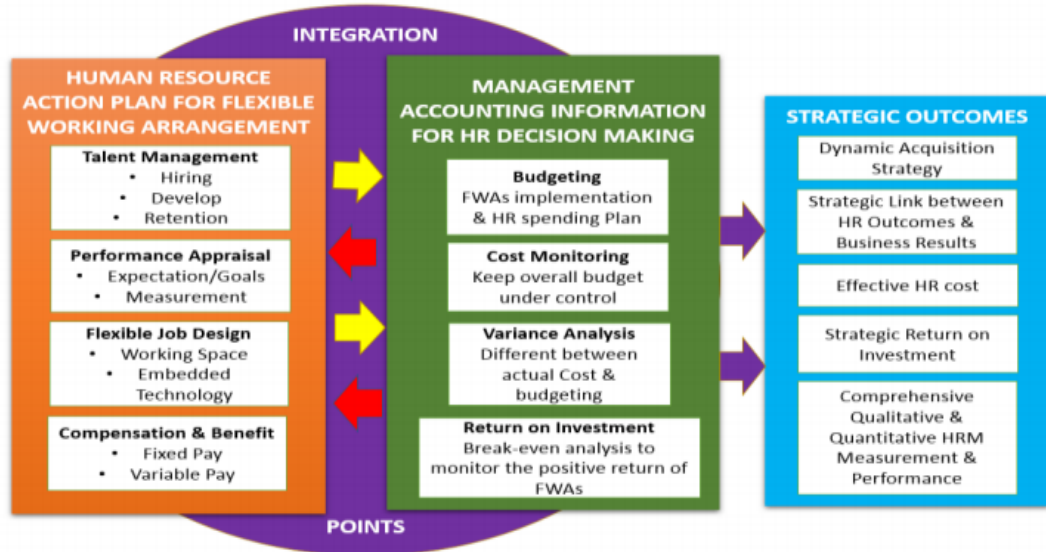


Figure 2: A Conceptual Framework of HR and MA Integration and FWA Strategic Outcomes

Based on the above framework, the current study found that HR and MA have overlapping responsibilities, both of these organizational functions should have a close working relationship to create a more effective and efficient FWA plan. Human Resources needs Management Accounting in managing people and ensure the decisions are prudent and farsighted. MA information not merely for a financial statement but is very useful for financial projection, budgeting, and cost control related to flexible working arrangement. It is interesting to note that, HR and accounting might work in different departments, but the roles in some of the points intersect with one another with collaboration is undeniable. In implementing Flexible Working Arrangement, the current study found that HR targets in implementing FWA are to strengthen the organization's talent pool which includes attracting, developing, and retaining talent to achieve organizational goals. Important remarks of study findings highlight that MA information is very important in managing talent like accounting information organizations which will be able to estimate the direct financial costs associated with hiring, losing employees as well as training replacement needed due to employee turnover. Both partnership is critical. In terms of budgeting, the result of this study that MA provides an overall overview of the strategic planning of a firm, while HR will be an integral part of the overall budgeting. Besides, return on investment, variance analysis, and cost monitoring are important management accounting information to ensure FWA implementation which can be effective and efficient. Hence, almost all of the participants agreed that the realignment between HR and MA will potentially generate positive results such as

a clear strategic link between HR outcomes and business results, effective HR cost and saving exercise, strategic return of investment on FWA implementation, comprehensive qualitative and quantitative performance management (Amirul et al. (2020).

Furthermore, the following are the analysis based on the study of Irwin et al. (2020): First, is *positive actions during the Covid-19 crisis* with the important factors such as a) communication: A large number of staff felt that communication during the crisis was timely, empathetic, and informative. The frequency of communication from senior management was praised, particularly the honesty and clarity provided; b) taking action: many staff commented on the University's quick response to the pandemic, moving teaching online and staff off campus swiftly and effectively; c) support: Some staff felt the support provided multifaceted including several strands such as mental health and practical measures of blended learning and prioritized staff and student well-being; d) remote work: This is the steps to provide IT support and facilitate remote working following lockdown. Second is *issues and concerns raised by working arrangements* such as first, issues relevant to communication: a) excessive: The primary issue, raised by a proportion of staff, was an excessive number of online meetings where staff felt this led to work progress being halted and a feeling; b) Ineffective: A small proportion of staff indicated that some aspects of communication during the pandemic could be made more effective via streamlining and further management oversight; c) management: Issues raised around communication includes timing of emails, a need for increased flexibility and aspects such as recording meetings / taking minutes; d) acknowledgement: Some staff raised the issue that managers are not always compassionate or empathetic to individual circumstances. A proportion of staff also indicated that it was difficult to know how to give feedback or raise concerns. Third, *lack of progression and security* such as a) career progression: A proportion of staff raised the issue of career within the pandemic. This had two main aspects: the promotions exercise being halted / cancelled and accessing training; b) Financial and job security: A high proportion of staff raised concerns about long-term job security – in some cases was linked to being furloughed. There were also several concerns about conducting research and securing grants during pandemic and impact in terms of security and progression. Fourth is *work-life balance* such as a) workload: Increased workload, often related to the online pivot (teaching). Staff also expressed feelings of unfairness in relation to work; b) well-being: A large number of staff raised the issue of excessive workloads impacting mental health and well-being. This was worsened by feelings of social isolation and linked to increased stress and anxiety; c) caring responsibilities such as work-care impact: workload and caring responsibilities are difficult to balance. Recognition of increased care pressures, alongside an adjusted workload for those with caring responsibilities, would be appreciated and meetings-care impact: The main issue reported was lack of flexibility associated with attendance which infringed on caring responsibilities.

Fifth, *suggestions for improvements* like workload, task management and training: a) work pressures: The key issues were a need for generally reduced workloads, a reduction in the number of meetings, alongside consideration of flexible deadlines; b) teaching changes: It was suggested that teaching staff should have more input into the approach to blended learning, including the development of guidelines for staff implementing teaching changes; c) decision-making: Some staff suggested the need for a more inclusive decision-making process, with further staff consultations; d) productivity and promotion: Staff highlighted that any reductions in productivity caused through the pandemic and additional caring responsibilities should be considered in future promotions exercises; e) additional support such as career support: Additional practical support would be helpful like adjusted workloads; a) mental health support: Staff acknowledged that current activities to support mental health such as mindfulness exercises were appreciated, and suggested that the range of activities could be extended further, including provision of staff counselling services; b) PhD support: Concerns about the impact of the pandemic on the progression of PhD students was raised, with the suggestion that funded extensions and additional support would be helpful. Sixth, *practical actions to enhance working conditions and safety* such as actions to improve current working conditions: a) equipment / IT: The need for further IT support and equipment provision to avoid the use of personal laptops and subsequent

reductions in productivity; b) access: Linked to the point above was the expressed need to access offices and labs to collect important equipment; c) Remote working guidelines: Some staff felt that a roadmap for the future of remote working, and the return to campus, is needed; c) support: The need for more inclusive support, including support for members of staff currently on campus, in addition to those remote working; d) actions to enhance safety: Issues around safety primarily involved the return to campus, with the need for PPE, cleaning materials and appropriate health and safety precautions highlighted. Lastly, *changes that must be adopted through moving forward* such as a) remote working: Working from home had proved productive, and retaining the ability to work from home, ideally with some regularity (such as 2 days per week) would be appreciated. Many people referred to the enhanced flexibility working from home provides, particularly when balancing caring responsibilities; b) Greener University: Several of the measures introduced during the pandemic, including working from home, online meetings and paperless admin, could all benefit the environment (e.g. lower carbon footprint) and; c) staff socialisation and wellbeing: Several staff indicated that the social activities during the pandemic such as online quizzes, mindfulness sessions, and group work, had helped to promote a greater sense of community. They felt it was important to carry on these actions in the future, both for building community and to enhance wellbeing (Irwin, A. et al. (2020).

Theoretical Framework

According to Lahti (2017), as cited in Resource theory, Edwards and Rothbard (2000) hint there might be benefits when using flexible working arrangements. Since work-life balance deals with the resource drain (Edwards and Rothbard, 2000), the problem of limited resources such as time and energy, which have to be distributed between different domains of life, flexible working hours may help to manage these issues.

Furthermore, resource theory is also transferring personal resources between competing roles and domains, it is easier to achieve work-life balance (Edwards and Rothbard, 2000). Employees who can control their schedules according to their preferences are less worried and stressed. It is also possible to take care of issues dealing with non-work since work can be scheduled. Therefore, flexibility and flexible working hours are a valuable resource which help to transfer personal resources to meet the demands of different domains (Allen et al., 2012). Other supporting resources can be workplace associated resources such as organizational segmentation support and supervisor instrumental support which help to achieve balance between work, family and personal life (Ferguson, Carlson & Kacmar, 2014).

V. Research Paradigm (Input-Process-Output Model)

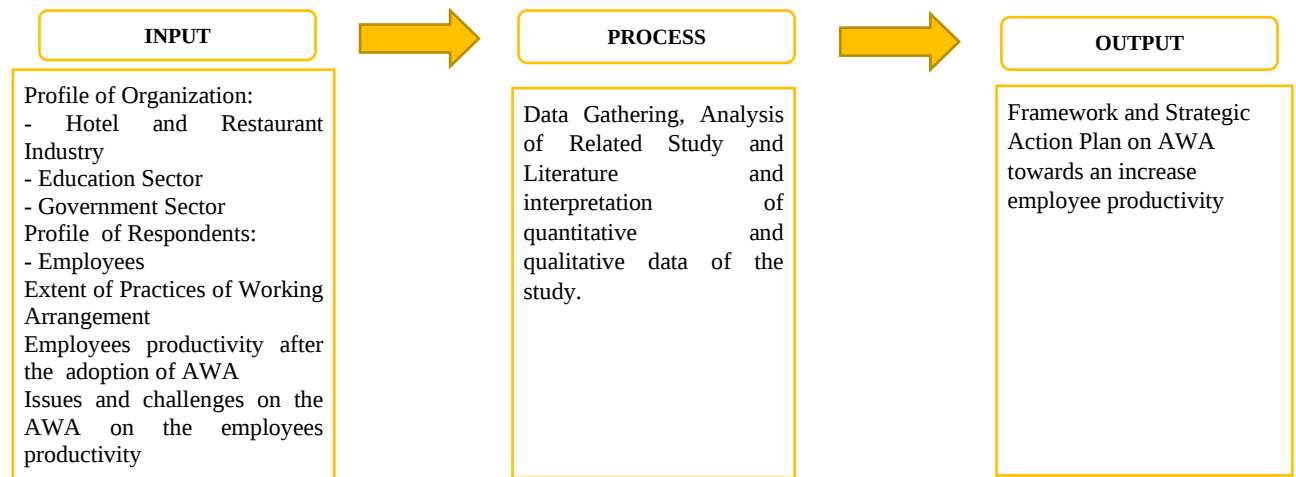


Figure 3. Input-Process-Output of Working Arrangement and Employees Productivity

The figure above obviously shows the use of input-process-output model where the input are the demographic profile of organization specifically hotel and restaurant industry, education and government sector; demographic profile of the respondents: employees and clients; extent of implementation of alternative working arrangement in times of Covid 19 pandemic such as work from home, skeleton workforce, 4 day compressed workweek, staggered working hours and telecommuting; issues and challenge. On the other hand, the process are data gathering, analysis and interpretation of data such as assessing the employees' productivity before and after, assessing the quality of service alternative working arrangement, ascertain the significant difference on the respondent's assessment on the adoption of AWA when they are grouped according to profile; and identify issues and concerns on the alternative working arrangement on employees' productivity and its client. The output of this study is aiming to create a framework and strategic action plan applicable to public and private employees which could give solutions to the issues or problems encountered during working arrangement in times of COVID 19 pandemic and sustain or enhance employees productivity.

Research Hypotheses:

Hypothesis 1:.

1. There is significant difference between AWA when grouped according to profile.
2. There is significant difference between AWA when grouped according to profile.

Hypothesis 2:

1. There is significant relationship between AWA and productivity
2. There is no significant relationship between AWA and productivity

Hypothesis 3:

1. There is significant relationship between AWA and the challenges encountered by the employees.
2. There is no significant relationship between AWA and the challenges encountered by the employees.

3. Methodology

3.1 Research Design

Descriptive research was used in this study. According to Cooper & Schindler (2014) descriptive study tries to discover answers to the questions who, what, when, where, and, sometimes, how. It attempts to describe or define a subject, often by creating a profile of a group of problems, people, or events

Mixed method (quantitative and qualitative research) applied in collecting and investigating the study wherein the researcher prepared a unstructured questionnaires. Quantitative was utilized with statistical or numerical analysis such as using likert scale and statistical treatment. On the other hand, it also used qualitative research by creating an open-ended questions through interview to analyze the non-numerical data to gather in-depth insights. According to Schoonenboom and Burke Johnson (2017), mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration.

2.2 Respondents of the Study

The researcher gathered data as the first step to get the list of hotels as the initial investigation of survey, adopting alternative working arrangement, and fortunately came up with the service sectors such as education, government and hotel and restaurant which continuously operating during pandemic despite the situation and limitation of services. She targeted the said three (3) industries per province in the region and came up with at least ten (10) employees per organization as respondents which shown willingness to answer the survey. Finally, the respondents came up with two hundred fifty (250) from CALABARZON region which selected through a purposive sampling. A purposive involves the researcher using their judgement to select a sample that is most useful to the purposes of the research. It is often used in qualitative research, where the researcher wants to gain detailed knowledge about a specific phenomenon rather than make statistical inferences. An effective purposive sample must have clear criteria and rationale for inclusion (Mc Combes, 2020). To come up with the said number of respondents, the researcher first conducted an initial survey for

those who made the working arrangement particularly in the affected large public and private agencies through face to face as according to the health protocols, email, messenger and other social media platforms.

2.3 Research Instrument

This study used unstructured questionnaire as the main tool for gathering data in three (3) sectors: Hotel and Restaurant, Education and Government. It is composed of determining the demographic profile of the respondents for the part I, the assessment on the extent on the practices of alternative working arrangement such as work from home, skeleton workforce, four-day compressed workweek, staggered working hours, and telecommuting on the part II, Part III is productivity after adopting AWA while part IV are challenges encountered in AWA practice. These are all unstructured questionnaire and validated by the experts from the manager of hotel and restaurant, top management of DepEd Quezon and government. The last part of questionnaire indicated an open-ended question regarding the opinion on working arrangement and productivity specifically the best use of practicing alternative working arrangement, productivity after AWA, main issues/concerns or problems and its suggested solution. These are all guided with related studies and literature and the policies and guidelines imposed by the government. The draft of the questionnaire was referred to her adviser for comments and suggestions before it was subjected for validation from the experts in the field of Human Resources and other service industry. In addition, consultation with the adviser was continued before the questionnaire prepare in its final form. In addition to this, there was a pilot testing to 9 employees of the said three (3) sectors who are not included as respondents. An analysis of the responses of the testing was made to find out difficulty in the comprehension and understanding of the questions that can lead to reformulation and improvements of the instrument. Suggestions and reactions that would further improve the questionnaires were taken into consideration. The researcher also sought the help of Statistician to come up with a definite and adequate answer or result of the survey. The consultation was continued until the questionnaire was final and approved. Based on the questionnaire is from related study and literature.

3.3 Statistical Treatment

To reveal the profile of the organizations and demographic profile of the respondents, the researcher used percentage.

The formula is:

$$P = \frac{f}{N} * 100$$

P =percentage

f =frequency

N =number of respondents

On the other hand, to assess the extent of practices of alternative working arrangement adopted during COVID19 pandemic in terms of Work from Home, Skeleton Workforce, Four-Day Compressed Workweek, Staggered Working Hours and Telecommuting and; and to determine the employee productivity adopting AWA. The researcher used weighted mean.

The formula is:

$$WM = \frac{4f_1 + 3f_2 + 2f_3 + 1f_4}{N}$$

WM =Weighted mean

f_i 's=frequency on each scale

The following were the Likert's Scale for the extent of implementation of AWA with verbal description:

SA -Strongly Agree (4);	Agree (3);	D -Disagree (2);	SD- Strongly Disagree (1).
Continuum	Qualitative Description	Qualitative Interpretation	

3.26. -4.00	Strongly Agree	Highly Practice
2.51 - 3.25	Agree	Practice
1.74 - 2.50	Disagree	Rarely Practice
1.00 - 1.75	Strongly Disagree	Not Practice

Meanwhile, the following were the interpretation for determining the employee productivity after adopting alternative working arrangement.

For hotel and restaurant, the following are the Likert's Scale:

Continuum	Qualitative Description	Qualitative Interpretation
4.50 - 5.00	Outstanding	Very Productive
3.50 - 4.49	Exceeds Expectation	Productive
2.50 - 3.49	Meets Expectation	Somewhat Productive
1.50 - 2.49	Below Expectation	Unproductive
Below 1.49	Unsatisfactory	Very unproductive

For education:

Continuum	Qualitative Description	Qualitative Interpretation
4.50 - 5.00	Outstanding	Very Productive
3.50 - 4.49	Very Satisfactory	Productive
2.50 - 3.49	Satisfactory	Somewhat Productive
1.50 - 2.49	Unsatisfactory	Unproductive
Below 1.49	Poor	Very unproductive

For Provincial Government Employees, the following are the Likert's scale from the Civil Service Commission.

Continuum	Qualitative Description	Qualitative Interpretation
4.50 - 5.00	Excellent	Very Productive
3.50 - 4.49	Very Satisfactory	Productive
2.50 - 3.49	Good	Somewhat Productive
1.50 - 2.49	Fair	Unproductive
Below 1.49	Poor	Very Unproductive

To ascertain the significant difference on the adoption of alternative working arrangement when they are grouped according to profile. The researcher used Kruskal Wallis Test.

$$MeanRank = \frac{R_1 + R_2 + \dots + R_N}{N}$$

R_i =rank of each observation

N =number of observations

Kruskal Wallis Test

$$H = \frac{12}{N(N+1)} \left(\frac{R_1^2}{n_1} + \frac{R_2^2}{n_2} + \dots + \frac{R_k^2}{n_k} \right) - 3(N+1)$$

Where k represents the number of samples,

n_i is the size of the i th sample

N is the sum of the sample sizes

R_i is the sum of the rank of the i th sample.

To determine if there is significant relationship between the alternative working arrangement and employee productivity. The researcher used correlation coefficient.

$$r = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}}$$

r = correlation coefficient

x_i = values of x -variable in the sample

$\bar{x}$ = mean of the values of the x -variable

y_i = values of y -variable in the sample

$\bar{y}$ = mean of the values of the y -variable

To identify the challenges encountered in the alternative working arrangement practice;

$$\text{MeanRank} = \frac{R_1 + R_2 + \dots + R_N}{N}$$

R_i = rank of each observation

N = number of observations

Kruskal Wallis Test

$$H = \frac{12}{N(N+1)} \left(\frac{R_1^2}{n_1} + \frac{R_2^2}{n_2} + \dots + \frac{R_k^2}{n_k} \right) - 3(N+1)$$

Where k represents the number of samples,

n_i is the size of the i th sample

N is the sum of the sample sizes

R_i is the sum of the rank of the i th sample

In addition to this, the researcher used SPSS for the above statistical treatment to ensure the accurateness of voluminous data of the respondents.

4. Results and Discussions

This chapter showcases the analysis and interpretation of data after the administration of the research instrument of the study.

1. Profile of Organizations

Determining the profile of three (3) organizations such as education, hotel and restaurant, and government answered by the managers, owners, heads, administrators of the companies or organizations per sector are very vital part of the study in working arrangement and employees productivity in CALABARZON area.

1.1 Service Sub-sector

Presented below are the service sectors of hotel and restaurant, education and government with the number of service subsectors through a hybrid survey (personally distributed and online). It shows that 40% of service-subsectors came from hotel and restaurant same with education while only 20% came from the government in the whole CALABARZON area with the total of 25 service-subsectors.

Table 1. Profile of Organization by Service-sector

Sector	Frequency	Percentage
Hotel and Restaurant	10	40%
Education	10	40%
Government	5	20%
Total	25	100%

Furthermore, as shown in the table above that all of the respondents participated in the survey. This is only confirmation of what Haas et al. said (2020) that the restaurant industry has faced severe challenges during the pandemic. On the other hand, educators and students had to adapt their work and life realities to accommodate the necessary restrictions imposed by the governments across the world responding to COVID-19 (Xiao et al., 2021). Meanwhile, on the part of the government such as in Lucena City, Quezon Province officers and employees of the Provincial Government applies under a memorandum issued by Gov. Danilo Suarez. He directed all employees to adopt alternative working arrangement scheme during pandemic (Ortoz, 2020).

1.2 Ownership

The table 4 below presents the frequency distribution of respondents according to ownership of hotel and restaurant and education, and as reported, 100% of the respondents from hotel and restaurant are all private and 100% of the respondents from education and government sector are from public.

Table 2. Profile of Organization by Ownership

Ownership	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Public	0	0	10	100	5	100
Private	10	100	0	0	0	0
Total	10	100%	10	100%	5	100%

1.3 Location

Table 5 below shows that hotel and restaurant, education, and government had equally 20% location. It means that there were five (5) purposively selected the said sectors in every province of CALABARZON area.

Table 3. Profile of Organization by Location

Location	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Cavite	2	20	2	20	1	20
Laguna	2	20	2	20	1	20

Location	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Batangas	2	20	2	20	1	20
Rizal	2	20	2	20	1	20
Quezon	2	20	2	20	1	20
Total	10	100 %	10	100 %	5	100%

1.4 Product/Service Offered

The table below presents that majority of the respondents in hotel and restaurant answered services with 60%, followed by amenities with 30% while the least is product with 10%. On the other hand, 100% of the respondents answered academic programs as services in education sector. Meanwhile 100% are purely services from the government.

Table 4. Profile of Organization by Product/Service Offering

Product/Service Offering	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Services	6	60	0	0	5	100%
Amenities	3	30	0	0	0	0
Product	1	10	0	0	0	0
Academic programs	0	0	10	100%	0	0
Total	10	100%	10	100%	5	100%

1.5 Years in Operation

The table below shows the equal distribution of hotel and restaurant in terms of years in operation with 20% each to 6-10, 16-20, 21-25 and 26-30 years. It was followed by both 10%. These are 11-15 and 41-45 years. On the other hand, in the education sector, there was a highest percentage of 70% in number of years which it is more 51 years. Meanwhile, 20% answered for 41-45 years and only 10% for the 26-30 years in operation. On the other hand, on the part of government, 51 years and above got 100% years in operation

Table 5. Profile of Organization by Years in Operation

Number of Years in Operation	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
1-5	0	0	0	0	0	0
6-10	2	20	0	0	0	0

Number of Years in Operation	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
11-15	1	10	0	0	0	0
16-20	2	20	0	0	0	0
21-25	2	20	0	0	0	0
26-30	2	20	1	10	0	0
31-35	0	0	0	0	0	0
36-40	0	0	0	0	0	0
41-45	1	10	2	20	0	0
46-50	0	0	0	0	0	0
51 years or more	0	0	7	70	5	100%
Total	10	100%	10	100%	5	100%

1.6 Number of Employees

The table below presents the number of employees of hotel and restaurant where 21-20 number of employees got 50% followed by 1-20 years which is 30%. Meanwhile, in education and government sector, it shows that 100% of respondents came up with 51 and above employees.

Table 8. Profile of Organization by Number of Employees

Number of Employees	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
1-20	3	30	0	0	0	0
21-30	5	50	0	0	0	0
31-40	1	10	0	0	0	0
40-50	1	10	0	0	0	0
51 and above	0	0	10	100	5	100
Total	10	100%	10	100%	5	100%

1.7 Alternative Working Arrangement Scheme Adopted

The table below shows that majority of the respondents in hotel and restaurant industry answered the practices of skeleton workforce with 40% with the same percentage in education and government. It was followed by four day compressed workweek with 30% in hotel as well as in the government. On the other hand, education and government got both 20% answered by the respondents for four day compressed workweek.

Table 9. Profile of Organization by Alternative Working Arrangement Adopted

Alternative Working Arrangement Scheme	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Work from home	1	10	3	30	2	40
Skeleton Workforce	4	40	4	40	1	20
Four-day Compressed Workweek	3	30	2	20	1	20
Staggered Working Hours	1	10	1	10	1	20
Telecommuting	1	10	0	0	0	0
Total	10	100%	10	100%	5	100%

As shown on the table above, there is no implementation of telecommuting in education and government. It was based on the result of the survey where the respondents did not answer on the part of telecommuting because according to them, they are not implementing telecommuting. It was supported by the Republic Act No. 11165 otherwise known as Telecommuting Act signed by President Rodrigo Duterte on December 20, 2018 which has been informally dubbed the “working from home act”. This is to allow private sector employees to work flexibly from home or any place outside the office with an internet connection, in an effort to increase productivity, performance, job satisfaction, and to resolve issues of long commutes to workplaces (<https://www.dole.gov.ph/news/department-order-202-19-implementing-rules-and-regulations-of-republic-act-no-11165-otherwise-known-as-the-telecommuting-act/>).

2. Demographic Profile of the Respondents

2.1 Employees

Employees have a great role particularly in time of pandemic. Policies and guidelines such as regarding working arrangement must follow to prevent the increasing number of diseases.

2.1.1 Age

The table below shows that majority of the respondents have ages either 18-25, 26-30, 36-40, or 41-45. Moreover, government employees with ages 61-65 represents 4% and only 1% ages 56-60 as respondents in education while 2% in education sector.

Table 10. Demographic Profile of Employees by Age

Age	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
18-25	28	28	4	4	7	14
26-30	21	21	15	15	8	16
31-35	15	15	22	22	3	6
36-40	18	18	27	27	8	16
41-45	11	11	13	13	8	16
46-50	5	5	12	12	7	14
51-55	2	2	6	6	3	6
56-60	0	0	1	1	4	8
61-65	0	0	0	0	2	4
Total	100	100%	100	100%	50	100%

2.1.2 Sex

Based on the table below, majority of the respondents are female with 63%, 79% and 66% for the three sectors while 37%, 21% and 34% are male as shown in the table below.

Table 11. Demographic Profile of Employees by Sex

Sex	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Male	37	37	21	21	17	34
Female	63	63	79	79	33	66
Total	100	100%	100	100%	50	100%

2.1.3 Position/Designation

The table below presents the position of the respondents. It shows that majority of the respondents are in staff position with 77% in hotel and restaurant; 89% in education and 38% in the government. On the other hand, 23%, 11% and 18% for the head of department represents for the three sectors. Furthermore, only 6% for the others in the government.

Table 12. Demographic Profile of Government Employees by Position/Designation

Position/Designation\	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Head of the Department (Head of the School), Operational Managers)	23	23	11	11	9	18
Staff (Employees such as teachers, clerk, administrative assistant, Admin. Aide)	77	77	89	89	38	76
Others (utility workers, security guard)	0	0	0	0	3	6
Total	100	100%	100	100%	50	100

2.1.4 Department Assigned

The table below presents the department assigned where majority of the respondents are in the middle management with 46%, 68% and 34% for the three sectors. It was followed with lower management with 37% on the part of hotel and restaurant, 17% in education and 22% in the government. Unfortunately, there was only 5% in the top management in the government while 7% in hotel and 15% in education.

Table 13. Demographic Profile of Employees by Department Assigned

Department Assigned	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Top Management	17	7	15	15	5	10%
Middle Management	46	46	68	68	34	68%
Lower Management	37	37	17	17	11	22%
Total	100	100%	100	100%	50	100%

2.1.5 Length of Service

The table below shows that majority of the respondents have served for 6-10 years; 11-15; 16-20 and 21-25. However, only 4% of the respondents have served for 31-35 years in the government and hotel and restaurant while only 3% with 26-30 years in education and 5% in education.

Table 14. Demographic Profile of Employees by Length of Service

Length of Service	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
1-5	12	12	9	9	12	24
6-10	33	33	11	11	6	12
11-15	20	20	29	29	11	22
16-20	12	12	41	41	6	12
21-25	14	14	7	7	10	20
26-30	5	5	3	3	3	6
31-35	4	4	0	0	2	4
Total	100	100%	100	100	50	100%

2.1.6 Educational Attainment

Based on the table below, the respondents with college graduate constitute the highest percentage in hotel and restaurant with 66%, followed by ongoing masteral with 31% in education and masteral degree with 27% in the government. Unfortunately, only 1% of respondent got doctoral degree in hotel; 9% in education and 13% in the government.

Table 15. Demographic Profile of Government Employees by Educational Attainment

Educational Attainment	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Doctoral Degree	1	1	9	9	13	26%
Masteral Degree	8	8	27	27	1	2%
Ongoing Doctoral	1	1	8	8	3	6%
Ongoing Masteral	2	2	31	31	3	6%
Undergraduate masteral	7	7	13	13	22	44%
College graduate	66	66	12	12	5	10%
College undergraduate	15	15	0	0	3	6%
Total	100	100%	100	100	50	100%

2.1.7 Alternative Working Arrangement Scheme Adopted

The table below presents that skeleton workforce is dominant in education with 41%; followed by work from home in hotel and restaurant with 35% as compared with the other working arrangement. The least is telecommuting with 8% in hotel and restaurant. Meanwhile, there was 0 or no respondent answered in telecommuting on the part of education and government because according to them, they are not implementing the said arrangement. It was also supported with Republic Act No. 11165 signed by President Duterte on December 20, 2018. This is to allow private sector employees to work flexibly from home or any place outside the office with an internet connection, in an effort to increase productivity, performance, job satisfaction, and to resolve issues of long commutes to workplaces (<https://www.dole.gov.ph/news/department-order-202-19-implementing-rules-and-regulations-of-republic-act-no-11165-otherwise-known-as-the-telecommuting-act/>).

Table 16. Demographic Profile of Employees by AWA Adopted

AWA Adopted	Hotel & Restaurant		Education		Government	
	F	%	F	%	F	%
Work from Home	13	13	35	35	15	30%
Skeleton Workforce	35	35	41	41	22	44%
Four-Day Compressed Workweek	21	21	15	15	7	10%
Staggered Working Hours	23	23	9	9	6	12%
Telecommuting	8	8	0	0	0	0
Total	100	100%	100	100	50	100%

3.Assessment on the Extent of Practice of Alternative Working Arrangement Adopted during COVID19 Pandemic.

COVID 19 pandemic affects global health crisis and international economic threat as one of the reasons in implementing alternative working arrangement. Businesses and industries had lockdown to prevent the spread of the said virus generated a wide array of unique and fundamental challenges for both employees and employers across the globe as according to Kniffin et al. (2020). Thus, alternative working arrangement such as work from home, skeleton workforce, 4 days compressed workweek, staggered working hours, and telecommuting in different organizations was adopted in the Philippines including hotel and restaurant industry, education and government sector as mandated by the IATF and Civil Service Commission (<http://www.csc.gov.ph/phocadownload/MC2020/MC18/MC%20No.%2018,%20s.%202020.pdf>; <https://law.upd.edu.ph/wp-content/uploads/2021/04/DOT-Administrative-Order-No-2020-002-C.pdf>).Hence,

the following are presentation of hotel and restaurant, education and government sector on the extent of implementation of alternative working arrangement adopted during COVID 19.

3.1 WFH

Work from Home is one of the alternative working arrangements implementing by different organizations during pandemic. According to Rimal (2020) work from home is one of the most appropriate methods in this Covid-19 pandemic context and suitable to sustain business operations even in other natural calamities and civil abstraction. This is to keep business running by remote operation, engaging customer and keeping alive to the economy but also protects our life from the said disease. The table below presents the implementation of work from home in hotel and restaurant industry.

Table 17. Assessment on the Extent of Practice of AWA by WFH in Hotel and Restaurant

WORK FROM HOME	Weighted Mean	Qualitative Interpretation
1. In WFH, we as employees are provided by adequate support to perform the assign task or job.	2.63	Practiced
2.Grievance mechanism which resolves issue is in place under WFH	2.97	Practiced
3. We find willingness to work under WFH for the alternative working arrangement for the good and supportive environment including the duration of the program, rights, duties, and responsibilities of the employee, are provided.	3.00	Practiced
4.Balance between work and home is a challenge under WFH arrangement.	2.82	Practiced
5.Employees became stressed, exhausted, and burn-out under WFH set-up.	2.46	Rarely Practiced
6.WFH protects the right of workers and promote our welfare especially in the light of technological development.	2.75	Practiced
7. WFH has performance standards that seek to increase employee performance.	2.72	Practiced
8.WFH is implemented to increase productivity and promotes creative and innovation.	2.76	Practiced
9.Fair treatment is provided to employees under WFH set-up.	2.8	Practiced
10.There is mutual consent between employer and employee which is beneficial and fosters participation through the exercise of management.	3.11	Practiced
General Weighted Mean	2.8	Practiced

Table 17 presents the assessment on the extent of practice of alternative working arrangement by work from home in hotel and restaurant. There is mutual consent between employer and employee which is beneficial and fosters participation through the exercise of management got the highest weighted mean of 3.11 (agree). In the study cited by Kumari (2020) which focused on the opinion of WFH options given to the employees and their willingness towards continuing the condition later. It was found out that many of the employees who are supported well by the employers in terms of working environment setup was satisfied and they wish to continue the WFH condition unlike of those who are not provided with the proper working infrastructure. In addition to this, findings revealed that working from home may have seemed conducive for many employees prior to the Covid19 pandemic and the lockdown situation. However, this perception had changed in the current year when the whole world was affected by the Covid19 pandemic. It seems clear that many employees may have found working from home acceptable at the initial stage, but as the lockdown extended to months, many of these employees were also finding it exhausting to work from home (Marimuthu & Vasudevan, 2020). This was supported by the interview to the most of the respondents that work from home is good for now to avoid virus to other people and also to prevent ourselves in any virus in our family or colleagues.

However, the lowest was employees became stressed, exhausted, and burn-out under WFH set-up with a weighted mean of 2.46 (disagree). It was contrast to the study of Vyas & Butakhieo (2020) that work from home has beneficial effects for both employers and employees. The advantages are not limited to reduced commuting time, avoiding office politics, using less office space, increased motivation, improved gender diversity (e.g. women and careers), healthier work forces with less absenteeism and turnover, higher talent retention, job satisfaction, and better productivity (Mello 2007; Robertson, Maynard, and McDevitt 2003). Studies indicated evidence for these benefits according to the study of Caulfiel (2015) found employees that WFH saving and value of travel time. However, there are instance that WFH gives stress, exhaustion and burn-out like the case of Sarah in Malaysia where she encountered different challenges such as using technology, poor connection of internet, imbalance with work and family and many others. Hence, it only means that work from home is something good to employees of hotel and restaurant in CALABARZON area.

3.2 Skeleton Workforce

Skeleton workforce is one of the alternative working arrangements during COVID 19 pandemic. As the rules and regulations of Civil Service Commission, skeleton workforce should be up to a maximum of 50% operational capacity unless a higher percentage is required in agencies providing health and emergency frontline services, border control and other critical work (Lopez, 2020). Below is the assessment on the extent of practice of AWA by skeleton workforce in hotel and restaurant industry.

Table 18 presents the assessment on the extent of practice of alternative working arrangement by skeleton workforce in hotel and restaurant business in CALABARZON area. Based on the table above, as employees, we are embracing the practice of skeleton workforce in order to prevent the spread of the virus considering the general community quarantine set by IATF got the highest weighted mean of 3.54 (highly implemented). This is to avoid physical contact and prevent the spread of COVID 19. (<https://www.portcalls.com/new-boc-work-schedule-5-day-week-but-with-skeletal-team/>). "Skeleton workforce is appropriate in this time of pandemic to avoid the spread of the virus" according to most of the respondents' interview in CALABARZON.

On the other hand, in skeleton workforce, the on-site capacity utilizes the smallest number of people needed for a business or organization to maintain its basic functions had a lowest weighted mean of 3.16 (implemented). A skeleton workforce pertains to work arrangement where a minimum number of employees is required to man the office to render service when full staffing is not possible in order to prevent the spread of the virus (<http://www.csc.gov.ph>).

Table 18. Assessment on the Extent of Practice of AWA by Skeleton Workforce in Hotel and Restaurant

SKELETON WORKFORCE	Weighted Mean	Qualitative Interpretation
1. In skeleton workforce, we as employees are affecting our roles and functions during the state of public health emergency considering the valid DOT accreditation, health and safety conditions, and transportation arrangement.	3.31	Highly Practiced
2. Employees who are part of the skeletal workforce on a given day will report to their respective offices from 8am to 5pm as according to the community quarantine set by IATF.	3.20	Practiced
3. In skeleton workforce, the on-site capacity utilizes the smallest number of people needed for a business or organization to maintain its basic functions.	3.16	Practiced
4. As employees, we need to work despite the threat of pandemic in compliance with minimum public health standards to keep running the business.	3.40	Highly Practiced
5. As employees, we are embracing the practice of skeleton workforce in order to prevent the spread of the virus considering the general community quarantine set by IATF.	3.54	Highly Practice
6. Housing quarters are provided to employees assigned as skeleton workforce, whenever applicable and subject to budgeting, accounting and auditing rules and regulations.	3.31	Highly Practiced
7. In skeleton workforce, we are experiencing difficulties of transport services due to lockdown.	3.37	Highly Practiced
8. Private transportation such as company shuttles and personal vehicles utilized by persons authorized outside their residences are allowed subject to the guidelines provided by DOT.	3.29	Highly Practiced
9. In skeleton workforce, we are allowed to operate at 50% operational capacity to ensure the continuous delivery while observing the guidelines on community quarantine.	3.24	Practiced
10. There are safety protocols in the company with customers which are some of the most practical preventives for the protection of everyone and not to impede public service delivery to its clientele.	3.45	Highly Practiced
General Weighted Mean	3.3	Highly Practiced

3.3 Four-Day Compressed Workweek

CSC Memorandum Circular No. 10, Revised Interim Guidelines for Alternative Arrangements and Support Mechanism for Workers in the Government during the Period of State of National Emergency due to COVID 19 pandemic stated that the 4 day workweek: Monday to Thursday, Tuesday to Friday, Monday to

Tuesday, and Thursday to Friday, or a combination of a 4 workdays to ensure that there are employees reporting the whole workweek including regular holiday which required 40 hours to provide skeleton force in health emergency frontline services to operate 24/7 work schedule. Below is the presentation of assessment on the extent of practice of AWA by Four-Day Compressed Workweek in hotel and restaurant industry.

Table 19. Assessment on the Extent of Practice of AWA by Four-Day Compressed Workweek in Hotel and Restaurant

FOUR DAY COMPRESSED WORKWEEK	Weighted Mean	Qualitative Interpretation
1. The four-day compressed workweek has significantly enhanced employees' job satisfaction because it shall check-in with their immediate supervisor through the agreed mode of communication to record their actual time.	3.16	Practiced
2. The four-day workweek does not affect the performance of employees because there are prescribed individual log and accomplishment report that must be submitted by employees.	3.08	Practiced
3. The four-day workweek helps the employees using appropriate tools and equipment, adequate information and orientation to increase efficiency in producing more intellectual properties and outputs.	2.84	Practiced
4. A monitoring and reporting mechanism shall be adopted to validate the performance of assigned work and functions, and ensure the delivery of committed task and outputs including health interventions, stress debriefing and appropriate technologies to minimize face-to-face contact.	3.11	Practiced
5. The performance of middle-level managers are rated by themselves and staff before and after the implementation of the four-day work week.	2.96	Practiced
6. We are required to render 10 hours of work per day for four days.	2.54	Practiced
7. The four-day workweek seeks to reduce the consumption of electricity and fuel.	2.81	Practiced
8. The four-day workweek ensures that employees are reporting the whole week so as to prevent the illegal conduct of out-of-job activities.	2.85	Practiced
9. The work schedule will only be from Monday to Thursday and closed on a Friday where customers do not complain that they were unable to access services.	2.77	Practiced
10. The four-day week is considered by the company which gives people more time to decompress and come back to work more refreshed.	2.89	Practiced
General Weighted Mean	2.9	Practiced

Table 19 presents the assessment on the extent of practice of alternative working arrangement in terms of four-day compressed workweek in hotel and restaurant business in CALABARZON area. The four-day compressed workweek has significantly enhanced employees' job satisfaction because it shall check-in with their immediate supervisor through the agreed mode of communication to record their actual time. had a

highest weighted mean of 3.16 (agree). It was supported by the study of International Journal for Educational Studies (2018) that the 4-day compressed workweek is enhancing job satisfaction. The employees' productivity and commitment have been enhanced after the implementation of four day compressed workweek. Meanwhile, most of the respondents said to the interview that implementation of four-day compressed workweek is good because employees can look for another extra income or sidelines on their off days.

Unfortunately, we are required to render 10 hours of work per day for four days got a lowest weighted mean of 2.54 (agree). It is connected to the study of Lucas (2021) that the advantage is having another day with no work and commute and free up personal time. Several studies show various benefits such as reduced stress, increased productivity, and happier employees. Giving up an extra day off per week is a big hurdle to your good employees when they think about moving to a new company. Disadvantages of the four-day workweek is it doesn't work for every business and certainly not for every employee. If your customers expect to find people who are available five days a week, then workers who is unavailable every Friday could cause problems.

3.4 Staggered Working Hours

Staggered working hours as defined by ILO is a group of workers start and finish work slightly at different times must remain unchanged and should not be confused with flexitime programmes. It is one way of easing problems of traffic congestion and over-burdened public transport at certain peak hours. Traffic would also more smoothly, public transport, physical and psychological strain would be lessened for all concerned. It may also make it easier for workers to access cafeterias, childcare facilities and other services. However, there are several potential disadvantages like a shorter period when all workers are present, record-keeping, administrative difficulties, potential inconveniences due to new schedules and extra costs such as extended operating hours: additional security, heating, lighting and other expenses (<https://www.ilo.org>). The following are the presentation of assessment on the extent of practice of AWA by staggered working hours in hotel and restaurant.

Table 20 presents the assessment on the extent of practice of alternative working arrangement by staggered working hours in hotel and restaurant business in CALABARZON area. Staggered working hours promotes work-life balance through proper scheduling of activities and rotation of workforce got a highest weighted mean of 3.17 (agree) Staggered Work Hours is an important measures of traffic demand management with an analysis of motivation and basic principles. Implementation should satisfy three basic conditions: firstly, exists obvious peak period of travel; second, the flow of public transport; third, road traffic is very crowded. As an example, the traffic applicability of staggered working hours in the City of Guangzhou is analyzed through relevant statistics and surveys. But the variation of road flow, speed in downtown area and traffic operation are under high load condition during daytime (<https://ascelibrary.org/doi/10.1061/41184%28419%2967>).

Moreover, in staggered working hours, we ensure more adequate health and safety guidelines, especially for the operation of ancillary establishments within the accommodation establishments, such as restaurants, cafes, bars, gyms, spas, and access cafeterias, childcare facilities and other services. had the lowest weighted mean of 2.75 (agree). This statement was supported by ILO (International Labor Organization) that may also make it easier for workers to access cafeterias, childcare facilities and other services. However, there are several potential disadvantages like a shorter period when all workers are present, record-keeping, administrative difficulties, potential inconveniences due to new schedules and extra costs such as extended operating hours: additional security, heating, lighting and other expenses (www.ilo.org).

Table 20. Assessment on the Extent of Practice of AWA by Staggered Working Hours in Hotel and Restaurant

STAGGERED WORKING HOURS	Weighted Mean	Qualitative Description
In staggered hours, we can help to ease problems of traffic congestion and over-burdened public transport at certain peak hours.	3.09	Practiced
In staggered working hours, we ensure more adequate health and safety guidelines, especially for the operation of ancillary establishments within the accommodation establishments, such as restaurants, cafes, bars, gyms, spas, and access cafeterias, childcare facilities and other services.	2.75	Practiced
Staggered working hours promotes work-life balance through proper scheduling of activities and rotation of workforce.	3.17	Practiced
In staggered working hours, we are of being pressured to work.	2.92	Practiced
In staggered working hours, we are doing project, activities such as check-in and check-out for billeted guests as we need to accomplish and submit on time.	2.99	Practiced
In staggered working hours, we choose a specific start and end time.	2.96	Practiced
Core hours for the workplace is a key principle for the successful implementation of staggered hours.	2.99	Practiced
As employees, we have initiative in a transparent manner that fosters greater trust with employees to implement staggered working hours effectively.	2.97	Practiced
Checklist and feedback from employees at all levels are regularly gathered to get a balanced view.	3.15	Practiced
10. In staggered working hours, there is a positive impact on public transport condition, but bring little improvement where we comply with the Physical Distancing and passenger limit guidelines set by the Department of Transportation (DOTr) to avoid possible contact.	2.88	Practiced
General Weighted Mean	3.0	Practiced

3.5 Telecommuting

The telecommuting is a work arrangement that allows for private sector in an alternative workplace with the use of computer technologies. Employers must observe all labour laws, and continue to include remunerative work hours including day/night shift differentials with minimum number of work hours, overtime, rest days and entitlement to leave benefits (<https://www.lexology.com/library/detail.aspx?g=5ebc650e-3fd7-431c-9f48-fcabe0b77b11>). President Rodrigo Duterte signed the telecommuting known as the Republic Act No. 11165 on December 20, 2018. This is to allow private sector employees to work flexibly from home or any place outside the office with an

internet connection, in an effort to increase productivity, performance, job satisfaction, and to resolve issues of long commutes to workplaces. One of the private sectors that implement telecommuting is hotel and restaurant as presented below on the assessment on the extent of practice of AWA by telecommuting.

Table 21. Assessment on the Extent of Practice of AWA by Telecommuting in Hotel and Restaurant

TELECOMMUTING	Weighted Mean	Qualitative Interpretation
1. In telecommuting, workers are happy because of freer environment, don't see their boss around and can do house errands.	2.87	Practiced
2. In telecommuting, workers have no stress and can avoid exposure to viruses.	3.16	Practiced
3. Telecommuters are being less distracted and having fewer interruptions which can lead to a greater ability to focus.	2.9	Practiced
4. In telecommuting, we decrease our labor force participation due to increasing hours worked.	2.8	Practiced
5. In telecommuting, we are less productive because of less hours than traditional office.	2.8	Practiced
6. We prefer telecommuting because it reduces emissions, office costs, and helps people especially women balance work and family roles as well as to be more productive.	2.99	Practiced
7. In telecommuting, our productivity and efficiency, save time and cost, customer satisfaction are decreasing which gives less income.	2.87	Practiced
8. In telecommuting, we increase our productivity and efficiency, save time and cost, customer satisfaction which obviously attract more income to business and greatly saves environment by minimizing pollution, carbon emission and maintain ecological mindfulness as well.	3.17	Practiced
9. In telecommuting, we as employees may terminate or change the telecommuting work if not follow to policy or agreement.	2.96	Practiced
10. In telecommuting, we use technologies to carry out our work.	2.87	Practiced
General Weighted Mean	2.9	Practiced

Table 21 presents the assessment on the extent of practice of alternative working arrangement by telecommuting in hotel and restaurant business in CALABARZON area. Based on the table above, telecommuting increase productivity and efficiency, save time and cost, customer satisfaction which obviously attract more income to business and greatly saves environment by minimizing pollution, carbon emission and maintain ecological mindfulness as well with a weighted mean of 3.17 (agree). In the Washington Post, Economist Susan said that people will change their habits and some of these will stick. There's a lot of things that slowly shifting and accelerate".

The COVID-19 pandemic is a massive experiment in telecommuting where up to half of American workers are currently working from home more than double the fraction in 2017-2018 and some jobs simply can't be done at home, but the outbreak is fast. Until now, it has been slower to take hold than many predicted when remote work first emerged because it reflects sticky work cultures as well as lack of interest in investing technology and management practices necessary to operate a tele-workforce. As a result, we may see a more permanent shift toward telecommuting. On the plus side, workers tend to prefer working from home, it reduces emissions, office costs, and it helps people especially women balance work and family roles as well as to be more productive. The downsides: managing a telecommuting staff can be difficult, professional isolation have negative effects on well-being, career development, and the effects on productivity over the long run and in a scaled-up system are uncertain.

Meanwhile there were both lowest weighted mean of 2.8 (agree). These are telecommuting can increase labor force participation by either increasing hours worked for existing workers or drawing workers into the labor force who would otherwise stay on the sidelines and telecommuters actually work more hours than traditional office workers, which could be one reason they are more productive. Ugincius (2020) found out that telecommuters actually work more hours than traditional office workers, which could be one reason they are more productive. The table below is the summary of assessment on the extent of implementation of AWA in hotel and restaurant.

Table 22. Summary of Assessment on the Extent of Practice of AWA in Hotel and Restaurant

AWA	General Weighted Mean	Verbal Interpretation
Work from home	2.8	Practiced
Skeleton workforce	3.3	Highly Practiced
Four-day compressed workweek	2.9	Practiced
Staggered working hours	3.0	Practiced
Telecommuting	2.9	Practiced
Grand Weighted Mean	3.0	Practiced

Based on the table above, it shows that skeleton workforce is the most implementing AWA in hotel and restaurant industry. It is the most practical preventive for the protection of everyone and not to impede public service delivery to its clientele. It is highly advised that all employees must take personal precautionary measures responsibly and consistently (Tarlac State University, 2020). In addition to this, according to interview, majority of the respondents answered skeleton but the solution that need by the employees of hotel and restaurant are benefits, need balance scheduling, company service, transparency, balance in assigning skeleton workforce, and effective communication.

Education

3.1 Work from Home

Educational institution is also implementing work from home. Pursuant to DepEd no. 11 series of 2020, the Department of Education adopts the revised guidelines on alternative work arrangement during the period of State of National Emergency due to COVID 19 pandemic. These guidelines take into consideration the policies set forth by the Office of the President and by the Inter-Agency Task Force for the Management

of Infectious Disease (IATF) as well as the Civil Service Commission. It provides work arrangements and support mechanisms for teaching and non-teaching personnel. The Department is ever prepared to make informed, coordinated, proportionate response, and shall continue to issue policies in light of the pandemic.

Table 23. Assessment on the Extent of Implementation of AWA by WFH in Education

WORK FROM HOME	Weighted Mean	Qualitative Interpretation
1. In WFH, we as employees are provided by adequate support to perform the assign task or job.	3.12	Practiced
2. Grievance mechanism which resolves issue is in place under WFH set-up.	3.13	Practiced
3. We find willingness to work under WFH for the alternative working arrangement for the good and supportive environment including the duration of the program, rights, duties, and responsibilities of the employee, are provided.	3.44	Highly Practiced
4. Balance between work and home is a challenge under WFH arrangement.	3.02	Practiced
5. Employees became stressed, exhausted, and burn-out under WFH set-up.	2.34	Rarely Practiced
6. WFH protects the right of workers and promote our welfare especially in the light of technological development.	3.11	Practiced
7. WFH has performance standards that seek to increase employee performance.	2.87	Practiced
8. WFH has performance standards that seek to increase employee performance.	2.75	Practiced
9. Fair treatment is provided to employees under WFH set-up.	3.1	Practiced
10. There is mutual consent between employer and employee which is beneficial and fosters participation through the exercise of management.	3.29	Highly Practiced
General Weighted Mean	3.0	Practiced

Table 23 presents the assessment on the extent of practice of alternative working arrangement work from home in the field of Educational Institution in CALABARZON area. Based on the table above, the statement “we find willingness to work under WFH for the alternative working arrangement for the good and supportive environment including the duration of the program, rights, duties, and responsibilities of the employee, are provided” got a highest weighted mean of 3.44 (strongly agree). In the study cited by Kumari (2020) resulted that many of the employees who are supported well by the employers in terms of working environment setup was satisfied and they wish to continue the WFH condition unlike of those who are not provided with the proper working infrastructure. In addition to this, according to the study of Shareena (2020) found out that respondents working from home will be willing to work if they are having good and supportive environment to work from home. Understanding the needs of employees provides employers with an opportunity to help employees set up a supportive and controlled work environment, which may result in a greater number of workers showing increased willingness to work from home and thereby having higher job satisfaction and efficiency. Moreover, there is higher level of job satisfaction with the support rendered by their organizations. The controlled environment gives higher level of efficiency (State, 2020). However, it

was identified as the workers productivity varies from their usual workplace rather than working remotely. Also, there are few jobs that cannot be performed from work from home and that should be considered by the policy makers on wage policies (Dingel & Neiman, 2020).

Likewise, the lowest weighted mean of 2.34 (agree) was employees became stressed, exhausted, and burn-out under WFH set-up. In the study of Mas and Pallais (2020) cited to (Dingel and Neimann, 2020; Gaudes 2020) that working from home has evolved from a necessity and challenge triggered by social-distancing practices into a much-embraced modus operandi (Zafar, 2020) associated with positive emotions and a rejuvenated sense of well-being. Meanwhile, customers want to continue working from home after the pandemic is over while companies need to increase efficiency and productivity despite embracing new reality (Shan and Tang, 2020).

3.2 Skeleton Workforce

A skeletal workforce shall be maintained in each office to ensure the vital functions and basic delivery services are not compromised (www.upcebu.edu.ph). Below is the assessment on the extent of implementation of AWA by skeleton workforce in education.

Table 24. Assessment on the Extent of Practice of AWA by Skeleton Workforce in Education

SKELETON WORKFORCE	WM	Qualitative Interpretation
1. In skeleton workforce, we as employees are affecting our roles and functions during the state of public health emergency considering the valid DOT accreditation, health and safety conditions, and transportation arrangement.	3.53	Highly Practiced
2. Employees who are part of the skeletal workforce on a given day will report to their respective offices from 8am to 5pm as according to the community quarantine set by IATF.	3.33	Highly Practiced
3. In skeleton workforce, the on-site capacity utilizes the smallest number of people needed for a business or organization to maintain its basic functions.	3.51	Highly Practiced
4. As employees, we need to work despite the threat of pandemic in compliance with minimum public health standards to keep running the business.	3.55	Highly Practiced
5. As employees, we are embracing the practice of skeleton workforce in order to prevent the spread of the virus considering the general community quarantine set by IATF.	3.7	Highly Practiced
6. Housing quarters are provided to employees assigned as skeleton workforce, whenever applicable and subject to budgeting, accounting and auditing rules and regulations.	3.27	Highly Practiced
7. In skeleton workforce, we are experiencing difficulties of transport services due to lockdown.	3.39	Highly Practiced
8. Private transportation such as company shuttles and personal vehicles utilized by persons authorized outside their residences are allowed subject to the guidelines provided by DOT.	3.3	Highly Practiced
9. In skeleton workforce, we are allowed to operate at 50% operational capacity to ensure the continuous delivery while observing the guidelines on community quarantine.	3.37	Highly Practiced
10. There are safety protocols in the company with customers which are some of the most practical preventives for the protection of everyone and not to impede public service delivery to its clientele.	3.48	Highly Practiced
General Weighted Mean	3.4	Highly Practiced

Table 24 shows the statement “we are embracing the practice of skeleton workforce in order to prevent the spread of the virus considering the general community quarantine set by IATF” got a highest a weighted mean of 3.70 (strongly agree). In UP Diliman, President Danilo L. Concepcion declared that “skeleton staff are working to keep University running and protect our communities”. He added that our administrative officials have been tirelessly steering the University through rough waters and our students, alumni and campus residents are doing their part by using their training to build sanitation tents for public use, by donating food and supplies to fellow members of the UP community in need, or by campaigning for support for our doctors, nurses, and health centers by simply doing what they can to educate, ease people’s burdens and uplift their spirits” (<https://uplb.edu.ph/uplb-measures-against-covid-19/>). Lastly, Housing quarters are provided to employees assigned as skeleton workforce, whenever applicable and subject to budgeting, accounting and auditing rules and regulations with a weighted mean of 3.27 (strongly agree).

3.3 Four-Day Compressed Workweek

A 4-day workweek has demonstrated its effectiveness in achieving positive outcomes for employee engagement, well-being and ultimately, productivity towards work-life balance. It is suggested to peak at 25–30 hours per week for the average worker but remain unfruitful meetings, social media and excessive breaks. It has also negative effect on the fifth day such as costly and ineffective if poorly implemented (<https://www.wearespur.com/journal/the-case-for-a-four-day-work-week>).

Table 25. Assessment on the Extent of Practice of AWA by Four-Day Compressed Workweek in Education

FOUR DAY COMPRESSED WORKWEEK	WM	Qualitative Description
1. The four-day compressed workweek has significantly enhanced employees’ job satisfaction because it shall check-in with their immediate supervisor through the agreed mode of communication to record their actual time.	3.02	Practiced
2. The four-day workweek does not affect the performance of employees because there are prescribed individual log and accomplishment report that must be submitted by employees.	2.87	Practiced
3. The four-day workweek helps the employees using appropriate tools and equipment, adequate information and orientation to increase efficiency in producing more intellectual properties and outputs.	3.05	Practiced
4. A monitoring and reporting mechanism shall be adopted to validate the performance of assigned work and functions, and ensure the delivery of committed task and outputs including health interventions, stress debriefing and appropriate technologies to minimize face-to-face contact.	3.21	Practiced
5. The performance of middle-level managers are rated by themselves and staff before and after the implementation of the four-day work week.	3.09	Practiced
‘6. We are required to render 10 hours of work per day for four days.	2.88	Practiced
7. The four-day workweek seeks to reduce the consumption of electricity and fuel.	3.07	Practiced
8. The four-day workweek ensures that employees are reporting the whole week so as to prevent the illegal conduct of out-of-job activities.	2.96	Practiced
9. The work schedule will only be from Monday to Thursday and closed on a Friday where customers do not complain that they were unable to access services.	3.03	Practiced
10. The four-day week is considered by the company which gives people more time to decompress and come back to work more refreshed.	3.14	Practiced
General Weighted Mean	3.0	Practiced

Table 25 presents the assessment on the extent of practice of alternative working arrangement in terms of four-day compressed workweek in the field of educational Institution in CALABARZON area. Based on the table above the 1st rank was monitoring and reporting mechanism shall be adopted to validate the performance of assigned work and functions, and ensure the delivery of committed task and outputs including health interventions, stress debriefing and appropriate technologies to minimize face-to-face contact with a weighted mean of 3.21 (agree). It is supported by the findings revealed from an international survey sample of 166 educators and students, showed that the respondents faced issues with private and personal boundaries, felt the impact of working and learning from home on both physical and emotional levels, and experienced challenges to what was expected of them (Lynch et al. 2021). Thus, the last rank was the four-day workweek does not affect the performance of employees because there are prescribed individual log and accomplishment report that must be submitted by employees. with a weighted mean of 2.87 (agree).

3.4 Staggered Working Hours

Staggered working hours is an arrangement that although employees work fixed hours everyday the start, finish or even lunch time are need to do the job. It enables to covered for a longer working day and improve the service of the manager (<https://www.york.ac.uk/admin/hr/leave-and-absence/flexible-working/types/shifts-and-rotas/>).

Table 26. Assessment on the Extent of Practice of AWA by Staggered Working Hours in Education

STAGGERED WORKING HOURS	WM	Qualitative Interpretation
1. In staggered hours, we can help to ease problems of traffic congestion and over-burdened public transport at certain peak hours.	3.19	Practiced
2. In staggered working hours, we ensure more adequate health and safety guidelines especially for the operation of ancillary establishments within the accommodation establishments, such as restaurants, cafes, bars, gyms, spas, and access cafeterias, childcare facilities and other services.	3.11	Practiced
3. Staggered working hours promotes work-life balance through proper scheduling of activities and rotation of workforce.	3.21	Practiced
4. In staggered working hours, we are of being pressured to work.	2.76	Practiced
5. In staggered working hours, we are doing project, activities such as check-in and check-out for billeted guests as we need to accomplish and submit on time.	3.12	Practiced
6. In staggered working hours, we choose a specific start and end time.	3.12	Practiced
7. Core hours for the workplace is a key principle for the successful implementation of staggered hours.	3.17	Practiced
8. As employees, we have initiative in a transparent manner that fosters greater trust with employees to implement staggered working hours effectively.	3.15	Practiced
9. Checklist and feedback from employees at all levels are regularly gathered to get a balanced view.	3.28	Highly Practiced
10. In staggered working hours, there is a positive impact on public transport condition, but bring little improvement where we comply with the Physical Distancing and passenger limit guidelines set by the Department of Transportation (DOTr) to avoid possible contact.	3.06	Practiced
General Weighted Mean	3.1	Practiced

Table 26 presents the assessment on the extent of practice of alternative working arrangement by staggered working hours in the field of educational Institution in CALABARZON area. Based on the table

above checklist and feedback from employees at all levels are regularly gathered to get a balanced view got a 1st rank with a weighted mean of 3.28 (strongly agree). According to Irwin et al, (2020), issues and concerns raised by working arrangements such as first, issues relevant to communication: a) excessive: The primary issue, raised by a proportion of staff, was an excessive number of online meetings where staff felt this led to work progress being halted and a feeling; b) Ineffective: A small proportion of staff indicated that some aspects of communication during the pandemic could be made more effective via streamlining and further management oversight; c) management: Issues raised around communication includes timing of emails, a need for increased flexibility and aspects such as recording meetings / taking minutes; d) acknowledgement: Some staff raised the issue that managers are not always compassionate or empathetic to individual circumstances. A proportion of staff also indicated that it was difficult to know how to give feedback or raise concerns. Meanwhile, in staggered working hours, we are of being pressured to work had a lowest weighted mean of 2.76 (agree).

The table below is the summary on the assessment on the extent of implementation by AWA in Education. The result shows that the skeleton workforce got the highest weighted mean of 3.4 (strongly agree). It was supported by the qualitative data that majority of the respondents answered skeleton workforce as the best implementing alternative working arrangement with various reasons such as need to see and give modules to parents, pupils and other clients. It is also safest AWA because the CALABARZON is in high risk of COVID and some reports can be done in the school, still perform social interaction and prevent the spread of the virus.

Table 27. Summary on the Assessment on the Extent of Practice by AWA in Education

AWA	General Weighted Mean	Verbal Interpretation
Work from home	3.0	Practiced
Skeleton workforce	3.4	Highly Practiced
Four-day compressed workweek	3.0	Practiced
Staggered working hours	3.1	Practiced
Grand Weighted Mean	3.1	Practiced

Furthermore, as shown in the table above, there is no indicated telecommuting because as according to the aforementioned statement, the respondents in education and government are not implementing telecommuting. It was also supported by Republic Act No. 11165 signed by President Rodrigo Duterte on December 20, 2018 which allows private sector employees to work flexibly from home or any place outside the office with an internet connection, in an effort to increase productivity, performance, job satisfaction, and to resolve issues of long commutes to workplaces. Furthermore, Freeport (2020) defined telecommuting is an employee who telecommutes works away from a central place of business, like an office. Basically, the employee performs work from home or at a location such as a coffee shop, library, or co-working space, and “commutes” to work via telecommunication channels — phone, email and chat programs, and video conferencing. He added that a telecommuter may work remotely full time, or they may work onsite part of the time. They may be required to visit the office for meetings, professional development, and other company events.

Government

3.1 WFH

The Civil Service Commission Memorandum Circular No. 10 or the Revised Interim Guidelines on Alternative Work Arrangements defined (WFH) defined as an output-oriented work arrangement that authorizes the worker to produce outputs, results and accomplishments. It must be adopted in areas placed under Enhanced Community Quarantine (ECQ). For agencies in areas placed under General Community Quarantine (GCQ), public transportation should be limited and physical/social distancing in the workplace is required, WFH is an option. To facilitate the implementation of the work-from-home arrangement, the agency head shall ensure that employees are given tasks to be performed to the full extent possible in terms of man-days per work week. In this arrangement, employees shall make themselves available during the work hours that they are working from home (Destura, 2020). Hence, the following the presentation on the assessment on the extent of practice of AWA by work from home in the government.

Table 28. Assessment on the Extent of Practice of AWA by Work from Home in Government

WORK FROM HOME	Weighted Mean	Qualitative Description
1. In WFH, we as employees are provided by adequate support to perform the assign task or job.	2.82	Practiced
2. Grievance mechanism which resolves issue is in place under WFH set-up.	2.86	Practiced
3. We find willingness to work under WFH for the alternative working arrangement for the good and supportive environment including the duration of the program, rights, duties, and responsibilities of the employee, are provided.	3.14	Practiced
4. Balance between work and home is a challenge under WFH arrangement.	2.84	Practiced
5. Employees became stressed, exhausted, and burn-out under WFH set-up.	2.42	Rarely Practiced
6. WFH protects the right of workers and promote our welfare especially in the light of technological development.	2.78	Practiced
7. WFH has performance standards that seek to increase employee performance.	2.58	Practiced
8. WFH is implemented to increase productivity and promotes creative and innovation.	2.64	Practiced
9. Fair treatment is provided to employees under WFH set-up.	3.08	Practiced
10. There is mutual consent between employer and employee which is beneficial and fosters participation through the exercise of management.	2.8	Practiced
General Weighted Mean	2.8	Practiced

Table 28 presents the assessment on the extent of practice of alternative working arrangement in terms of work from home in the government service in CALABARZON area. Based on the table above, it shows that the 1st rank was We find willingness to work under WFH for the alternative working arrangement for the good and supportive environment including the duration of the program, rights, duties, and responsibilities of the employee, are provided with the weighted mean of 3.14 (agree). According to Kate

Guthrie “home can be a really supportive place for quiet, concentrated work, reading, virtual meetings and for other tasks but the office is really important in terms of engagement, collaboration and socialization,” She added that “there are need to be a real focus on well-being and inclusivity to ensure all those working remotely are still engaged. Transport Canada’s Michael Keenan said. “ourned is constant communication about the necessity for change and the opportunities that come with it and demonstrating results along the way”. (Hunt, 2020). Lastly, employees became stressed, exhausted, and burn-out under WFH set-up with 2.42 (disagree).

3.2 Skeleton Workforce

According to Harry Roque, the spokesperson of President Duterte, skeleton workforce in government would be allowed during the imposition of ECQ and modified ECQ. School premises are still closed in areas under ECQ and GCQ. Skeleton workforce may be adopted in areas under GCQ to process students’ requirements and make preparations for graduation activities and class opening (Moaje, 2020). Below is the assessment on the extent of practice of AWA by skeleton workforce in the government.

Table 29. Assessment on the Extent of Practice of AWA by Skeleton Workforce in Government

SKELETON WORKFORCE	WM	Qualitative Description
1. In skeleton workforce, we as employees are affecting our roles and functions during the state of public health emergency considering the valid DOT accreditation, health and safety conditions, and transportation arrangement.	3.34	Highly Practiced
2. Employees who are part of the skeletal workforce on a given day will report to their respective offices from 8am to 5pm as according to the community quarantine set by IATF.	3.08	Practiced
3. In skeleton workforce, the on-site capacity utilizes the smallest number of people needed for a business or organization to maintain its basic functions.	3.28	Highly Practiced
4. As employees, we need to work despite the threat of pandemic in compliance with minimum public health standards to keep running the business.	3.32	Highly Practiced
5. As employees, we are embracing the practice of skeleton workforce in order to prevent the spread of the virus considering the general community quarantine set by IATF.	3.48	Highly Practiced
6. Housing quarters are provided to employees assigned as skeleton workforce, whenever applicable and subject to budgeting, accounting and auditing rules and regulations.	3.14	Practiced
7. In skeleton workforce, we are experiencing difficulties of transport services due to lockdown.	3.2	Practiced
8. Private transportation such as company shuttles and personal vehicles utilized by persons authorized outside their residences are allowed subject to the guidelines provided by DOT.	3.14	Practiced
9. In skeleton workforce, we are allowed to operate at 50% operational capacity to ensure the continuous delivery while observing the guidelines on community quarantine.	3.24	Practiced
10. There are safety protocols in the company with customers which are some of the most practical preventives for the protection of everyone and not to impede public service delivery to its clientele.	3.26	Practiced
General Weighted Mean	3.2	Practiced

Table 29 presents the assessment on the extent of practice of alternative working arrangement by work from home in the government service in CALABARZON area. Based on the assessment of the respondents, the statement “as employees, we are embracing the practice of skeleton workforce in order to prevent the spread of the virus considering the general community quarantine set by IATF” got the highest weighted mean of 3.48 (strongly agree). Mateo (2020) stated that individual roles and functions, health and safety conditions, and transportation arrangements shall be considered. (Malipot, 2020). Lastly, employees who are part of the skeletal workforce on a given day will report to their respective offices from 8am to 5pm as according to the community quarantine set by IATF got a weighted mean of 3.08 (agree).

3.3 Four Day Compressed Workweek

The Four Day Compressed Workweek is still connected to the rules and regulations as mandated by CSC Memorandum Circular No. 10, Revised Interim Guidelines for Alternative Arrangements and Support Mechanism for Workers in the Government during the Period of State of National Emergency Due to COVID 19 pandemic stated that the 4 day workweek to ensure that there are employees reporting the whole workweek including regular holiday which required 40 hours to provide skeleton force in health emergency frontline services to operate 24/7 work schedule. Below is the assessment on the extent of implementation of AWA by four-day compressed workweek in the government.

Table 30. Assessment on the Extent of Practice of AWA by Four-Day Compressed Workweek in Government

FOUR DAY COMPRESSED WORKWEEK	WM	Qualitative Description
1. The four-day compressed workweek has significantly enhanced employees' job satisfaction because it shall check-in with their immediate supervisor through the agreed mode of communication to record their actual time.	2.78	Practiced
2. The four-day workweek does not affect the performance of employees because there are prescribed individual log and accomplishment report that must be submitted by employees.	2.74	Practiced
3. The four-day workweek helps the employees using appropriate tools and equipment, adequate information and orientation to increase efficiency in producing more intellectual properties and outputs.	2.80	Practiced
4. A monitoring and reporting mechanism shall be adopted to validate the performance of assigned work and functions, and ensure the delivery of committed task and outputs including health interventions, stress debriefing and appropriate technologies to minimize face-to-face contact.	2.80	Practiced
5. The performance of middle-level managers are rated by themselves and staff before and after the implementation of the four-day work week.	2.76	Practiced
6. We are required to render 10 hours of work per day for four days.	2.96	Practiced
7. The four-day workweek seeks to reduce the consumption of electricity and fuel.	2.82	Practiced
8. The four-day workweek ensures that employees are reporting the whole week so as to prevent the illegal conduct of out-of-job activities.	2.84	Practiced
9. The work schedule will only be from Monday to Thursday and closed on a Friday where customers do not complain that they were unable to access services.	2.86	Practiced
10. The four-day week is considered by the company which gives people more time to decompress and come back to work more refreshed.	2.88	Practiced
General Weighted Mean	2.8	Practiced

Table 30 presents the assessment on the extent of practice of alternative working arrangement in terms of four-day compressed workweek in the government service in CALABARZON area. Based on the

above assessment of the respondents, the 1st rank was we are required to render 10 hours of work per day for four days with the weighted mean of 2.96 (agree). The 2nd was the four-day week is considered by the company which gives people more time to decompress and come back to work more refreshed with the weighted mean of 2.88 (agree). On the other hand, the 3rd was the work schedule will only be from Monday to Thursday and closed on a Friday where customers do not complain that they were unable to access services (implemented) while the 4th rank was the four-day workweek ensures that employees are reporting the whole week so as to prevent the illegal conduct of out-of-job activities with the weighted mean of 2.84. Lastly, the four-day workweek does not affect the performance of employees because there are prescribed individual log and accomplishment report that must be submitted by employees with the weighted mean of 2.74 (agree).

3.4 Staggered Working Hours

CSC Memorandum Circular No. 10, a revised interim guideline for AWA support mechanism for workers in the government during the period of state of National emergency due to COVID 19 pandemic stated that the agency shall strategize the adoption of the staggered working hours to limit the number of employees and officials at any given time. The agency head shall ensure that employees remain flexible in making themselves available for work duties outside of core hours if required. Below is the assessment on the extent of practice of AWA by staggered working hours in the government.

Table 31. Assessment on the Extent of Practice of AWA by Staggered Working Hours in Government

STAGGERED WORKING HOURS	WM	Qualitative Description
1. In staggered hours, we can help to ease problems of traffic congestion and over-burdened public transport at certain peak hours.	2.94	Practiced
2. In staggered working hours, we ensure more adequate health and safety guidelines, especially for the operation of ancillary establishments within the accommodation establishments, such as restaurants, cafes, bars, gyms, spas, and access cafeterias, childcare facilities and other services.	2.94	Practiced
3. Staggered working hours promotes work-life balance through proper scheduling of activities and rotation of workforce.	2.94	Practiced
4. In staggered working hours, we are of being pressured to work.	2.62	Practiced
5. In staggered working hours, we are doing project, activities such as check-in and check-out for billeted guests as we need to accomplish and submit on time.	2.94	Practiced
6. In staggered working hours, we choose a specific start and end time.	2.94	Practiced
7. Core hours for the workplace is a key principle for the successful implementation of staggered hours.	2.96	Practiced
8. As employees, we have initiative in a transparent manner that fosters greater trust with employees to implement staggered working hours effectively.	2.76	Practiced
9. Checklist and feedback from employees at all levels are regularly gathered to get a balanced view.	3.06	Practiced
10. In staggered working hours, there is a positive impact on public transport condition, but bring little improvement where we comply with the Physical Distancing and passenger limit guidelines set by the Department of Transportation (DOTr) to avoid possible contact.	2.90	Practiced
General Weighted Mean	2.9	Practiced

Table 31 presents the assessment on the extent of practice of alternative working arrangement in terms of four-day compressed workweek in the government service in CALABARZON area. Based on the above assessment of the respondents, the 1st rank was checklist and feedback from employees at all levels are regularly gathered to get a balanced view with the weighted mean of 3.06 (agree). According to Irwin et al, (2020), issues and concerns raised by working arrangements such as first, issues relevant to communication: a) excessive: The primary issue, raised by a proportion of staff, was an excessive number of online meetings where staff felt this led to work progress being halted and a feeling; b) Ineffective: A small proportion of staff indicated that some aspects of communication during the pandemic could be made more effective via streamlining and further management oversight; c) management: Issues raised around communication includes timing of emails, a need for increased flexibility and aspects such as recording meetings / taking minutes; d) acknowledgement: Some staff raised the issue that managers are not always compassionate or empathetic to individual circumstances. A proportion of staff also indicated that it was difficult to know how to give feedback or raise concerns. The last rank was in staggered working hours, we are of being pressured to work with the weighted mean of 2.62 (agree).

The table below is the summary on the assessment on the extent of practice by AWA in the Government. It shows that skeleton workforce got the highest general weighted mean of 3.2 with verbal interpretation of implemented. This is connected to the qualitative data that skeleton workforce is the best implementing arrangement but the government must provide free internet connection, internet allowance also, conduct webinar on mental health awareness, have a good communication, provide employee resources and needs, follow the health protocols, monitor employees, assign weekly work plan, assess the effectiveness of working arrangement, and many others.

Table 32. Summary on the Extent of Practice of AWA in the Government

AWA	General Weighted Mean	Verbal Interpretation
Work from home	2.8	Practiced
Skeleton workforce	3.2	Practiced
Four-day compressed workweek	2.8	Practiced
Staggered working hours	2.9	Practiced
Grand Weighted Mean	2.9	Practiced

Hence, government like education sector was not also adopting telecommuting as according to the respondents, they are not implementing telecommuting. It was connected to Republic Act No. 11165 otherwise known as An Act Institutionalizing Telecommuting as An Alternative Work Arrangement for Employees in the Private Sector approved by President Duterte in 2018. Section 2 of the said act states that it is the policy of the State to affirm labor as a primary social economic force and must protect the rights of workers and promote their welfare, especially in the light of technological development that has opened up new and alternative avenues for employees to carry out their work such as telecommuting, and other flexible work arrangements (https://lawphil.net/statutes/repacts/ra2018/ra_11165_2018.html). Meanwhile, the table below is the over-all summary on the extent of practice of AWA by work from home, skeleton workforce, four-day compressed workweek, staggered working hours and telecommuting in hotel and restaurant, education and government. It shows that the skeleton workforce had the highest general average weighted mean of 3.3, 3.4, and 3.2 (highly implemented). It means that the said arrangement is dominant among the other AWA which really implementing by the three (3) organizations. Hence, skeleton workforce is one of the most appropriate AWA in the organizations.

On the other hand, staggered working hours was the second among the AWA with the average weighted mean of 3.0, 3.1 and 2.9 (agree) while Work from Home and Four-Day Compressed Workweek had the same average weighted mean of 2.9 (agree). Over-all, education had the highest weighted mean of 3.1 with regards to the extent of implementation of AWA.

Table 33. Over-all Summary on the Extent of Practice of AWA

AWA	Hotel and Restaurant		Education		Government	
	General Weighted Mean	Verbal Interpretation	General Weighted Mean	Verbal Interpretation	General Weighted Mean	Verbal Interpretation
Work from home	2.8	Practice	3.0	Practiced	2.8	Practiced
Skeleton workforce	3.3	Highly Practiced	3.4	Highly Practiced	3.2	Practiced
Four-day compressed workweek	2.9	Practiced	3.0	Practiced	2.8	Practiced
Staggered working hours	3.0	Practiced	3.1	Practiced	2.9	Practiced
Telecommuting	2.9	Practiced	—	—	—	—
Grand Weighted Mean	3.0	Practiced	3.1	Practiced	2.9	Practiced

As shown in the table above, education and government were not adopting telecommuting as according to the survey and interview to respondents. It was connected to Republic Act No. 11165 otherwise known as An Act Institutionalizing Telecommuting as An Alternative Work Arrangement for Employees in the Private Sector approved by President Duterte in 2018. Section 2 of the said act states that it is the policy of the State to affirm labor as a primary social economic force and must protect the rights of workers and promote their welfare, especially in the light of technological development that has opened up new and alternative avenues for employees to carry out their work such as telecommuting, and other flexible work arrangements (https://lawphil.net/statutes/repacts/ra2018/ra_11165_2018.html). It was also supported by the respondents of education and government that they were not adopting telecommuting. It means that telecommuting is for private sector only.

Moreover, Freeport (2020) defined telecommuting is an employee who telecommutes works away from a central place of business, like an office. Basically, the employee performs work from home or at a location such as a coffee shop, library, or co-working space, and “commutes” to work via telecommunication channels — phone, email and chat programs, and video conferencing. He added that a telecommuter may work remotely full time, or they may work onsite part of the time. They may be required to visit the office for meetings, professional development, and other company events. Companies evaluate eligibility for telework on a case-to-case basis based on the candidate’s role, performance, and background. He also added that telecommuting can be informal with the employee periodically working from home as personal or company needs dictate or it can be a formal agreement, with the employee working offsite. Organizations that allow telecommuting should have a policy in place to define the arrangement. It also refers to an arrangement between an employer and an employee. There are three basic types of telecommuting: First: regular telecommuting is when an employee spends every workday or regularly scheduled workday working from a home office or other remote office. Second, occasional telecommuting is when an employee works from a

home office periodically to avoid interruptions, while on a business trip, or for some other personal reason. Third, emergency telecommuting is when employees work from home for a limited period of time to ensure business continuity during a temporary disruption, like the COVID-19 pandemic, inclement weather, a natural disaster, or a public event that causes significant traffic- or parking-related disruptions (Freeport, 2020).

4. Ascertain the Significant Difference on the Respondent's Assessment on the Adoption of Alternative Working Arrangement When They are Grouped According to Profile.

HOTEL AND RESTAURANT

Location

The table below presents the mean ranks of each factor on alternative working arrangement. Each province was assessed according to work from home, skeleton workforce, four-day compressed work week, staggered working hours, and telecommuting.

Table 34. Significant Difference on the Respondents' Assessment on the Adoption of AWA by Location in Hotel and Restaurant Industry

Ranks	Location	N	Mean Rank
Work From Home	Cavite	20	52.03
	Laguna	20	40.33
	Batangas	20	54.65
	Rizal	20	50.33
	Quezon	20	55.18
Skeletal Work Force	Cavite	20	46.03
	Laguna	20	53.98
	Batangas	20	51.23
	Rizal	20	50.48
	Quezon	20	50.80
Four Day-Workweek	Cavite	20	58.53
	Laguna	20	47.35
	Batangas	20	45.93
	Rizal	20	55.45
	Quezon	20	45.25
Staggered Working Hours	Cavite	20	59.48
	Laguna	20	49.73
	Batangas	20	46.28
	Rizal	20	49.20
	Quezon	20	47.83

As to work from home, Quezon had the highest mean rank with 55.18, and this value indicates that the assessment of the respondent in Quezon as to work from home set-up tend to be higher than those of the other provinces. However, Laguna had the lowest mean rank according to work from home with value 40.33. This means that the assessment of the respondents in Laguna is relatively lower than those with the other provinces. Meanwhile, as to skeleton workforce, Laguna had the highest mean rank with 53.98 which has tendency to be highest than those of the provinces in terms of skeleton workforce while the lowest mean rank was Cavite with 46.03. This is also means that the assessment of the respondents in Cavite is relatively lower than those with the other provinces. On the other hand, as to four-day workweek, Cavite had the highest rank with 58.53 while the lowest was Cavite again with 47.35. In terms of staggered working hours, Cavite had the highest mean rank 59.38 while Batangas got the lowest mean rank of 46.38.

Meanwhile, the table below shows the test of difference between the assessment of each province according to different factors on alternative working arrangement and location. As reported, we have no enough evidence to conclude that the assessment of each province is statistically significantly different because the resulted p-values are higher than 0.05 (margin of error).

	Work From Home	Skeletal Work Force	Four Day Workweek	Staggered Working Hours
Kruskal-Wallis H	4.677	.818	4.209	3.017
Degree of freedom	4	4	4	4
p-value	.322	.936	.378	.555

Mas & Pallais (2019) stated that flexibility in work schedule and location have often been touted as a means of achieving work-life balance which led to reductions in job stress or family life interruptions. Further, workers who report more flexibility tend to also have worse outcomes as well as higher shares of long workdays and late-night work. Perhaps given the emphasis of the benefits of flexible arrangements on work-life balance, there is no evidence that women are more likely to be in jobs with work location. On the other hand, work arrangement reported less stress than workers who perceived a lower level of job control in deciding work location and related tasks (Byden, 2016).

Product/Service

The table below presents the mean ranks of each factor on alternative working arrangement. Each province was assessed according to work from home, skeleton workforce, four-day compressed work week, staggered working hours, and telecommuting. As to product/service offering, services had a highest mean rank with 49.08 while amenities got 46.16. It means that in this time of pandemic the need of the people is more on services. As to skeletal workforce, services is also dominant with mean rank of 49.26 while amenities has 45.84. Meanwhile, as to four-day workweek, amenities are higher than services with 49.64 while services got 47.04. It means that amenities have the tendency to increase also, in staggered working hours with 53.20 mean rank while service had 44.97. Another was in telecommuting, amenities with 49.43 also higher rather than services with mean rank of 47.17 as shown in the table below.

Table 35. Significant Difference on the Respondents' Assessment on the Adoption of AWA by Product/Service Offering in Hotel and Restaurant Industry

Ranks			
	Product Service	N	Mean Rank
Work From Home	Services	60	49.08
	Amenities	35	46.16
Skeletal Work Force	Services	60	49.26
	Amenities	35	45.84
Four Day Workweek	Services	60	47.04
	Amenities	35	49.64
Staggered Working Hours	Services	60	44.97
	Amenities	35	53.20
Telecommuting	Services	60	47.17
	Amenities	35	49.43

As shown on the table above supported by Kanyan, Ngana & Bo Hoo Von (2015), states that the services are very important which required to consistently, continuously plan, implement, evaluate and improve on the various aspects of the service operations for optimum customer satisfaction, revisits and positive word -of-mouth. In the food industry, it is vital for an organization to leverage customer's satisfaction, and this can be achieved through superior customer service. In fact, superior customer service helps in developing good bonding with customers which will lead to long term relationship. Unfortunately, the impact of pandemic varies by segment. Businesses heavily reliant on travel and human interaction are the hardest hit, while the indispensable segments (for example, pharmacy, food retail, essential services) remained resilient (Rodrigues & Kumar, 2020).

On the other hand, the table below shows the test of difference between the assessment of each province according to different factors on alternative working arrangement and product or service offering. As reported, the assessment of each province is statistically no significant difference because the resulted p-value are higher than 0.05 (margin of error).

	Work From Home	Skeletal Work Force	Four Day Workweek	Staggered Working Hours
Kruskal-Wallis H	.332	.356	.234	2.332
Degree of freedom	1	1	1	1
p-value	.565	.551	.629	.127

The results as shown above that there is no significant difference of working arrangement and product or service in CALABARZON. But the negative impact of the COVID-19 crisis is mainly affecting service-oriented sectors such as the hospitality industry. The leading challenge a government faces is reducing both types of uncertainty of the vital industries that are sensitive and uncertainty such as the hospitality sector. Policy makers might be well-advised to impose measures with detailed transparency about their long-term plans to promote certainty (Ngana & Voon, 2015).

Years in Service

The table below presents the mean ranks of each factor on alternative working arrangement. Each province was assessed according to work from home, skeleton workforce, four-day compressed work week, staggered working hours, and telecommuting. As to Work from Home, 6-10 years in service had the highest mean rank with 74.80 and this value indicates that the assessment of the respondent in years in service as to work from home set-up tend to be higher than those with other years. However, 11-15 years had the lowest mean rank according to work from home with value 36.10. This means that the assessment of the respondents in years in service is relatively lower than those with the other years in service.

Meanwhile in terms of skeleton workforce, 41-45 years had the highest mean rank with 66.70 while the lowest mean rank was 33.60 for 36-40 years in service. It means that those in the 41-45 years in service is more favorable with skeleton workforce while the assessment as to skeleton workforce for 36-40 years in service is lower that the other years. On the other hand, as to four-day compressed workweek, 6-10 years in service had the highest mean rank with 64.70 while the lowest mean rank with 29.20 is in 41-45 years in service.

Furthermore, in terms of staggered working hours, 16-20 years got the highest rank with 56.80 and this value indicates that the assessment of the respondent in years in service as to staggered working hours tend to be higher than those of other years. However, 36-40 years in service had the lowest mean rank with 39.55. This means that the assessment of the respondents in years in service is relatively lower than those with the other years in service. Thus, in telecommuting as assessed by the respondents, 36-40 years in service had a highest mean rank with 75.45 but the lowest mean rank got 18.70 for 41-45 years in service. Thus, the table below shows the test of difference between the assessment of each year in service according to different factors on alternative working arrangement. As reported, the assessment of each year in service is statistically significantly different according to work from home with p-value 0.014 and telecommuting with p-value 0.000 and is less than 0.05 (margin of error). Looking at the table above, it is evident that the higher mean rank of 74.80 (6-10 years in service) is significantly different from 36.10 (11-15) years in service as to work from home and also as to telecommuting with the higher mean rank of 75.35 (36-40 years in service) is significantly different from 31-35 years in service with 25.30.

Test Statistics ^{a,b}					
	Work_Fro m_Home	Skeletal_Wor kForce	Four_Day _Workwee k	Staggered_ Working Hours	Telecommuting
Kruskal- Wallis H	20.621	10.670	11.321	3.977	38.526
Df	9	9	9	9	9
Asymp. Sig.	.014	.299	.254	.913	.000

Number of Employees

The table below shows the test of difference between the assessment of each year in service according to different factors on alternative working arrangement. As reported, the assessment of each number of employees is statistically significantly different according to telecommuting with p-value 0.001 and is less than 0.05 (margin of error). Looking at the table above, it is evident that the higher mean rank of 63.50 (1-20 number of employees) is significantly different from 29.26 (21-30 number of employees).

	Work From Home	Skeletal Work Force	Four Day Workweek	Staggered Working Hours	Telecommuti ng
Kruskal-Wallis H	6.025	2.753	3.585	.225	19.814
Degrees of freedom	4	4	4	4	4
p-value	.197	.600	.465	.994	.001

AWA Adopted

The table below shows the test of difference between the assessment of work from home, skeleton workforce, four-day compressed workweek, staggered and others according to different factors on alternative working arrangement adopted. As reported, the assessment of work from home adopted is statistically significantly different according to work from with p-value 0.001 and is less than 0.05 (margin of error). Looking at the table above, it is evident that the higher mean rank of 62.20 (work from home adopted) is significantly different from others with lowest mean of 6.50.

	Work From Home	Skeletal Work Force	Four Day Workweek	Staggered Working Hours	Telecommuting
Kruskal-Wallis H	19.834	1.543	2.012	8.273	4.133
Degree of freedom	4	4	4	4	4
p-value	.001	.819	.734	.082	.388

EDUCATION

Location

The table below presents the mean ranks of each factor on alternative working arrangement. Each province was assessed according to work from home, skeleton workforce, four-day compressed work week, staggered working hours, and telecommuting. As to Work from Home, Batangas had the highest mean rank with 60.25, and this value indicates that the assessment of the respondent in Batangas as to work from home set-up tend to be higher than those of the other provinces. However, Quezon had the lowest mean rank according to work from home with value 40.65. This means that the assessment of the respondents in Quezon is relatively lower than those with the other provinces.

Meanwhile, as to skeleton workforce, Rizal had the highest mean rank with 60.33 which has tendency to be highest than those of the provinces in terms of skeleton workforce while the lowest mean rank was Cavite. This is also means that the assessment of the respondents in Cavite is relatively lower than those with the other provinces

On the other hand, as to four-day workweek, Quezon again had the highest rank with 60.25 while the lowest was Cavite again with 42.85. In terms of staggered working hours, Laguna had the highest mean rank 62.38 while Quezon got lowest mean rank of 31.08. It means that Laguna is more prefer to staggered working hours. However, it is not quite significant for Quezon. Lastly, as according to telecommuting, Laguna again got the highest mean rank with 55.60 while the lowest rank was Cavite with 39.78. It means that the assessment in Cavite as according to telecommuting was relatively lower than those other provinces.

The table below shows the test of difference between the assessment of each province according to different factors on alternative working arrangement. As reported, the assessment of each province is statistically significantly different according to staggered working hours with p-value 0.002 and is less than 0.05 (margin of error). Looking at the table above, it is evident that the higher mean rank of 62.38 is significantly different from 31.08.

	Work From Home	Skeleton Workforce	Four-Day Workweek	Staggered Working Hours
Kruskal-Wallis H	4.836	9.040	4.036	17.079
Degrees of freedom	4	4	4	4
p-value	.305	.060	.401	.002

Hence, it is proven as according to the interview to most of the respondents, that location is one of the important factors particularly to teachers such as the availability of supplies, materials, machine or equipment in the area where it is easy to go to the school to work if necessary.

Years in Service

The table below shows the test of difference between the assessment of each year in service according to different factors on alternative working arrangement. As reported, the assessment of each year in service is statistically significantly different according to skeleton workforce with p-value 0.009 and staggered working hours with p-value 0.026 and is less than 0.05 (margin of error). Looking at the table above, it is evident that the higher mean rank of 81.00 is significantly different from 22.33 in skeleton workforce and as to staggered working hours with the higher mean rank of 62.64 is significantly different from 12.00.

	Work From Home	Skeleton Workforce	Four-Day Workweek	Staggered Working Hours
Kruskal-Wallis H	9.374	20.278	9.304	17.471
Degrees of freedom	8	8	8	8
p-value	.312	.009	.317	.026

Meanwhile, the above results showed that the service has significant relationship with the skeleton and staggered working hours because it has effect to the AWA as according to majority of the respondents based on the interview, that the operation of service particularly in the school become slowly and could not immediately sign the papers and meet the demand which resulting to delayed operation, but it is also a one way to prevent the virus.

AWA Adopted

The table below presents the mean ranks of each factor on alternative working arrangement. Each province was assessed according to work from home, skeleton workforce, four-day compressed work week, staggered working hours, and telecommuting. As to work from home, staggered had the highest mean rank with 65.00 while the lowest mean rank was others with 38.50. Meanwhile, others got a highest mean rank with 55.83 in terms of skeleton workforce and this value indicates that the assessment of the respondent in others as to skeleton workforce set-up tend to be higher than those of the other AWA adopted. However, staggered working hours had the lowest mean rank 3.50 according to skeleton workforce. Likewise, in the four-day workweek adopted, there were goth a highest mean rank 62.00. These are skeleton workforce and four-day compressed workweek while the lowest rank had 42 in others as AWA adopted. Furthermore, the skeleton workforce had the highest mean rank with 52.62 according to staggered working hours AWA adopted while the four-day and staggered working hours got both a lowest mean rank with 23.50. Moreover, as to telecommuting, the four-day compressed workweek got the highest mean rank with 56.00 and this value indicates that the assessment of the respondent in telecommuting as to four-day compressed workweek tend to be higher than those with other years. However, the lowest rank are others with 36.11. The table below shows the test of difference between the assessment of AWA adopted such as work from home, skeleton workforce, four-day compressed workweek, staggered working hours, telecommuting and others according also to alternative working arrangement adopted. As reported, the assessment of AWA adopted is statistically no significantly different according to all AWA adopted as shown in the table below because the result of p-value are more than 0.05 (margin of error). Looking at the table below, it is evident that there is no significant difference with alternative working arrangement versus AWA adopted.

Test Statistics^{a,b}				
	Work From Home	Skeleton Workforce	Four-Day Workweek	Staggered -Working Hours
Kruskal-Wallis H	2.904	5.427	1.241	4.590
Df	4	4	4	4
Asymp. Sig.	.574	.246	.871	.332
a. Kruskal Wallis Test				
b. Grouping Variable: AWA Adopted				

Age

The table below presents the test of difference on the assessment of the respondents as to the adoption of the alternative working arrangement according to age. All the obtained p-value is greater than 0.05, which means that there is no enough evidence to conclude that the assessment of the respondents is statistically significant different when grouped according their ages.

Test Statistics ^{a,b}					
	WFH	Skeleton Workforce	Four Day Work Week	Staggered Work Hours	Telecommuting
Kruskal-Wallis H	10.096	12.278	8.973	11.110	6.675
Df	8	8	8	8	8
p-value	.258	.139	.345	.196	.572
a. Kruskal Wallis Test					
b. Grouping Variable: Age					

Sex

The table below presents the mean ranks of each factor on alternative working arrangement. Each province was assessed according to work from home, skeleton workforce, four-day compressed work week, staggered working hours, and telecommuting. As to Work from Home, female had the highest mean rank with 26.89, and this value indicates that the assessment of the respondent in the said sex as to work from home set-up tend to be higher than male. However, male had the lowest mean rank according to work from home with value 22.79. Meanwhile, as to skeleton workforce, male had the highest mean rank with 27.79 while the lowest mean rank was female with 24.32. On the other hand, as to four-day workweek, female got the highest mean rank with 26.65 while the lowest was male with value 23.26. In terms of staggered working hours, male had the highest mean rank 31.03 while ages female got lowest mean rank of 22.65.

Table 36. Significant Difference on the Respondents' Assessment on the Adoption of AWA According to Sex in the Government

	Sex	N	Mean Rank
WFH	Male	17	22.79
	Female	33	26.89
Skeleton_Workforce	Male	17	27.79
	Female	33	24.32
FourDay_WorkWeek	Male	17	23.26
	Female	33	26.65
Staggered WorkHours	Male	17	31.03
	Female	33	22.65

As presented below, since the p-value $0.5 \leq 05$, it follows that the assessment of the respondents on the adoption of the alternative working arrangement under the staggered work hours is statistically significant different when the respondents are group as to their sex.

Test Statistics ^{a,b}				
	WFH	Skeleton Workforce	Four Day Workweek	Staggered Workhours
Kruskal-Wallis H	.898	.653	.623	3.777
Df	1	1	1	1
	.343	.419	.430	.05

Position

The table below presents the mean ranks of each factor on alternative working arrangement. Each province was assessed according to work from home, skeleton workforce, four-day compressed work week, staggered working hours, and telecommuting. As to Work from Home, others had the highest mean rank with 28.67, and this value indicates that the assessment of the respondents in the said position as to work from home set-up tend to be higher than those with other position.

Meanwhile, as to skeleton workforce, others had the highest mean rank with 29.17 which has the tendency to be highest than those of other position while the lowest mean rank 24.74 was staff. This is also means that the assessment of the respondents in staff is relatively lower than those with the other position. On the other hand, as to four-day workweek, Head of the Department had the highest mean rank with 32.56 while the lowest was others with value 19.50. In terms of staggered working hours, Head of the Department had the highest mean rank 27.39 while others got lowest mean rank of 11.83. Lastly, as according to telecommuting, staff got the highest mean rank with 26.74 while the lowest mean rank was Head of the Department with 20.06.

Table 44. Significant Difference on the Respondents' Assessment on the Adoption of AWA According to Position in the Government

	Position	N	Mean Rank
WFH	Head of Dept	9	28.11
	Staff	38	24.63
	Others	3	28.67
Skeleton_Workforce	Head of Dept	9	27.50
	Staff	38	24.74
	Others	3	29.17
FourDay_WorkWeek	Head of Dept	9	32.56
	Staff	38	24.30
	Others	3	19.50
Staggered_WorkHours	Head of Dept	9	27.39
	Staff	38	26.13
	Others	3	11.83

Meanwhile, the table below presents the test of difference on the assessment of the respondents as to the adoption of the alternative working arrangement according to position. All the obtained p-value is greater than 0.05, which means that there is no enough evidence to conclude that the assessment of the respondents is statistically significant different when grouped according to their position.

Test Statistics^{a,b}				
	WFH	Skeleton Workforce	FourDay_Work Week	Staggered Workhours
Kruskal-Wallis H	.572	.475	2.954	2.914
Df	2	2	2	2
Asymp. Sig.	.751	.789	.228	.233
a. Kruskal Wallis Test				
b. Grouping Variable: Position				

Department Assigned

The table below presents the test of difference on the assessment of the respondents as to the adoption of the alternative working arrangement according to department assigned. All the obtained p-value is greater than 0.05, which means that there is no enough evidence to conclude that the assessment of the respondents is statistically significant different when grouped according to their department assigned.

Test Statistics^{a,b}				
	WFH	Skeleton Workforce	FourDay_Work Week	Staggered Workhours
Kruskal-Wallis H	3.283	1.230	1.551	3.729
Df	2	2	2	2
Asymp. Sig.	.194	.541	.461	.155
a. Kruskal Wallis Test				
b. Grouping Variable: Department Assigned				

Length of Service

As presented in the table below, the obtained p-value under the work from home adoption are all greater than the significance level 0.05 except the p-value under the work from home working arrangement.

This result is based on the assessment of the respondents when grouped according to their length of service. This means that the assessment of the respondents is statistically significantly different under work from home when they are grouped as to their length of service. In fact, as pointed in the mean rank, the assessment of the respondents with length of service 26 years or more is statistically significantly different from those with relatively smaller number of years in the service, say for 1-5 years. On the other hand, we have not enough evidence to say that there is a statistically significant difference on the assessment of the respondents when we consider the skeleton workforce, four-day compressed work week, staggered work hours as to length of service

Test Statistics ^{a,b}				
	WFH	Skeleton Workforce	Four Day Workweek	Staggered Workhours
Kruskal-Wallis H	12.565	11.650	5.705	5.075
Df	6	6	6	6
p-value	.050	.070	.457	.534
a. Kruskal Wallis Test				
b. Grouping Variable: Length of Service				

‘5. Assessment of the Employees Productivity After the Adoption of Alternative Working Arrangement.

Employees productivity is very essential to determine in order to deliver quality services. In this part, we will know the productivity of employees after the adoption which covers all alternative working arrangement for three (3) industries in CALABARZON area.

Hotel and Restaurant

The table below shows productivity after the adoption of alternative working arrangement during the pandemic in the hotel and restaurant industry. Table 39 presents employees productivity after adoption of alternative working arrangement for the managers and employees of hotel and restaurant. Based on the table above, the 1st was adapting to necessary changes from old methods to new methods and generating improvement in facility’s performance with a weighted mean of 3.51 (Meet Expectations). One of the problems encountered by the employees as according to the interview is lack of IT support and equipment. This is one of the very essential factors that need to adapt changes from the old methods and need to generate improvement because of the existing pandemic in the country. Meanwhile, some restaurants are already piloting a range of technologies such as robots that distribute takeout orders, pulley systems at registers to facilitate transactions with customers while maintaining physical distancing, controlling shelves for storing pick-up orders. To explore ways to shift to contact less services and solutions, the four-step IDEA framework can be useful: It means identify interactions. This is the type and nature of each in-person interaction (for example, employee to employee, employee to customer, customer to customer) in employee and customer journeys. D is Diagnose and prioritize risks. Use a risk-scoring system that incorporates the intensity,

frequency, and duration of interactions along the journey to inform the prioritization and development of solutions; E is Execute solutions. Implementation should proceed in an agile way, addressing immediate needs while also investing in distinctive long-term solutions and A is Adapt and sustain. Collect learnings and ideas from teams to rapidly iterate and refine solutions based on customer feedback (Haas, et al., 2020).

The 2nd was training for career development with a weighted mean of 3.38 (Meet Expectations). Most restaurants will need a redesign to achieve post COVID 19 growths. Changes might include the addition of drive-through, pick-up lanes, traffic flow into and out of zones need to be carefully thought. Also, consider investing in advanced analytic and automation, both to drive efficiencies and enable contact less services. It improves ability to accurately forecast daily consumer demand and consumer eating habits. Labor automation can gain productivity as well as provide solutions that address health concerns. Some restaurants are already piloting a range of technologies such as robots that distribute takeout orders, pulley systems at registers to facilitate transactions with customers while maintaining physical distancing, controlling shelves for storing pick-up orders. Thus, Hunt (2020) mentioned that we felt what was needed was strong leadership, clear and regular communication, empowerment that laid the foundations for alternative ways to collaborate and a stronger need empathy and trust.

Meanwhile the 3rd rank was providing construction feedback and taking appropriate and timely action with marginal or unsatisfactory performers with a weighted mean of 3.25 (Meet Expectations). The 4th rank was accomplishing of work assignment with a weighted mean of 3.2. Likewise, there were both 5th rank got a weighted mean of 3.15 (Meet Expectations). These were respects the rights of other employees and shows a cooperative spirit. And use of new technologies to make the operation faster. The 7th rank was assist quality assurance in entire hotel operation with a weighted mean of 3.11 (Meet Expectations). However, according to an interview in most of the respondents said that difficult to work and make an action because of pandemic

Lastly, there were also both weighted mean of 3.09 (Meet Expectations) and ranked 8. These are follow inventory system and provides relevant and timely information to management, co-workers, subordinates and customers. Organizations and HR offices should take care of employees' concern about the COVID 19 pandemic by providing clear information about the procedures implemented by the company to prevent the spread of the virus by giving personal protective equipment and avoiding conflict messages that would further increase fear (Toscano & Zapalla, 2020). Furthermore, in the study of Morikawa (2021), while technical factors such as having access to the appropriate equipment and technology, tools and fast internet are a positive influence on the productivity. It can be claimed and seen as a norm and taken for granted for anyone working from home at the end of the second decade of the 21st century. There is only one technical factor listed in years 2019 and 2020, which was not common in 2000: having video calls as a means of business communication instead of e-mails. But the negative influence on the productivity is being distracted by smartphone use, popular social media platforms and frequent information and communication both from managers and colleagues. Moreover, information and communication even saw an increase in value added. The relative shrinking of the lower productivity sectors in terms of labour input and subsequently decreased weight in the economy (Crisciuolo, 2021).

Table 37. Employees Productivity After the Adoption of Alternative Working Arrangement in Hotel and Restaurant Industry

AFTER ALTERNATIVE WORKING ARRANGEMENT	WM (After AWA)	Verbal Interpretation
1. Knowledge of Work.	3.14	Productive
2. Use of new technologies to make the operation faster.	3.15	Productive
3. Provides relevant and timely information to management, co-workers, subordinates and customers.	3.09	Productive
4. Respects the rights of other employees and shows a cooperative spirit.	3.15	Productive
5. Assist quality assurance in entire hotel operation.	3.11	Productive
6. Follow inventory system.	3.09	Productive
7. Providing constructive feedback and taking appropriate and timely action with marginal or unsatisfactory performers.	3.25	Productive
8. Accomplishing of work assignment.	3.2	Productive
9. Adapting to necessary changes from old methods to new methods and generating improvement in facility's performance.	3.51	Highly Productive
10. Training for career development.	3.38	Highly Productive
General Weighted Mean	3.21	Productive

Education

Table 37 presents the employees productivity after the adoption of alternative working arrangement for the school heads/teaching and non-teaching personnel. Based on the table above, the 1st was planned, managed and implemented developmentally sequenced teaching and learning processes to meet curriculum requirements and varied teaching contexts with a weighted mean of 4.41 (very satisfactory). This is one bases of productivity of teachers as according to Deped Memorandum No. 050, s. 2020 in pursuant to Deped Order No. 001 which entitled Guidelines for NEAP in Recognition of Professional Development Programs and

Course for Teachers and School Leaders, the Department of Education (DepEd), through the National Educators Academy of the Philippines (NEAP), issued the DepEd Professional Development (PD) Priorities for Teachers and School Leaders for SY 2020-2023. It was also connected to the statement that educators and students had to adapt their work and life realities to accommodate the necessary restrictions imposed by governments across the world responding to COVID-19. It created significant changes in practices as working and learning from home has become the norm for the majority of social work educators and students globally. The exacerbation of digital divides makes it very challenging to use critical pedagogies including student participation and the involvement of service. With this arrangement, limited physical exercise, sporadic communication with co-workers and inadequate workspaces at home (Xiao et al., 2021). Findings revealed from an international survey sample of 166 educators and students, showed that the respondents faced issues with private and personal boundaries, felt the impact of working and learning from home on both physical and emotional levels, and experienced challenges to what was expected of them (Lynch et al. 2021). It only means that planning, managing and implementing in teaching and learning process must be prioritize among the bases of productivity during pandemic. The 2nd was selected, developed, organized and used appropriate teaching and learning resources, including ICT, to address learning goals with a weighted mean of 4.11 (very satisfactory).

On the other hand, there were both 3rd place with the weighted of 3.99 (Satisfactory). These are designed, selected, organized and used diagnostic, formative and summative assessment strategies consistent with curriculum requirements and communicated promptly and clearly the learners' needs, progress and achievement to key stakeholders, including parents/guardians. while the 4th rank was developed and applied effective teaching strategies to promote critical and creative thinking, as well as other higher order thinking skills with a weighted mean of 3.94 (Satisfactory).

Meanwhile, the 5th rank was collaborated with colleagues in the conduct and application of research to enrich knowledge. It was followed by participated in collegial discussions that use teacher and learner feedback to enrich teaching practice as 6th rank with the weighted mean of 3.96 (Satisfactory). The 7th rank was modelled effect applications of content knowledge within across curriculum teaching areas with weighted mean of 3.94 (satisfactory). Likewise, there were both the same 8th rank. These are the used differentiated, developmentally appropriate learning experiences to address learners' gender, needs, strengths, interests and experiences and Managed classroom structure to engage learners, individually or in groups, in meaningful exploration, discovery and hands-on activities within a range of physical learning environments with the weighted mean of 3.91 (Satisfactory).

Next was managed classroom structure to engage learners, individually or in groups, in meaningful exploration, discovery and hands-on activities within a range of physical learning environments with the weighted mean of 3.81 (Satisfactory). It was followed by monitored and evaluated learner progress and achievement using learner attainment data with the weighted mean of 3.78 (Satisfactory). In the study of Masayuki (2020), the lack of face-to-face interactions, poor telecommunication environment at home, and the existence of tasks that must be conducted in the office due to rules and regulations and other reasons were the major impediments to improving productivity at home. This result suggests that investments in hardware and software related to WFH, and modifications of inappropriate rules and regulations may help improve WFH productivity. Tacadao (2020) also mentioned the issues to be addressed such as support tools, communication, health and safety while implementing off-site work arrangements.

Table 38. Employees Productivity After Adoption of Alternative Working Arrangement in the Educational Institution

AFTER ALTERNATIVE WORKING ARRANGEMENT	WM (After AWA)	Verbal Interpretation
1. Modelled effect applications of content knowledge within across curriculum teaching areas.	3.94	Highly Productive
2. Collaborated with colleagues in the conduct and application of research to enrich knowledge.	3.98	Highly Productive
3. Developed and applied effective teaching strategies to promote critical and creative thinking, as well as other higher order thinking skills.	3.94	Highly Productive
4. Managed classroom structure to engage learners, individually or in groups, in meaningful exploration, discovery and hands-on activities within a range of physical learning environments.	3.82	Highly Productive
5. Managed learner behavior constructively by applying positive and non-violent discipline to ensure learning-focused environments.	3.81	Highly Productive
6. Used differentiated, developmentally appropriate learning experiences to address learners' gender, needs, strengths, interests and experiences.	3.91	Highly Productive
7. Planned, managed and implemented developmentally sequenced teaching and learning processes to meet curriculum requirements and varied teaching contexts.	4.41	Highly Productive
8. Participated in collegial discussions that use teacher and learner feedback to enrich teaching practice.	3.96	Highly Productive
9. Selected, developed, organized and used appropriate teaching and learning resources, including ICT, to address learning goals.	4.11	Highly Productive
10. Designed, selected, organized and used diagnostic, formative and assumptive assessment strategies consistent with curriculum requirements	3.99	Highly Productive
11. Monitored and evaluated learner progress and achievement using learner attainment data.	3.78	Highly Productive
12. Communicated promptly and clearly the learners' needs, progress and achievement to key stakeholders, including parents/guardians.	3.99	Highly Productive
General Weighted Mean	3.97	Highly Productive

Government

Table 38 presents the employees productivity after adoption of alternative working arrangement for the government employees. Based on the table below, it shows that the 1st was dedication to the assigned work/tasks got a weighted mean of 3.98 (very satisfactory). In the study of Quadeer (2013), service quality and customer satisfaction are proved to be the important determinants to maintain the overall performance system of the firm. Suggestions from the findings are consistently monitor and improve all channels through

which product/ service pass regularly. Therefore, capacity planning of employees is necessary to avoid stressful situations to be achieved daily to measure over and under capacity of their work. It helps in setting targets and measuring the performance by evaluating the amount of work employee can deliver each day. Thus, services can be improved by aligning the functions of all the departments and by organizing the intercommunications between cross functional office in timely manner to measure employee performances on monthly or quarterly basis which can help to raise the quality standards.

Next was efficiency of work done as the 2nd rank with the weighted mean of 3.90 (very satisfactory). On the other hand, there were four the same weighted mean of 3.86 (very satisfactory). These are compliance to government policies and Initiative on assigned work/tasks, relation with colleagues/co-workers, courtesy to clients and compliance to government policies; decision making is still relevant to assigned work/tasks and; quality of work output.

Lastly was action time towards work performance as the last got a weighted mean of 3.70 (very satisfactory). Employers may be able to provide flexibility by focusing on outcomes delivered rather than on working time with the use of collaborative online tools such as shared calendars and public status to facilitate teamwork and boost productivity. Workers must adapt WFH arrangement and environment and ensure the essential job responsibilities are fulfilled. Any issue on performance should be openly discussed between managers and workers (ILO, 2020). Eisbrenner (2020) as cited to Katz and Kruger (2019) that autonomy in AWA is vital to maintaining an enthusiast workforce and high-quality work performance. Hence, the findings point in the direction that human resource managers should appreciate that each worker has a unique set of needs with a level of freedom to determine their work set-up.

Table 39. Employees Productivity After Adoption of Alternative Working Arrangement in the Government

AFTER ALTERNATIVE WORKING ARRANGEMENT	WM (After AWA)	Verbal Interpretation
1. Quality of work output.	3.82	Highly Productive
2. Efficiency of work done.	3.90	Highly Productive
3. Action time towards work performance.	3.70	Highly Productive
4. Initiative on assigned work/tasks.	3.86	Highly Productive
5. Decision making is still relevant to assigned work/tasks.	3.84	Highly Productive
6. Dedication to the assigned work/tasks.	3.98	Highly Productive
7. Relation with colleagues/co-workers.	3.86	Highly Productive
8. Courtesy to clients.	3.86	Highly Productive
9. Attendance and punctuality.	3.80	Highly Productive
10. Compliance to government policies.	3.86	Highly Productive
General Weighted Mean	3.85	Highly Productive

Table 40. Over-all Summary on Employees Productivity After Adoption of AWA

Sub-sectors	After AWA (Gen. Weighted Mean	Verbal Interpretation
Hotel and Restaurant	3.21	Productive
Education	3.97	Highly Productive
Government	3.85	Highly Productive

Table 400 is the over-all summary on employees productivity after adoption of AWA. It shows on the part of hotel and restaurant got a 3.21 (meet expectations) with the verbal interpretation of productive. Meanwhile, on the part of education sector, it had a 3.97 (very satisfactory) which is highly productive. On the other hand, in the government sector, there was a 3.85 (very satisfactory) with the verbal interpretation of “highly productive”. Hence, the table above shows that hotel and restaurant was really affected by the pandemic. Furthermore, according to interview in some of the respondents said that difficult to work and make an action because of pandemic on the part of hotel. A respondents said in an interview said that “hotel industries are much affected because we are more on operational task”. Another was “some department are really affected in this pandemic specially in all operational department like housekeeping dept., steward dept., purchasing dept, auditor, driver”.

6. Determining if there is significant relationship between the alternative working arrangement and employees productivity.

The table below shows the relationship between the assessment of the respondents according to productivity and the AWA adopted. As presented in the figure, the work from home arrangement and the skeletonworkforce has higher values compared to other AWA adopted.

Directional Measures			Value
Nominal by Interval	Eta		
		After_Productivity Dependent	.252

This table shows the degree of association between the AWA adopted and the productivity. With value equal to 0.252, there is a weak association between the two variables. Moreover, $0.252^2 = 6\%$ variation of the productivity is accounted for the AWA adopted.

7. Challenges Encountered in AWA Practice.

In this time of pandemic, it is important to identify the issues and challenges during the implementation of alternative working arrangement on employees productivity particularly in CALABARZON which is one of the high-risk region in the Philippines in terms of number of COVID 19 cases. The following are the assessment of employees on issues and challenges on the AWA on employees productivity in Hotel and Restaurant industry.

Hotel and Restaurant

Table 41. Challenges Encountered in AWA Practice of Employees by Work from Home in Hotel and Restaurant

WORK FROM HOME	Mean Rank
1.Burden about family care taking.	5.89
2.Childcare (education, training).	6.47
3.Loneliness/anxiety disorders.	5.86
4.Too many distractions from home environment.	6.45
5.Changes in food habits.	6.75
6.Too many time spent in calls, texts and emails.	7.33
7.Length meetings and conferences.	7.37
8.Less time for personal activities like gym, yoga, grooming etc.	6.59
9.Burden of household activities.	6.69
10.More electricity consumption.	7.68

Based on the table above, as according to the identified issues and challenges of the respondents on alternative working arrangement on employees productivity by work from home in hotel and restaurant, it shows that the 1st rank was more electricity consumption with the mean rank of 7.68. In the study conducted by Throstensson (2020), in home related factors, one of the additional costs is electricity. It was also supported by Purwanto et al. (2020) that due to the daily increased use of the individual has to bear the cost of the said arrangement. Furthermore, based on the qualitative data analysis, majority of the respondents answered the problem on electricity consumption.

Meanwhile, length meetings and conferences got the 2nd mean rank of 7.37. It seems obvious that the challenges experienced by employees working from home had triggered many complications such as without any time limit leading to various complications (Marimuthu & Vasudevan, 2020). The 3rd rank got 7.33. This is too many time spent in calls, texts and emails. Higher communication and coordination costs is very important in WFH with time spent on coordination activities and meetings increased must consider (Gibbs et al, 2021). On the other hand, the last is loneliness/anxiety disorders with mean rank of 5.86.

Table 42. Challenges Encountered in AWA Practice of Employees by Skeleton Workforce in Hotel and Restaurant

SKELETON WORKFORCE	Mean Rank
1.Difficulties in dealing with people.	6.44
2.Long hours.	7.19
3.Workplace health and safety.	6.75
4.Discrimination.	5.79
5.Pressure to perform.	6.8
6.Low pay.	7.15
7.Communication.	7.7
8.Lack of career progression and security.	6.61
9.Work-life balance.	6.47
10.Lack of IT support and equipment provision.	7.02

Based on the table above, according to the identified issues and challenges of the respondents of hotel and restaurant on alternative working arrangement on employees productivity by skeleton workforce, it shows that the 1st was communication with mean rank of 7.7. According to Irwin et al, (2020), issues and concerns raised by working arrangements such as first, issues relevant to communication: a) excessive: the primary issue, raised by a proportion of staff, was an excessive number of online meetings where staff felt this led to work progress being halted and a feeling; b) ineffective: A small proportion of staff indicated that some aspects of communication during the pandemic could be made more effective via streamlining and further management oversight and; c) management: issues raised around communication includes timing of emails, a need for increased flexibility and aspects such as recording meetings / taking minutes. Hunt (2020) mentioned that strong leadership, clear and regular communication, and empowerment are needed that laid the foundations for alternative ways to collaborate and a stronger need empathy and trust. In addition to this, advances in computer and mobile technology have facilitated communications and enabled those workers seeking more flexible work lives to connect with those businesses who demand their services (Levanon, 2017).

The 2nd mean rank was long hours with 7.19. A 2017 *Annual Review of Organizational Psychology and Organizational Behavior* regarding research on alternative work arrangement resulted to an increase in work-family conflict due to longer hours and blurred boundaries and tendency among workers who are encouraged to maintain work-life boundaries (<https://knowablemagazine.org>). Further, employers must observe all labour laws, and continue to include remunerative work hours including day/night shift

differentials with minimum number of work hours, overtime, rest days and entitlement to leave benefits (<https://www.lexology.com/library/detail.aspx?g=5ebc650e-3fd7-431c-9f48-fcabe0b77b11>). One study found that if Americans, who work some of the longest hours in the world, were to work the same amount as Europeans, the US would consume 20% less energy. Another study discovered that with every 1% decline in working hours, there was a corresponding 8% drop in energy consumption and greenhouse gas emissions. Meanwhile, a robust market for alternative work arrangements can increase labor force participation by either increasing hours worked for existing workers or drawing workers into the labor force who would otherwise stay on the sidelines. Workers have long sought the ability to right-size employment, be it picking up a bit of extra cash through a second job or working part time to make raising a family easier.

Further, the 3rd mean rank with 7.15 was low pay. Most senior managers are unaware of shortening the workweek but maintaining 40 hours pay. This idea will improve productivity and considered a game changer. Managers should view this remarkable phenomenon as an opportunity to re-imagine work and benefits (Ashford & Kallis, 2014). Likewise, based on the qualitative data as according to respondents, scheduling and working arrangement have resulted in low pay. The lowest mean rank got 5.79 which was discrimination.

Table 43. Challenges Encountered in AWA Practice of Employees by Four-Day Compressed Workweek in Hotel and Restaurant

FOUR-DAY COMPRESSED WORK-WEEK	Mean Rank
1.Family problems.	6.51
2.Social obligations such as weddings, birthdays, and parties.	5.85
3.Taking care of family member.	8.00
4.Going out for personal concerns without asking permission from the Department Head.	6.60
5.Engage in small scale business or part-time job during office hours or while in school premises.	6.18
6.Frequent absenteeism among employees due to personal concerns.	6.27
7.Always late in reporting to work.	5.15
8.It could build competitive advantage.	4.87
9.Increasing the cost of labor.	6.5
10.Create difficulties in scheduling meetings.	6.16

Based on the table above, according to the identified issues and challenges of the respondents on alternative working arrangement on employees productivity by four day compressed workweek in hotel and restaurant, it shows that taking care of family member got the first mean rank with 8.00. There are advantages of four day compressed workweek: an additional day off affords employees a better work life balance, full pay and benefits, reduced commuting time and costs, fewer interruptions, higher productivity in non-regular office hours, increase in total staff hours during high peak workloads by overlapping schedules, extended hours of workplace operation and managing excessive accrued time (<https://www.spica.com/blog/compressed-work-week-advantages-disadvantages>). However, since pandemic, most of the respondents are concern to their family members while they are working as according to the conducted interview.

Second was going out for personal concerns without asking permission from the Department Head with mean rank of 6.60. A four-day work week can be costly and ineffective if poorly implemented. If employees are unable to meet the requirements, payment of overtime will stack up. A study in Sweden showed risk for an extra hour on top of 4 days in order to finish work. The trial was suspended due to this cost factor because of paid for overtime but did not experience the benefits of a shorter week (<https://www.wearespur.com/journal/the-case-for-a-four-day-work-week>). Furthermore, in the study conducted by International Journal for Educational Studies (2018), stated that in the four-day workweek, the illegal conduct of out-of-job activities is not absolutely minimized into its lowest level.

Third, family problems with mean rank of 6.51. In the Manila Bulletin, Militant union Socialist Bukluran ng Manggagawang Pilipino (BMP) strongly opposes the proposal compressed workweek as gravely detrimental. They said that workers would receive less income and may not be able to support family needs for the holiday season. In addition to this, extended working hours in a day would spare companies from overtime pay obligations (<https://www.lamudi.com.ph/journal/malacanang-review-work-week-holiday/>). Meanwhile, a robust market for alternative work arrangements can increase labor force participation by either increasing hours worked for existing workers or drawing workers into the labor force who would otherwise stay on the sidelines. Workers have long sought the ability to right-size employment, be it picking up a bit of extra cash through a second job or working part time to make raising a family easier (Levanon, 2017). Another family problems are family disruptions, computer games and playing with children, internal distractions such as anxiety, stress, working environments, organization policies external distractions, decision to engage in other activities during the working hours, unexpected visitors, disruptions from emails or popular social media platforms, smartphone use, urgent family issues, multitasking such as self-management of time, work-life conflicts, stress of balancing work and domestic chores, taking care of children and elderly, cooking and other tasks (Throstensson, 2020). Lastly, build competitive advantage with the mean rank of 4.87.

Table 44. Challenges Encountered in AWA Practice of Employees by Staggered Working Hours in Hotel and Restaurant

STAGGERED WORKING HOURS	Mean Rank
1. A shorter period when all workers are present.	6.54
2. Record-keeping or administrative difficulties.	6.52
3. Potential inconveniences for some workers due to new schedules.	6.73
4. Extra costs associated with extended operating hours as a result of additional security, heating, lighting and other expenses.	7.33
5. There is illegal conduct of out-of-job activities particularly into the lowest level.	5.26
6. Transparency.	6.22
7. Lack of coordination, reconciling different interests and preferences.	6.15
8. Changing habits and attitudes, and meeting business' operational and commercial requirements.	6.36
9. Difficulty to adjust in time.	7.05
10. Lack of transparent collaboration	6.55

Based on the table above, according to the identified issues and challenges of the respondents of hotel and restaurant on alternative working arrangement on employees productivity in terms of staggered working hours, it shows that the 1st was extra costs associated with extended operating hours as a result with mean rank of 7.33. There are several potential disadvantages like a shorter period when all workers are present, record-keeping, administrative difficulties, potential inconveniences due to new schedules and extra costs such as extended operating hours: additional security, heating, lighting and other expenses (www.ilo.org).

Second was difficulty to adjust in time with mean rank of 7.05. A staggered shift schedule if implemented correctly can provide opportunity for staff to continue work the number of hours despite receiving increased flexibility. This is to provide less desk space and facilities for staff to use not all need to be in the working environment at the same time. It can also help decrease the risk of dealing with the large numbers of commuters. The shift pattern ensures staff to have the opportunities in selecting more convenient hours while limiting the chance for overcrowding (<https://www.peninsulagrouplimited.com/guides/staggered-working-hours-covid-19/>). However, staggered hours schemes have encountered some difficulties in

coordination, reconciling different interests and preferences, changing habits and attitudes, and meeting business' operational and commercial requirements. Fortunately, many firms in large cities have been able to alter the usual starting and finishing times of employees with positive results but developing countries also faced problems such as urban sprawl, traffic jams and inadequate transport (ILO).

Third, potential inconveniences for some workers due to new schedules with mean rank of 6.73. There are several potential disadvantages like a shorter period when all workers are present, record-keeping, administrative difficulties, potential inconveniences due to new schedules and extra costs such as extended operating hours: additional security, heating, lighting and other expenses but it may also make it easier for workers to access cafeterias, childcare facilities and other services (www.ilo.org). Lastly, there are illegal conduct of out-of-job activities particularly into the lowest level with mean rank of 5.26.

Table 45. Challenges Encountered in AWA Practice of Employees by Telecommuting in Hotel and Restaurant

TELECOMMUTING	Mean Rank
1. Trust.	5.38
2. Feeling lonely and isolated.	6.01
3. Workplace exposures are difficult to control which lead to overwork and burnout.	5.65
4. Creates problem in communication between superior and the subordinates.	6.63
5. Delayed in work and no submission of work on time.	6.36
6. Work-family conflict due to longer hours and blurred boundaries.	6.53
7. Slow internet.	6.71
8. Creativity and innovative thinking are not easily measure because of uncertainty.	6.45
9. Leaders are experiencing crucial decisions during pandemic.	6.88
10. Not all tasks can be done at home and not all employees have the resources to work from home.	7.28

Based on the table above, according to the identified issues and challenges of the respondents of hotel and restaurant on alternative working arrangement on employees productivity in terms of telecommuting, it shows that the 1st was not all tasks can be done at home and not all employees have the resources to work from home with mean rank of 7.28. According to Scalzo (2020), there is the crucial fact that not all tasks can be done at home and not all employees have the resources to work from home. In such a scenario, arrangements need to accommodate staff while business leaders must be decisive when tweaking workforce plans. There is no one size fits all solution and different types of businesses have different requirements. A balanced and ideal work setup is carefully thought-out, employee welfare is well-considered, and business priorities must be in order particularly while dealing with an unprecedented pandemic. It was supported with an interview to one of the respondents said that “more hassle and conflicting situation since “there are a lot of tasks that are needed to be physically attended since we are more on operation such as in hotel and management”.

Next, leaders are experiencing crucial decisions during pandemic with mean rank of 6.88. There are many businesses at this time implementing remote work because of its numerous benefits. Employees are continuously boosting productivity, access to a wider pool of talent, and lower operating costs which some are immediately come to mind but for many small and medium business leaders, they deciding whether to stick to an office-based setup and integrating a remote workforce which is hardly black and white particularly during the COVID-19 outbreak (Scalzo, 2020). Furthermore, according to Hunt (2020) strong leadership, clear and regular communication, empowerment that laid the foundations for alternative ways to collaborate and a stronger need empathy and trust in an organization.

The third was slow internet with the mean of 6.71. According to study of Throstensson (2020), one of the negative influence on productivity in organizational factors is slow internet during working arrangement. Generally, there are decreased work motivation, perception of the home as place to rest, dull, routine, manual and repetitive tasks. He added that in home related factors are additional cost (electricity, internet, and communication costs) and lack of facilities to support work such as computers, internet networks and failing to come across important opportunities such as collaborative learning, instructing and social networking. In the study of Morikawa (2021), while technical factors such as having access to the appropriate equipment and technology, tools and fast internet are a positive influence on the productivity. On the other hand, in the Philippines, Tutay (2020) said that he does not see a surge in companies adopting WFH arrangement or telecommuting due to the inadequacy of the necessary infrastructure particularly a reliable internet and telecommunications system. In addition to this, Based on the qualitative data, the mains problems are also no or poor internet connect and use of gadget if it is work from home and telecommuting. However, the last was trust with the mean rank of 5.38.

Table 46. Summary on the Challenges Encountered in AWA Practice of Employees in Hotel and Restaurant

Issues and Challenges on AWA on Employees Productivity	Mean Rank
Work from home	
1. Electricity consumption	7.68
2. Lengthy meetings and conferences	7.37
3. Too many time spent in calls, texts and emails	7.33
4. Loneliness/anxiety disorders (lowest mean rank)	5.86
Skeleton workforce	
1.Communication	7.7
2. Long hours	7.19
3. Low pay	7.15
4. Discrimination (lowest mean rank)	5.79
Four-day compressed workweek	
1.Taking care of family member	8.00
2. Going out for personal concerns without asking permission from the Department Head	6.60
3. Family problems	6.51
4. Build competitive advantage (lowest mean rank)	4.87
Staggered working hours	
1.Extra costs associated with extended operating hours	7.33
2.Difficulty to adjust in time	7.05
3. Potential inconveniences for some workers due to new schedules	6.73
4. Illegal conduct of out-of-job activities (lowest mean rank)	5.26
Telecommuting	
1.Not all tasks can be done at home and not all employees have the resources to work from home	7.28
2. Leaders are experiencing crucial decisions during pandemic	6.88
3. Slow internet	6.71
4. Trust (lowest mean rank)	5.38

The table above is the summary on the issues and challenges on the AWA on employees productivity in Hotel and Restaurant. From 1-10 statements of every working arrangement, the researcher chose the 1st three mean rank and lowest mean rank. Based on the result in terms of work from home, electricity

consumption was the first with the mean rank of 7.68 followed by length meetings and conferences with the mean rank of 7.37 while the third was too many time spent in calls, texts and emails with the mean rank of 7.33. Meanwhile, the lowest mean rank was loneliness/anxiety disorders with 5.86 while for the skeleton workforce: 1st, communication with mean rank of 7.7; 2nd, long hours with 7.19 and 3rd, low pay with 7.15. The lowest rank was discrimination with 5.79. On the other hand, in four day compressed workweek was taking care of family member with mean rank of 8.00 as the first; second was going out with personal concerns without asking permission from the Department Head with 6.60 and the third was family problems with mean rank of 6.51. The lowest rank was build competitive advantage with 4.87. Furthermore, in staggered working hours, the first was extra costs associated with extended operating hours with the mean rank of 7.33 followed by difficulty to adjust in time with 7.05 while the third mean rank was potential inconveniences for some workers due to new schedules with 6.73. The last was illegal conduct of out-of-job activities as the lowest mean rank with 5.26. Moreover, for telecommuting, the first was not all tasks can be done at home and not all employees have the resources to work from home with 7.28. It was followed by leaders are experiencing crucial decisions during pandemic with 6.88 and the third was slow internet with 6.71. However, the lowest mean rank got 5.38 which was trust.

Table 47. Challenges Encountered in AWA Practice of Employees by WFH in Education

WORK FROM HOME	Mean Rank
1. Burden about family care taking.	5.16
2. Childcare (education, training).	5.91
3. Loneliness/anxiety disorders.	4.95
4. Too many distractions from home environment.	5.43
5. Changes in food habits.	5.17
6. Too many times spent in calls, texts and emails.	6.33
7. Length meetings and conferences.	6.1
8. Less time for personal activities like gym, yoga, grooming etc.	4.97
9. Burden of household activities.	5.12
10. More electricity consumption.	5.69

Based on the table above, according to the identified issues and challenges of the respondents of school heads/teaching and non-teaching personnel on alternative working arrangement on employees productivity in terms of work from home, the 1st rank was too many times spent in calls, texts and emails with the mean rank of 6.33. Higher communication and coordination costs is very important in WFH with time spent on coordination activities and meetings increased must consider (Gibbs et al, 2021). This is also connected to the qualitative data that most of the respondents experience too many times spent in calls, texts and emails. Next, length meetings and conferences with mean rank of 6.10. It seems obvious that the challenges experienced by employees working from home had triggered many complications such as without any time limit leading to various complications (Marimuthu & Vasudevan, 2020). Third was childcare (education, training) with mean rank of 5.91. A practical implication for managerial practices based on the

study of Feng & Savani (2020) demonstrated that women suffer more than men when working parents are working from home during the Covid-19 lockdowns. Finding suggests that when managers institute WFH practices must consider the differential effects of work mode on male and female employees. Given the gender gap in productivity and job satisfaction during working from home, organizations should provide more support such as flexible work assignment, deadlines and social support to female employees to help relieve the pressure brought about by the telecommuting mode. ILO (2020) stated that working parents may need to be involved in home-schooling, surveillance and care of children of school-age or there may be more than one family member sharing the same space for online schooling or teleworking. The worker's family responsibilities, having to share working spaces, or even strains in relationship or domestic violence may interfere with job responsibilities, alter working schedules, and work performance and productivity. In addition to this, employers could consider providing expanded support to parents and caregivers at this time.

Moreover, the research suggests that unexpected crises can create a gender gap in work outcomes when none existed previously. Given COVID 19 pandemic is unlikely to be resolved in the near future, the gender gaps identified are likely to persist. If organizations adopt widespread WFH policies such gender gaps might continue to persist. More broadly, decades-long trends toward gender equality in the workplace be reversed due to these changes. Therefore, management researchers and practitioners need to pay careful attention to this issue (Feng & Savani, 2020). Lastly, loneliness/anxiety disorders got a weighted mean rank of 4.91.

Table 48. Challenges Encountered in AWA Practice of Employees by Skeleton Workforce in Education

SKELETON WORKFORCE	Mean Rank
1. Difficulties in dealing with people.	4.82
2. Long hours.	5.53
3. Workplace health and safety.	6.28
4. Discrimination.	4.59
5. Pressure to perform.	4.86
6. Low pay.	4.75
7. Communication.	6.11
8. Lack of career progression and security.	5.15
9. Work-life balance.	5.96
10. Lack of IT support and equipment provision.	6.07

Based on the table above, according to the identified issues and challenges of the respondents of school heads/teaching and non-teaching personnel on alternative working arrangement on employees productivity in terms of skeleton workforce, the 1st rank was workplace health and safety with 6.28. This statement have proven by Mateo noted that the supervising Executive Committee and Regional Directors shall issue an office order or memorandum with the names of personnel identified as part of the skeleton workforce. Individual roles and functions, health and safety conditions, and transportation arrangements shall be considered. He also reminded heads of offices to ensure that the workplace is compliant with the necessary safety and health precautions. He added that while the department strives for continuity of basic education services must remain committee in protecting the health and safety of their personnel (Malipot, 2020). Furthermore, Executive Secretary Salvador Medialdea said in a memorandum circular that the skeleton

workforce should be up to a maximum of 50% operational capacity unless a higher percentage is required in agencies providing health and emergency frontline services, border control and other critical work. It must adopt the most appropriate alternative work arrangements in accordance with the rules and regulations of the Civil Service Commission (Lopez, 2020).

Moreover, workplace health and safety are very much concern of most of the respondents as according to the conducted interview. Second was communication got a mean rank of 6.11. Communication system in place and collaborative by nature and whose managers offered high levels of trust and support. This is one also the laid the foundations for alternative ways to collaborate and a stronger need empathy and trust (Hunt, 2020). There were developed in adjusting business models in response to the dining restrictions due to COVID-19 such as investing in a communication platform and involved with the local government (Norris, et al. 2021). Tacadao (2020) also mentioned the issues to be addressed such as support tools, communication, health and safety while implementing off-site work arrangements. On the other hand, Advances in computer and mobile technology have facilitated communications and enabled those workers seeking more flexible work lives to connect with those businesses who demand their services (Levanon, 2017). The third was lack of IT support and equipment provision with the mean rank of 6.07. The need for further IT support and equipment provision to avoid the use of personal laptops and subsequent reductions in productivity; (Amirul, 2020). Therefore, the health and safety of the respondents are really their priority where communication and IT support and equipment are very important in this time of pandemic. Meanwhile, the last was discrimination with the mean rank of 4.59.

Table 49. Challenges Encountered in AWA Practice of Employees by Four-Day Compressed Workweek in Education

FOUR-DAY COMPRESSED WORK-WEEK	Mean Rank
1. Family problems.	4.37
2. Social obligations such as weddings, birthdays, and parties.	4.81
3. Taking care of family member.	4.82
4. Going out for personal concerns without asking permission from the Department Head.	4.75
5. Engage in small scale business or part-time job during office hours or while in school premises.	4.54
6. Frequent absenteeism among employees due to personal concerns.	4.72
7. Always late in reporting to work.	5.08
8. It could build competitive advantage.	5.02
9. Increasing the cost of labor.	5.06
10. Create difficulties in scheduling meetings.	5.04

Based on the table above, according to the identified issues and challenges of the respondents of school heads/teaching and non-teaching personnel on alternative working arrangement on employees productivity in terms of four-day compressed workweek, the 1st rank was always late in reporting to work with the mean rank of 5.08. This is connected to the workload, task management and training such as work pressures where the key issues need for generally reduced workloads, a reduction in the number of meetings, alongside consideration of flexible deadlines and in terms of teaching changes: it was suggested that teaching

staff should have more input into the approach to blended learning, including the development of guidelines for staff implementing teaching changes and decision-making (Amirul et al., 2020). On the other hand, according to most of the respondents in qualitative data, the reasons why there is always late in reporting is because of working arrangement that not all employees are present in the office or school where the papers are not sign immediately and also workload and activities of teachers.

Second was increasing the cost of labor with mean rank of 5.06. In the study of Morikawa (2021), while technical factors such as having access to the appropriate equipment and technology, tools and fast internet are a positive influence on the productivity, it can be claimed and seen as a norm and taken for granted for anyone working from home at the end of the second decade of the 21st century while in 2019 the London Wellcome Trust, world's second-biggest research donor ended a four-day workweek for its 800 head office staff which became too operationally complex to implement. Therefore, a business groups including the Confederation of British Industry have warned that mandating shorter workweeks weakens industry while hurting employment by increasing the cost of labor. On the other hand, In 2016, the US Treehouse, a large tech HR firm, implemented also but failed to keep up with competition and so reverted to a five-day week. Meanwhile, on the part of the teachers as according to the interview, there are often overtime and over work during pandemic. Meanwhile, the third was create difficulties in scheduling meetings with mean rank of 5.04. Teodorovicz et al. (2021) stated that different workers and organizations particularly the managers reallocated the entire time gained from commuting into more time spent in meetings with some unprepared interactions that typically happen in the office. One of the issues and challenges in HR are necessary meetings and arrangements (Rimal, 2020; Amirul et al., 2020). Lastly, family problems with the mean rank of 4.37.

Table 50. Challenges Encountered in AWA Practice of Employees by Staggered Working Hours in Education

STAGGERED WORKING HOURS	Mean Rank
1. A shorter period when all workers are present.	4.73
2. Record-keeping or administrative difficulties.	5.1
3. Potential inconveniences for some workers due to new schedules.	5.34
4. Extra costs associated with extended operating hours as a result of additional security, heating, lighting and other expenses.	5.24
5. There are illegal conduct of out-of-job activities particularly into the lowest level.	5.06
6. Transparency.	5.62
7. Lack of coordination, reconciling different interests and preferences.	4.32
8. Changing habits and attitudes, and meeting business' operational and commercial requirements.	5.47
9. Difficulty to adjust in time.	4.51
10. Lack of transparent collaboration.	5

Based on the table above, according to the identified issues and challenges of the respondents of school heads/teaching and non-teaching personnel on alternative working arrangement on employees productivity in terms of staggered working hours, the 1st rank was transparency with the mean rank of 5.62. The leading challenge a government faces is reducing both types of uncertainty of the vital industries that are sensitive and uncertainty such as the hospitality sector. Policy makers might be well-advised to impose measures with detailed transparency about their long-term plans to promote certainty (Ngana & Voon, 2015). In addition to this, according to interview, majority of the respondents said that there are lack of transparency

in the organization. It was followed by changing habits and attitudes, and meeting business' operational and commercial requirements with the mean rank of 5.47. On the other hand, the third was potential inconveniences for some workers due to new schedules with mean rank of 5.34. There are several potential disadvantages like a shorter period when all workers are present, record-keeping, administrative difficulties, potential inconveniences due to new schedules and extra costs such as extended operating hours: additional security, heating, lighting and other expenses but it may also make it easier for workers to access cafeterias, childcare facilities and other services (www.ilo.org). However. The last was lack of coordination, reconciling different interests and preferences with mean rank of 4.32.

Table 51. Summary on the Challenges Encountered in AWA Practice of Employees in Education

Issues and Challenges on AWA on Employees Productivity	Mean Rank
Work from home	
1.too many times spent in calls, texts and emails	6.33
2. length meetings and conferences	6.10
3. childcare (education, training)	5.91
4. loneliness/anxiety disorders (lowest mean rank)	4.91
Skeleton workforce	
1.workplace health and safety	6.28
2. communication	6.11
3. lack of IT support and equipment provision	6.07
4. discrimination (lowest mean rank)	4.59
Four-day compressed workweek	
1.always late in reporting to work	5.08
2. increasing the cost of labor	5.06
3. create difficulties in scheduling meetings	5.04
3.family problems (lowest mean rank)	4.37
Staggered working hours	
1.transparency	5.62
2. changing habits and attitudes, and meeting business' operational and commercial requirements	5.47
3. potential inconveniences for some workers due to new schedules	5.34
4. lack of coordination, reconciling different interests and preferences (lowest mean rank)	4.32
Telecommuting (N/A)	

The table above is the summary on the issues and challenges on the AWA on employees productivity in Hotel and Restaurant. From 1-10 statements of every working arrangement, the researcher chose the 1st

three mean rank and lowest mean rank. Based on the result in terms of work from home, too many times spent in calls, texts and emails got the highest mean rank of 6.33. It was followed by length meetings and conferences with 6.10. Next was childcare (education, training) with mean rank of 5.91. The lowest mean rank was loneliness/anxiety disorders with 4.91. Meanwhile, in skeleton workforce, the first was workplace health and safety with mean rank of 6.28. Second highest rank was communication with 6.11 and third was lack of IT support and equipment provision with 6.07. Furthermore, discrimination got the lowest mean rank of 4.59. For the four-day compressed workweek, the highest mean rank was always late in reporting to work with 5.08. It was followed by increasing the cost of labor with 5.06. The third was create difficulties in scheduling meetings with mean rank of 5.04 while the lowest mean rank was family problems with 4.37. Likewise, in terms of staggered working hours, transparency was the main issue with 5.62 while changing habits and attitudes, and meeting business' operational and commercial requirements as second place with mean rank of 5.47. The third was potential inconveniences for some workers due to new schedules with mean rank of 5.34. However, lack of coordination, reconciling different interests and preferences with mean rank of 4.32.

Government

Table 52. Challenges Encountered in AWA Practice of Employees by WFH in Government

WORK FROM HOME	Mean Rank
1. Burden about family care taking.	5.66
2. Childcare (education, training).	5.5
3. Loneliness/anxiety disorders.	5.58
4. Too many distractions from home environment.	6.48
5. Changes in food habits.	5.7
6. Too many times spent in calls, texts and emails.	6.32
7. Length meetings and conferences.	6.36
8. Less time for personal activities like gym, yoga, grooming etc.	5.62
9. Burden of household activities.	6.02
10. More electricity consumption.	7.12

Based on the table above, according to the identified issues and challenges of the respondents of government employees on alternative working arrangement on employees productivity in terms of work from home, the 1st rank was more electricity consumption with mean rank of 7.12. According to the study of Throstensson (2020), in home related factors, one of the additional costs is electricity. It was supported by Purwanto et al. (2020) that due to the daily increased use of the individual has to bear the cost of the said arrangement. Meanwhile, in the study conducted by International Journal for Educational Studies (2018), stated that the four-day workweek has reduced the consumption of electricity and fuel. Furthermore, based on the qualitative data analysis, majority of the respondents answered the problem on electricity consumption. On the other hand, too many distractions from home environment as 2nd place with mean rank of 6.48. In spite of all the distractions at home, having employees work remotely more might be beneficial for employers and workers alike. Some experiments found that combining work and home can actually boost morale in

certain circumstances. Washington State allows new mothers who work at agencies to bring their newborns. Rather than to distract people, the presence of the babies in the office where workers become happier and more productive. A 2015 study found out that six months after childbirth, women who worked from home experienced a statistically significant decrease in the levels of depression compared who had gone back into the office (Khazan, 2020). In the case of Sarah in Malaysia, it can be seen that distraction in performance due to unplanned and pressured situations contributed to the condition of the employee. In this case of psychological distress, the employee must notify the organization of the psychological impact encountered (Marimuthu & Vasudevan, 2020). According to the study of Shareena (2020) found out that respondents working from home will be willing to work if they are having good and supportive environment to work from home. Understanding the needs of employees provides employers with an opportunity to help employees set up a supportive and controlled work environment, which may result in a greater number of workers showing increased willingness to work from home and thereby having higher job satisfaction and efficiency.

The third was too many times spent in calls, texts and emails got a mean rank of 6.32. Higher communication and coordination costs is very important in WFH with time spent on coordination activities and meetings increased must consider (Gibbs et al, 2021). However, childcare (education, training) had the lowest mean rank of 5.5.

Table 53. Challenges Encountered in AWA Practice of Employees by Skeleton Workforce in the Government

SKELETON WORKFORCE	Mean Rank
1. Difficulties in dealing with people.	6.46
2. Long hours.	6.64
3. Workplace health and safety.	6.68
4. Discrimination.	5.38
5. Pressure to perform.	6.2
6. Low pay.	4.96
7. Communication.	5.98
8. Lack of career progression and security.	5.58
9. Work-life balance.	6.14
10. Lack of IT support and equipment provision.	6.28

Based on the table above, according to the identified issues and challenges of the respondents of government employees on alternative working arrangement on employees productivity in terms of skeleton workforce, the 1st rank workplace health and safety with mean rank of 6.68. It was proven by Mateo noted that the supervising Executive Committee and Regional Directors shall issue an office order or memorandum with the names of personnel identified as part of the skeleton workforce. Individual roles and functions, health and safety conditions, and transportation arrangements shall be considered. He also reminded heads of offices to ensure that the workplace is compliant with the necessary safety and health precautions. He added that while the department strives for continuity of basic education services must remain committee in protecting the health and safety of their personnel (Malipot, 2020). Executive Secretary Salvador Medialdea said in a memorandum circular that the skeleton workforce should be up to a maximum of 50% operational capacity unless a higher percentage is required in agencies providing health and emergency frontline services, border

control and other critical work. It must adopt the most appropriate alternative work arrangements in accordance with the rules and regulations of the Civil Service Commission (Lopez, 2020).

Second was long hours got a mean rank of 6.64. A 2017 *Annual Review of Organizational Psychology and Organizational Behavior* regarding research on alternative work arrangement resulted to an increase in work-family conflict due to longer hours and blurred boundaries and tendency among workers who are encouraged to maintain work-life boundaries (<https://knowablemagazine.org>). Further, employers must observe all labour laws, and continue to include remunerative work hours including day/night shift differentials with minimum number of work hours, overtime, rest days and entitlement to leave benefits (<https://www.lexology.com/library/detail.aspx?g=5ebc650e-3fd7-431c-9f48-fcabe0b77b11>). One study found that if Americans, who work some of the longest hours in the world, were to work the same amount as Europeans, the US would consume 20% less energy. Another study discovered that with every 1% decline in working hours, there was a corresponding 8% drop in energy consumption and greenhouse gas emissions. Meanwhile, a robust market for alternative work arrangements can increase labor force participation by either increasing hours worked for existing workers or drawing workers into the labor force who would otherwise stay on the sidelines. Workers have long sought the ability to right-size employment, be it picking up a bit of extra cash through a second job or working part time to make raising a family easier. On the other hand, the third was difficulties in dealing with people with mean rank of 6.46. It supported by the qualitative data in an interview to most of the respondents that during pandemic, there was difficulties in dealing with people because of health protocols and the threat of the virus. The last was low pay with mean rank of 4.96.

Table 54. Challenges Encountered in AWA Practice of Employees Productivity by Four-Day Compressed Workweek in Government

FOUR-DAY COMPRESSED WORK-WEEK	MEAN RANK
1. Family problems.	5.92
2. Social obligations such as weddings, birthdays, and parties.	5.94
3. Taking care of family member.	6.30
4. Going out for personal concerns without asking permission from the Department Head.	6.28
5. Engage in small scale business or part-time job during office hours or while in school premises.	6.12
6. Frequent absenteeism among employees due to personal concerns.	6.18
7. Always late in reporting to work.	5.92
8. It could build competitive advantage.	5.82
9. Increasing the cost of labor.	6.26
10. Create difficulties in scheduling meetings.	6.40

Based on the table above, according to the identified issues and challenges of the respondents of government employees on alternative working arrangement on employees productivity in four day compressed workweek. It shows that the 1st rank was create difficulties in scheduling meetings with mean rank of 6.40. Teodorovicz et al. (2021) stated that different workers and organizations particularly the managers reallocated the entire time gained from commuting into more time spent in meetings with some unprepared interactions that typically happen in the office. One of the issues and challenges in HR are necessary meetings and arrangements (Rimal, 2020; Amirul et al.,

Second was taking care of family member with mean rank of 6.30. There are advantages of four day compressed workweek: an additional day off affords employees a better work life balance, full pay and benefits, reduced commuting time and costs, fewer interruptions, higher productivity in non-regular office hours, increase in total staff hours during high peak workloads by overlapping schedules, extended hours of workplace operation and managing excessive accrued time (<https://www.spica.com/blog/compressed-work-week-advantages-disadvantages>). The third was going out for personal concerns without asking permission from the Department Head with mean rank of 6.28. A four-day work week can be costly and ineffective if poorly implemented. If employees are unable to meet the requirements, payment of overtime will stack up. A study in Sweden showed risk for an extra hour on top of 4 days in order to finish work. The trial was suspended due to this cost factor because of paid for overtime but did not experience the benefits of a shorter week (<https://www.wearespur.com/journal/the-case-for-a-four-day-work-week>). Furthermore, in the study conducted by International Journal for Educational Studies (2018), stated that in the four-day workweek, the illegal conduct of out-of-job activities is not absolutely minimized into its lowest level. The last rank was it could build competitive advantage with 5.82.

Table 55. Challenges Encountered in AWA Practice of Employees by Staggered Working Hours in Government.

STAGGERED WORKING HOURS	Mean Rank
1. A shorter period when all workers are present.	5.88
2. Record-keeping or administrative difficulties.	6.12
3. Potential inconveniences for some workers due to new schedules.	6.42
4. Extra costs associated with extended operating hours as a result of additional security, heating, lighting and other expenses.	6.48
5. There are illegal conduct of out-of-job activities particularly into the lowest level.	5.62
6. Transparency.	6.04
7. Lack of coordination, reconciling different interests and preferences.	6.46
8. Changing habits and attitudes, and meeting business' operational and commercial requirements.	5.86
9. Difficulty to adjust in time.	5.76
10. Lack of transparent collaboration.	6.08

Based on the table above, according to the identified issues and challenges of the respondents of government employees on alternative working arrangement on employees productivity in staggered working hours, it shows that the 1st rank was extra costs associated with extended operating hours as a result of additional security, heating, lighting and other expenses got a mean rank 6.48. Several potential disadvantages like a shorter period when all workers are present, record-keeping, administrative difficulties, potential inconveniences due to new schedules and extra costs such as extended operating hours: additional security, heating, lighting and other expenses (www.ilo.org). Lastly, there are illegal conduct of out-of-job activities particularly into the lowest level with mean rank of 5.62.

Table 56. Summary on the Challenges Encountered in AWA Practice of Employees in the Government

Issues and Challenges on AWA on Employees Productivity	Mean Rank
Work from home	
1. more electricity consumption	7.2
2. too many distractions from home environment	6.48
3. too many times spent in calls, texts and emails	6.32
4. childcare (education, training) (lowest mean rank)	5.5
Skeleton workforce	
1. workplace health and safety	6.68
2. long hours	6.64
3. difficulties in dealing with people	6.46
4. low pay (lowest mean rank)	4.96
Four-day compressed workweek	
1. create difficulties in scheduling meetings	6.40
2. taking care of family member	6.30
3. going out for personal concerns without asking permission from the Department Head	6.28
4. it could build competitive advantage (lowest mean rank)	5.82
Staggered working hours	
1. extra costs associated with extended operating hours as a result of additional security, heating, lighting and other expenses	6.48
2. lack of coordination, reconciling different interests and preferences	6.46
3. potential inconveniences for some workers due to new schedules	6.42
4. there are illegal conduct of out-of-job activities particularly into the lowest level (lowest mean rank)	5.62
Telecommuting (N/A)	

The table above is the summary on the issues and challenges on the AWA on employees productivity in the government. From 1-10 statements of every working arrangement, the researcher chose the 1st three mean rank and lowest mean rank. Based on the result in terms of work from home, electricity consumption got the highest mean rank of 7.2. It was followed by too many distractions from home environment with mean rank of 6.48. On the other hand, too many times spent in calls, texts and emails with mean rank of 6.32. Furthermore, the lowest mean rank with 5.5 was childcare (education, training) On the other hand, in skeleton workforce, the first was workplace health and safety with mean rank of 6.68 while long hours got a mean rank of 6.64 as second place. Likewise, the third was difficulties in dealing with people with mean rank of 6.46. However, the lowest mean rank got 4.96 which it was low pay. In terms of four-day compressed workweek, create difficulties in scheduling meetings got the highest mean rank with 6.40. It was followed by taking care

of family member with 6.30 while going out for personal concerns without asking permission from the Department Head as the 3rd mean rank of 6.28. The lowest mean rank was it could build a competitive advantage with 5.82. Moreover, on the part of staggered working hours, extra costs associated with extended operating hours as a result of additional security, heating, lighting and other expenses got a highest mean rank of 6.48 followed by lack of coordination, reconciling different interests and preferences with 6.46. Next was potential inconveniences for some workers due to new schedules with 6.42 while the lowest mean rank got 5.62 which there are illegal conduct of out-of-job activities particularly into the lowest level.

Table 57. Over-all Summary on the Challenges Encountered in AWA Practice of Employees by Work from Home

Summary on Issues and Challenges on Employees Productivity by Work from Home	Hotel and Restaurant (Mean Rank)	Education (Mean Rank)	Government (Mean Rank)	General Weighted Mean
1. Burden about family care taking.	5.89	5.16	5.66	5.57
2. Childcare (education, training).	6.47	5.91	5.5	5.96
3. Loneliness/anxiety disorders.	5.86	4.95	5.58	5.46
4. Too many distractions from home environment.	6.45	5.43	6.48	6.12
5. Changes in food habits.	6.75	5.17	5.7	5.87
6. Too many times spent in calls, texts and emails.	7.33	6.33	6.32	6.66
7. Length meetings and conferences.	7.37	6.1	6.36	6.61
8. Less time for personal activities like gym, yoga, grooming etc.	6.59	4.97	5.62	5.73
9. Burden of household activities.	6.69	5.12	6.02	5.94
10. More electricity consumption.	7.68	5.69	7.12	6.83

Table 58. Over-all Summary on the Challenges Encountered in AWA Practice of Employees by Skeleton Workforce

Summary on Issues and Challenges on Employees Productivity by Work from Home	Hotel and Restaurant (Mean Rank)	Education (Mean Rank)	Government (Mean Rank)	General Weighted Mean
1. Difficulties in dealing with people.	6.44	4.82	6.46	5.91
2. Long hours.	7.19	5.53	6.64	6.45
3. Workplace health and safety.	6.75	6.28	6.68	5.57
4. Discrimination.	5.79	4.59	5.38	5.25
5. Pressure to perform.	6.8	4.86	6.2	5.95
6. Low pay.	7.15	4.75	4.96	5.62
7. Communication.	7.7	6.11	5.98	6.60
8. Lack of career progression and security.	6.61	5.15	5.58	5.78
9. Work-life balance.	6.47	5.96	6.14	6.19
10. Lack of IT support and equipment provision.	7.02	6.07	6.28	6.46

Table 59. Over-all Summary on the Challenges Encountered in AWA Practice of Employees by Four-Day Compressed Workweek

Summary on Issues and Challenges on Employees Productivity by Four-Day Compressed Workweek	Hotel and Restaurant (Mean Rank)	Education (Mean Rank)	Government (Mean Rank)	General Weighted Mean
1. Family problems.	6.51	4.37	5.92	5.60
2. Social obligations such as weddings, birthdays, and parties.	5.85	4.81	5.94	5.53
3. Taking care of family member.	8.00	4.82	6.30	6.37
4. Going out for personal concerns without asking permission from the Department Head.	6.60	4.75	6.28	5.88
5. Engage in small scale business or part-time job during office hours or while in school premises.	6.18	4.54	6.12	5.61
6. Frequent absenteeism among employees due to personal concerns.	6.27	4.72	6.18	5.72
7. Always late in reporting to work.	5.15	5.08	5.92	5.38
8. It could build competitive advantage.	4.87	5.02	5.82	5.24
9. Increasing the cost of labor.	6.5	5.06	6.26	5.94
10. Create difficulties in scheduling meetings.	6.16	5.04	6.40	5.87

Table 60. Over-all Summary on the Challenges Encountered in AWA Practice of Employees by Staggered Working Hours

Summary on Issues and Challenges on Employees Productivity by Staggerd Working Hours	Hotel and Restaurant (Mean Rank)	Education (Mean Rank)	Governme nt (Mean Rank)	General Weighted Mean
1. A shorter period when all workers are present.	6.54	4.73	5.88	5.72
2. Record-keeping or administrative difficulties.	6.52	5.1	6.12	5.91
3. Potential inconveniences for some workers due to new schedules.	6.73	5.34	6.42	6.16
4. Extra costs associated with extended operating hours as a result of additional security, heating, lighting and other expenses.	7.33	5.24	6.48	6.35
5. There are illegal conduct of out-of-job activities particularly into the lowest level.	5.26	5.06	5.62	5.31
6. Transparency.	6.22	5.62	6.04	5.96
7. Lack of coordination, reconciling different interests and preferences.	6.15	4.32	6.46	5.64
8. Changing habits and attitudes, and meeting business' operational and commercial requirements.	6.36	5.47	5.86	5.90
9. Difficulty to adjust in time.	7.05	4.51	5.76	5.77
10. Lack of transparent collaboration.	6.55	5	6.08	5.88

Table 61. Over-all Summary on the Challenges Encountered in AWA Practice of Employees by Telecommuting

Summary on Issues and Challenges on Employees Productivity by Telecommuting	Hotel and Restaurant (Mean Rank)	Education (Mean Rank)	Government (Mean Rank)
1. Trust.	5.38	N/A	N/A
2. Feeling lonely and isolated.	6.01	N/A	N/A
3. Workplace exposures are difficult to control which lead to overwork and burnout.	5.65	N/A	N/A
4. Creates problem in communication between superior and the subordinates.	6.63	N/A	N/A
5. Delayed in work and no submission of work on time.	6.36	N/A	N/A
6. Work-family conflict due to longer hours and blurred boundaries.	6.53	N/A	N/A
7. Slow internet.	6.71	N/A	N/A
8. Creativity and innovative thinking are not easily measure because of uncertainty.	6.45	N/A	N/A
9. Leaders are experiencing crucial decisions during pandemic.	6.88	N/A	N/A
10. Not all tasks can be done at home and not all employees have the resources to work from home.	7.28	N/A	N/A

Based on the table above, according to the identified issues and challenges of the respondents of hotel and restaurant on alternative working arrangement on employees productivity by telecommuting, it shows that only hotel and restaurant implementing the telecommuting because based on the survey and interview to the respondents of education and government, they are not implementing telecommuting. It was connected to Republic Act No. 11165 which allow for private sector employees to work flexibly from home or any place outside the office with an internet connection, in an effort to increase productivity, performance, job satisfaction, and to resolve issues of long commutes to workplaces. Furthermore, Freeport (2020) defined telecommuting is an employee who telecommutes works away from a central place of business, like an office. Basically, the employee performs work from home or at a location such as a coffee shop, library, or co-working space, and “commutes” to work via telecommunication channels — phone, email and chat programs, and video conferencing. He added that a telecommuter may work remotely full time, or they may work onsite part of the time. They may be required to visit the office for meetings, professional development, and other company events. Companies evaluate eligibility for telework on a case-to-case basis based on the candidate’s role, performance, and background. He also added that telecommuting can be informal with the employee periodically working from home as personal or company needs dictate or it can be a formal agreement, with the employee working offsite.

Meanwhile, based on the result the 1st was not all tasks can be done at home and not all employees have the resources to work from home with mean rank of 7.28. According to Scalzo (2020), there is the crucial fact that not all tasks can be done at home and not all employees have the resources to work from home. In such a scenario, arrangements need to accommodate staff while business leaders must be decisive when tweaking workforce plans. There is no one size fits all solution and different types of businesses have different requirements. A balanced and ideal work setup is carefully thought-out, employee welfare is well-considered, and business priorities must be in order particularly while dealing with an unprecedented pandemic. It was supported with an interview to one of the respondents said that “more hassle and conflicting situation since “there are a lot of tasks that are needed to be physically attended since we are more on operation such as in hotel and management”.

Next, leaders are experiencing crucial decisions during pandemic with mean rank of 6.88. There are many businesses at this time implementing remote work because of its numerous benefits. Employees are continuously boosting productivity, access to a wider pool of talent, and lower operating costs which some are immediately come to mind but for many small and medium business leaders, they deciding whether to stick to an office-based setup and integrating a remote workforce which is hardly black and white particularly during the COVID-19 outbreak (Scalzo, 2020). Furthermore, according to Hunt (2020) strong leadership, clear and regular communication, empowerment that laid the foundations for alternative ways to collaborate and a stronger need empathy and trust in an organization.

The third was slow internet with the mean of 6.71. According to study of Throstensson (2020), one of the negative influence on productivity in organizational factors is slow internet during working arrangement. Generally, there are decreased work motivation, perception of the home as place to rest, dull, routine, manual and repetitive tasks. He added that in home related factors are additional cost (electricity, internet, and communication costs) and lack of facilities to support work such as computers, internet networks and failing to come across important opportunities such as collaborative learning, instructing and social networking. In the study of Morikawa (2021), while technical factors such as having access to the appropriate equipment and technology, tools and fast internet are a positive influence on the productivity. On the other hand, in the Philippines, Tutay (2020) said that he does not see a surge in companies adopting WFH arrangement or telecommuting due to the inadequacy of the necessary infrastructure particularly a reliable internet and telecommunications system. In addition to this, Based on the qualitative data, the mains problems are also no or poor internet connect and use of gadget if it is work from home and telecommuting. However, the last was trust with the mean rank of 5.38.

8. Significant Relationship between AWA and Challenges Encountered by Employees

The figure below shows the relationship between the extent of AWA and the Challenges encountered by the respondents.

Hotel and Restaurant

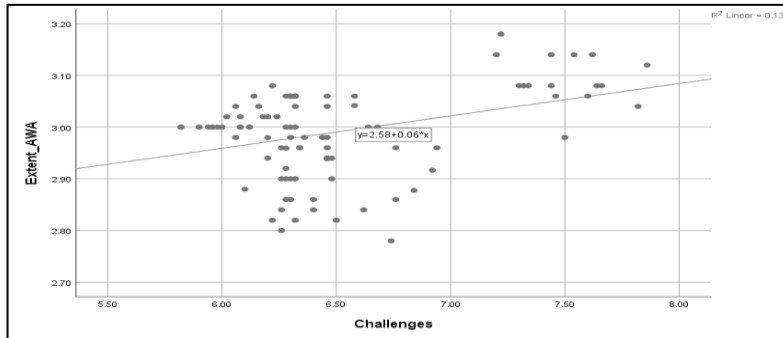


Figure 4. Significant Relationship between AWA and Challenges Encountered by Employees in Hotel and Restaurant Industry

The table above shows that under the hotel and restaurant, the obtained relationship between the extent of AWA and the challenges encountered is significant with p-value < 0.001 .

Correlations		Extent_AWA	Challenges
Extent_AWA	Pearson Correlation	1	.362**
	Sig. (2-tailed)		<.001
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Education

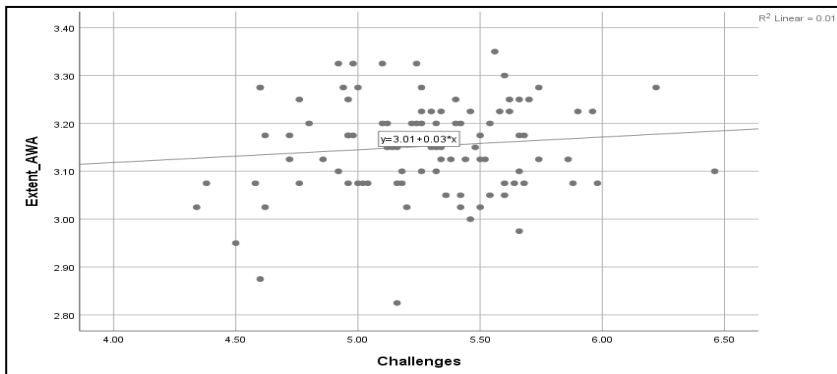


Figure 5. Significant Relationship between AWA and Challenges Encountered by Employees in Education

Correlations		Extent_AWA	Challenges
Extent_AWA	Pearson Correlation	1	.108
	Sig. (2-tailed)		.283
	N	100	100

Based on the table above, it can be inferred that there is no enough evidence to conclude that the relationship between the extent of the AWA and the challenges encountered in the education sector is significant.

Government

The figure below shows the scatterplot of the two variables and this indicates that the relationship obtained is weak.

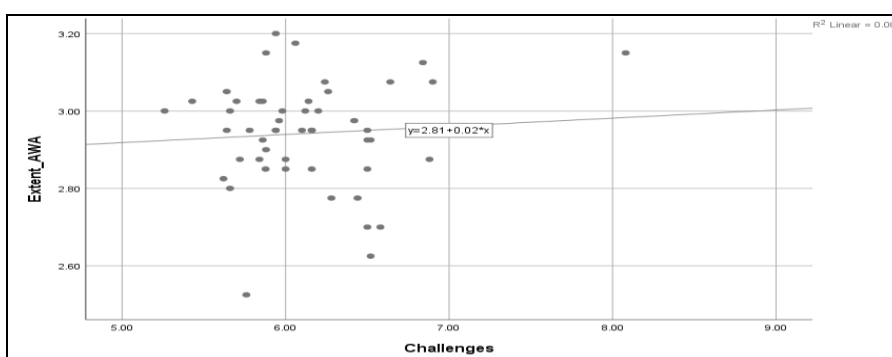


Figure 6. Significant Relationship between AWA and Challenges Encountered by Employees in the Government

Correlations		Extent_AWA	Challenges
Extent_AWA	Pearson Correlation	1	.073
	Sig. (2-tailed)		.616
	N	50	50

Using Pearson Correlation, the table above shows that we have no enough evidence to conclude that there is a significant relationship between the 'extent of AWA' and the 'Challenges' encountered by the respondents.

9. Output – framework

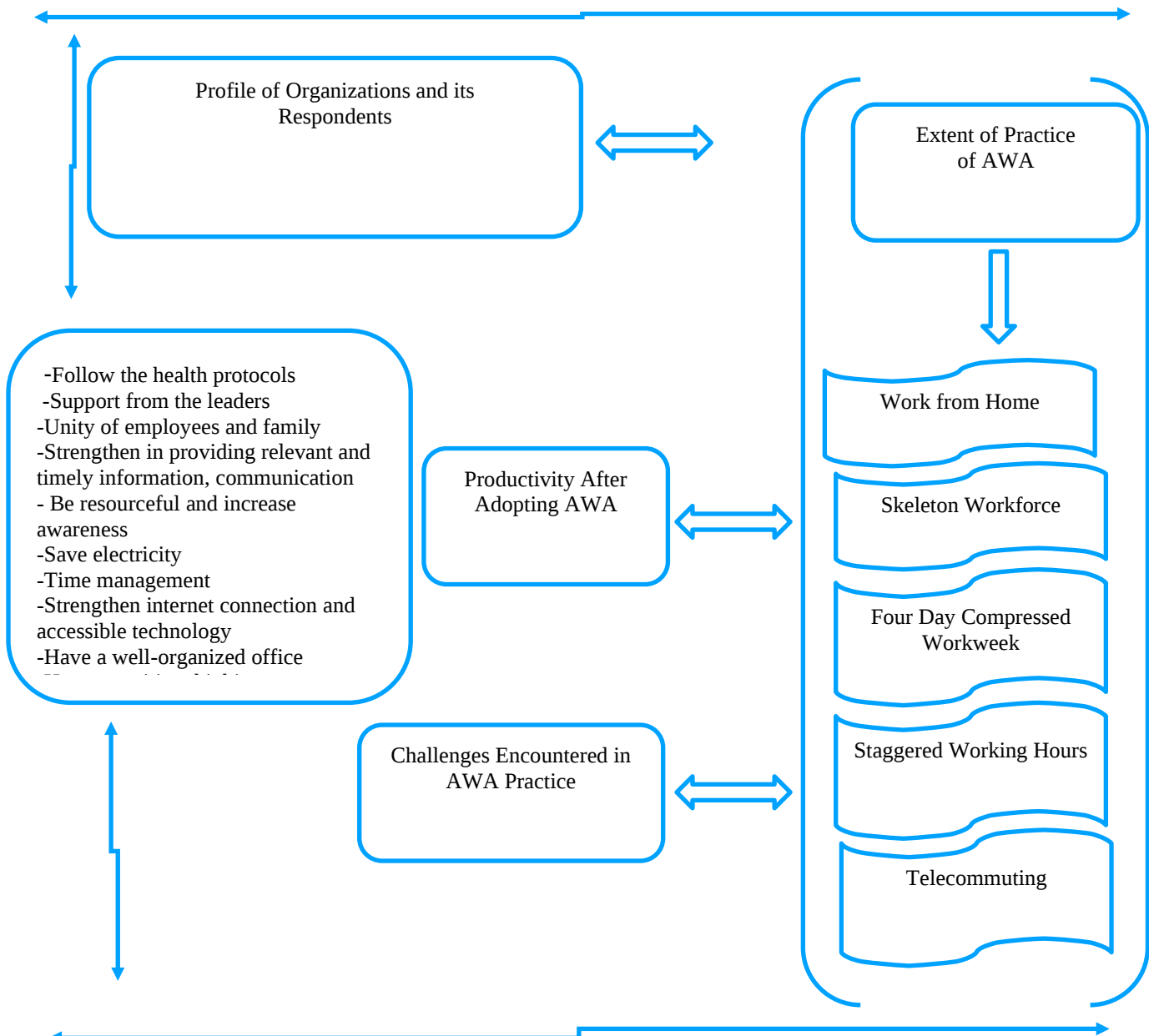
Working Arrangement and Employees Productivity Framework

Figure 7. Working Arrangement and Employees Productivity during COVID 19 Pandemic in CALABARZON

The profile of organizations namely: hotel and restaurant, education and government were some of the primary sectors affected by the COVID 19 pandemic. One of the reasons why the government particularly

the IATF imposed the alternative working arrangement such as work from home, skeleton workforce, 4 days compressed workweek, staggered working hours and telecommuting which it was assessed the extent of its practice. The problems encountered by the respondents of the said sectors was also determined and the productivity after AWA was also identified. Hence, the researcher recommends the following: Follow the health protocols, unity of employees and family, strengthen in providing relevant and timely information, be resourceful and increase awareness, save electricity, strengthen internet connection, have a well-organized office, and have a positive thinking.

5. Summary, Conclusions and Recommendations

This chapter deals with the summary of findings presented from which conclusions are extracted and recommendations are formulated.

5.1 Summary of Findings

This study investigates the working arrangement and its impact to employees productivity during COVID 19 pandemic in CALABARZON Region SY 2020-2021. In specific terms, this study sought to determine the profile of organizations in terms of service sub-sector (e.g. education, hotel and resort, government)' ownership (public/private), location; product/service offering (academic programs, services/amenities/products), number of years in operations, number of employees, alternative working arrangement scheme (AWA adopted); to determine the demographic profile of respondents in terms of employees, age, sex, company/organization, department and position/designation, length of service, educational attainment, alternative working arrangement scheme; to assess the extent of practice of alternative working arrangement adopted during COVID19 pandemic in terms of work from home, skeleton workforce, four-Day compressed workweek, staggered working Hours, telecommuting; to ascertain the significant difference between AWA when they are grouped according to profile, to determine the productivity after adopting AWA, to determine the significant relationship between AWA and productivity, to identify the challenges encountered in AWA practice, identify the significant relationship between AWA and the challenges encountered by the employees and to develop a framework and strategic action plan to improve/sustain employee productivity.

5.2 Conclusions

After evaluating and analyzing the results and findings of this study, the following are hereby concluded:

- Services sub-sector are hotel and restaurant, education, and government sector; 100% of the respondents privately owned by hotel and restaurant., 100% as public in education and government. Each Province of CALABARZON had equally 20% location of hotel and restaurant business, education and government. Majority of the respondents answered services with 60% in hotel and restaurant industry, 100% purely academic programs as product/service offering in education. Majority of the respondents had 20% equally distribution from 6-10, 16-20, 21-25 and 26-30 years while 70% of the respondents from education sector with more than 51 years and 100% of respondents with also 51 years and above. The were 21-30 or 50% number of employees in or 50% number of employees in hotel and restaurant while 100% or 51 and above number of employees from education and government. Skeleton Workforce was the highest practice of AWA in hotel and restaurant and education while 30% from practicing 4 day compressed workweek from the government.
- In determining the demographic profile of respondents in CALABARZON for the three (3) sectors: majority of the respondents have ages either 26-30, 36-40, or 41-45; female with 63%, 79% and 66%; majority of the respondents are in staff position with 77% in hotel and restaurant; 89% in education and 38% in the government; They are mostly in the middle management with 46%, 68% and 34%; served for 6-10 years; 11-15; 16-20 and 21-25; college graduate in hotel and restaurant with 66%, followed by ongoing masteral with 31% in education and masteral degree with 27%; skeleton workforce is dominant in education with 41% and 44% in the government.

- In assessing the extent of practice of AWA adopted during COVID 19 pandemic: In terms of work from home, there is mutual consent between employer and employee which is beneficial and fosters participation through the exercise of management in hotel and restaurant while for education and government states that we find willingness to work under WFH for the alternative working arrangement for the good and supportive environment including the duration of the program, rights, duties, and responsibilities of the employee. In skeleton practice for the three (3) sectors was embracing the practice of skeleton workforce in order to prevent the spread of the virus considering the general community quarantine set by IATF. For the four-day compressed workweek, hotel and restaurant has significantly enhanced employees' job satisfaction because it shall check-in with their immediate supervisor through the agreed mode of communication to record their actual time while on the part of education sector, monitoring and reporting mechanism shall be adopted to validate the performance of assigned work and functions, and ensure the delivery of committed task and outputs including health interventions, stress debriefing and appropriate technologies to minimize face-to-face contact but on the government sector stated that we are required to render 10 hours of work per day for four days. Meanwhile, in staggered working hours, it promotes work-life balance through proper scheduling of activities and rotation of workforce in hotel and restaurant while the use of checklist and gather regular feedback from employees at all levels of the organisation are necessary while working to get a balanced view in education which the same statement in the government. Moreover, the telecommuting in hotel and restaurant, it increases productivity and efficiency, save time and cost, customer satisfaction which obviously attract more income to business and greatly saves environment by minimizing pollution, carbon emission and maintain ecological mindfulness as well.
- In hotel and restaurant, there is significant difference between work from home and years in service, telecommuting and years in service, number of employees and telecommuting, as well as work from home and work from home adopted. Work from home is mostly not applicable to the employees of hotel and restaurant during pandemic. This is one of the reasons why skeleton workforce is highly implemented as well as telecommuting to years in service and telecommuting to number of employees. Meanwhile, in education sector, there is statistically significantly different between staggered working hours and location, skeleton workforce and years in service and staggered working hours to years in service. It is difficult for the employees for staggered hours and location particularly in this time of pandemic that not all materials needed in the school are in the home and because employees have been in the service for a long time, they are afraid of being infected with COVID 19 during implementation of skeleton workforce and staggered working hours. Furthermore, on the part of the government, staggered working hours is statistically significant different as to their sex, and work from home as to length of service. It is also challenging on the part of government employees in staggered working hours specially to the female employees on how she balances her work and family while since majority of the respondents have been in service for a long time, work from home is new to them and going through difficult adjustment.
- For hotel and restaurant, adapting to necessary changes from old methods to new methods and generating improvement in facility's performance while in education was planned, managed and implemented developmentally sequenced teaching and learning processes to meet curriculum requirements and varied teaching contexts and in the government, dedication to the assigned work/tasks.
- There was weak association between the AWA adopted and the productivity.
- Issues and challenges during pandemic for hotel and restaurant, are more electricity consumption as to work from home (the same issue in the government), communication as to skeleton workforce, taking care of family member when it is four-day compressed workweek and extra cost with

extended operating hours if it is staggered working hours and in terms of telecommuting, not all tasks can be done at home and not all employees have the resources to work from home. For Education, issues are too many times spent in calls, texts and emails when work from home, workplace health and safety in the skeleton workforce. In four-day compressed workweek, always late in reporting to work. Another is transparency in staggered working hours but for the clients, mastery in the use of technology is a vital issue. On the other hand, issues in the government are also more electricity consumption when work at home (the same issue in hotel and restaurant), workplace health and safety in skeleton workforce (the same issue in education), create difficulties in scheduling meetings in terms of four-day compressed workweek. In terms of staggered working hours, extra costs associated with extended operating hours as a result of additional security, heating, lighting and other expenses.

- There is significant relationship between the extent of AWA and the challenges encountered by employees.

5.3 Recommendations

Based from the findings and conclusions obtained, the researcher would like to recommend the following:

- Since there are advantages and disadvantages in implementing different working arrangement in all sectors during COVID 19 pandemic, it is better to continuously conduct the said AWA as depending on the IATF mandate to be followed by employees. Furthermore, it is very important to have unity of the employees and family, have a well-organized home office and must avoid negative words, negative thinking in order to have a healthy mind. In addition to this, time management, support from the leaders, follow the health protocols, use appropriate and accessible technology and often monitoring of the employees is also necessary.
- Top management are encourage to conduct often schedule of meeting via social media platforms to strengthen in providing relevant and timely information for employees awareness as well as conduct meetings and training on how to approach more, being sensitive to the customers and have a cooperative spirit.
- All male and female employees must follow the strict implementation of working arrangement even it is difficult because it is for the welfare of the people, just keep working hard, and think of things that will be useful, maximize all that can be done and use correctly the resources around and be aware of health, family, work and environment to avoid sadness, frustration and extreme fatigue especially among women employees.
- School heads, teaching and non-teaching personnel are encourage to intensify the improvement of service and improve the assigned task or function to further increase the quality of education although many become obstacles such as illness and others will inevitably slight decrease productivity but the important is we do our sworn duty properly considering the different policies of the government because of pandemic.
- Employees have no choice when it comes to the use of electricity but save electricity usage as much as possible, have a clear communication particularly the instruction from the top management and also need to have a balance time between family and work and since the fare is expensive, limit it, only the purpose of very essential. In the education sector, tell the children as soon as possible that if they send a message working from home the teacher will set, say until 5 or 7pm so as not to disturbed especially at night and since it's AWA, it is hard to find the signer right away and if you need to ask something so it's too late to submit report should therefore be done immediately before submitting too late. In addition to this, the government will work on how to strengthen the internet connection.
- For the future researcher, it would be better to capture the level of productivity and AWA practices of employees.

Acknowledgements

The researcher wants to extend her deepest gratitude to the persons who made significant contributions to the accomplishment of this research. She acknowledges with sincerity and appreciation to the following:

Dr. Joanna Paula E. Verano, research adviser, for always being there to give her constructive advice, support, guidance and for motivating her to improve and complete this paper; **Dr. Chona V. Cayabat**, chairperson, for sharing her time, invaluable comments, and much needed professional assistance;

Dr. Erwin Villaverde, Dr. Mandy Baldovino, Dr. Edilberto Casiño and Dr. Melanie S. Cadao, panelists, for their time, comments and constructive analysis of the study;

To my Auntie, Tita Ana Portelo, as my assistant in distributing the survey, my siblings Gliselda V. Lumanta, Gretchen Lumanta, Anelou Lumanta, Gregorio V. Lumanta, and my classmates for the numerous times they listened, encouraged and comforted the researcher, as she worked on this study and through her time in the graduate school;

Schools Division Superintendent, Executive Assistant of the Governor, Manager and Employees of Hotel and Restaurant, Government Employees, School Heads, Teaching and Non-Teaching Personnel in CALABARZON area who approved and participated in the study and who selflessly shared time and effort to answer the survey questionnaire;

To my Statistician, **Mr. Charl Lacorte** who gave generously his time and effort, skills, knowledge and patiently applied the appropriate statistical treatment for this study;

To all the participants for the pilot testing, and to all my students in Senior High School from 2019 up to present for being understanding.

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