



## EXPLORING THE INFLUENCE OF TIME TRACKING SOFTWARE ON REMOTE WORKER VIEWS OF PRODUCTIVITY IN CALABARZON

Duran, Renee Brielle Angelo<sup>1</sup>, Revilla, Roberto<sup>2</sup>

<sup>1</sup>Student, Graduate School

<sup>2</sup>Faculty, Graduate School

reneebrielleangelo.duran@letran.edu.ph

### ABSTRACT

This study examines the impact of time tracking software on the productivity perceptions of remote workers in Calabarzon, Philippines. Using Self-Determination Theory (SDT) as a framework, the research explores how autonomy, competence, and relatedness are influenced by electronic performance monitoring (EPM). A qualitative research design, employing semi-structured interviews with remote workers and managers, identifies five major themes: Autonomy, Relatedness, Competence, Productivity, and Regional Reality. Findings indicate that while time tracking software improves accountability and efficiency, it also causes stress due to constant surveillance. While some workers feel empowered by self-regulation, others find their autonomy restricted. Additionally, regional factors such as unreliable internet connectivity significantly shape remote work experiences. The study provides recommendations for improving monitoring practices to balance accountability with worker autonomy and well-being.

**KEYWORDS:** time tracking software, remote work, autonomy, relatedness, competence

### INTRODUCTION

The increasing use of remote work has necessitated the use of time-tracking software as a performance management tool. As businesses transition from traditional office-based oversight to remote operations, digital monitoring tools have become essential in tracking productivity, optimizing workflows, and ensuring accountability (Benedicto & Caelian, 2021). However, the psychological and ethical implications of such monitoring remain a topic of debate. Some studies suggest that time-tracking software enhances efficiency and self-regulation, while others argue that it fosters stress, reduces autonomy, and erodes trust between employees and employers (Diamantidis & Chatzoglou, 2019).

Despite the widespread use of time-tracking software, there remains a significant gap in understanding how these tools influence worker perceptions of productivity, motivation, and well-being. While some studies suggest that electronic performance monitoring increases efficiency, others highlight potential drawbacks, including increased stress, reduced autonomy, and diminished trust between employees and employers (Gregorio et al., 2021).

Furthermore, remote work presents unique challenges that extend beyond time management. Employees must navigate work-life balance, self-discipline, and fluctuating productivity levels in environments that may not be conducive to focused work. The ability of time-tracking software to either alleviate or exacerbate these challenges remains an open question requiring further investigation (Francisco et al., 2021). Understanding the effects of such tools in specific regional contexts like Calabarzon will contribute to both academic literature and practical policy decisions.

This paper aims to explore the impact of time-tracking software on remote worker productivity, motivation, and well-being, with a focus on the Calabarzon region. It begins with a review of related literature on time-tracking software, electronic performance monitoring, and remote work, incorporating both global and local perspectives to provide context for the study. It then details the research methodology, outlining the qualitative approach, data collection methods, and thematic analysis framework used to examine the experiences of remote workers in Calabarzon. The findings are presented through key themes, highlighting the impact of time-tracking software on autonomy, competence, and relatedness, as well as the role of regional challenges in shaping productivity perceptions. Following this, the discussion section analyzes the implications of these findings for organizational policies, workforce management strategies, and ethical software development. Finally, the paper concludes with recommendations for businesses, policymakers, and software

developers, along with suggestions for future research to further explore the evolving dynamics of remote work and employee monitoring. By examining remote workers' experiences, the study seeks to determine how these tools influence the remote workers' perceptions of autonomy, competence, and relatedness which are the key psychological factors outlined in Self-Determination Theory (SDT).

The increasing adoption of time-tracking software in remote work environments has raised questions about its impact on employee productivity, motivation, and well-being. While these tools are designed to enhance efficiency and accountability, their psychological effects on remote workers remain unclear and underexplored. Some employees perceive time-tracking software as a supportive tool for managing workloads, while others view it as a mechanism of control that fosters stress and reduces autonomy. The existing literature primarily focuses on Western corporate settings, leaving a significant gap in understanding how these tools influence workers in diverse regional and economic contexts, particularly in Calabarzon, Philippines where socio-economic conditions, digital infrastructure, and work expectations differ (Pulakos et al., 2019).

This paper aims to explore the impact of time-tracking software on remote work productivity, motivation, and well-being, with a focus on the Calabarzon region. Specifically, it examines how time-tracking software affects autonomy, competence, and relatedness, which are fundamental psychological needs according to Self-Determination Theory (SDT). Additionally, it investigates how regional challenges, such as internet connectivity issues and economic conditions, influence workers' perceptions of time-tracking and productivity.

While some research highlights the benefits of time-tracking software for workflow optimization, fewer studies address its psychological effects on remote employees (Prastiwi et al., 2022). Autonomy, competence, and relatedness are key factors influencing motivation and are often overlooked in studies emphasizing efficiency metrics (DiClaudio, 2019). This study aims to bridge these gaps by exploring how time-tracking software affects remote workers' perceptions of productivity and motivation in the Calabarzon region. By addressing this gap, the study seeks to determine whether time-tracking software functions as a productivity-enhancing tool that supports self-regulation and efficiency or as a source of stress and distrust that undermines motivation. The findings aim to provide practical insights for businesses, policymakers, and software developers to design monitoring systems that balance organizational productivity with employee well-being.



## Theoretical Framework

Self-Determination Theory (SDT) is a psychological framework that explores how different work environments influence motivation and behavior. It suggests that motivation is driven by three core psychological needs: autonomy, or the ability to have control over one's work; competence, which refers to a sense of mastery over tasks and responsibilities; and relatedness, the feeling of connection with colleagues and the organization. Time-tracking software, as a form of external monitoring, can either support or hinder these needs depending on how it is implemented (Faber et al., 2021). When employees view tracking as a tool that aids their productivity rather than an oppressive measure, they are more likely to stay engaged and motivated in their work.

Previous studies applying SDT to workplace monitoring have shown that excessive control through electronic tracking often leads to employee disengagement, while structured autonomy fosters intrinsic motivation (Jeske, 2022). By leveraging SDT, this study examines whether time-tracking software in Calabarzon enhances or diminishes motivation and how it shapes worker perceptions of productivity. Understanding these dynamics can help organizations implement tracking systems that balance accountability with employee well-being.

## METHODOLOGY

### Research Design

This study employed a qualitative research design to explore the experiences of remote workers and managers in Calabarzon regarding the use of time-tracking software. A phenomenological approach was adopted to capture the lived experiences of participants and gain deeper insights into how tracking tools influence productivity, autonomy, competence, and relatedness (Jeske, 2022). Through semi-structured interviews, the study aimed to uncover both the advantages and challenges associated with time-tracking software from the perspectives of those who use or oversee it.

### Participants and Sampling

Participants were selected using purposive sampling to ensure a diverse representation of industries and roles. The study included remote workers from technology, customer service, finance, education, and healthcare sectors, as these industries heavily rely on remote work and digital monitoring tools. To be eligible, participants had to have at least six months of experience using time-tracking software, ensuring they had sufficient exposure to provide meaningful insights. Managers and HR professionals responsible for implementing performance monitoring systems were also included to provide a broader organizational perspective. The sample consisted of 10 remote workers and five managers, allowing for a balanced view of both employee and employer experiences. This approach ensured a wide range of perspectives, capturing how different industries and job roles perceive time-tracking software.

### Data Collection

This study utilized semi-structured interviews as the primary method for data collection to allow participants to share their experiences in detail while providing flexibility to explore emerging themes. Interviews were conducted online via video conferencing to accommodate the remote work nature of participants and to ensure accessibility despite geographic differences within Calabarzon. Each session lasted between 45 to 60 minutes and followed a 12 to 15-question format, covering themes such as productivity, autonomy, work-life balance, psychological impact, employer trust, and ethical concerns.

Interviews were audio-recorded with participant consent, transcribed verbatim, and anonymized to protect confidentiality. The semi-structured format allowed for follow-up questions, enabling deeper exploration of specific issues raised by participants. The flexibility of this method ensured that both expected and unexpected themes could be thoroughly

examined, providing rich qualitative insights into how time-tracking software affects remote workers' experiences.

The decision to use semi-structured interviews instead of other data collection methods was based on the need for in-depth, context-rich insights that could not be captured through surveys or quantitative approaches alone. While surveys could have allowed for a larger sample size, they lack the depth required to understand nuanced experiences, emotions, and perceptions related to time-tracking software. Surveys are also limited by predefined response options, which may fail to capture individual perspectives and emerging themes that were not initially anticipated.

Overall, semi-structured interviews were selected because they provided the optimal balance between structured inquiry and open-ended exploration. This method allowed participants to articulate both positive and negative experiences with time-tracking software while giving the researcher the flexibility to probe deeper into key themes that emerged organically throughout the conversation. By using this approach, the study ensured a comprehensive and authentic understanding of how digital monitoring tools impact remote workers in Calabarzon.

### Data Analysis

A thematic analysis approach was used to systematically identify and interpret patterns within the data. The analysis followed a structured six-step process. First, the researcher became familiar with the data by reading and reviewing transcripts multiple times to gain a comprehensive understanding. Next, initial coding was performed, with key phrases and concepts labeled based on their relevance to the research questions. These initial codes were then grouped into broader themes, aligning with Self-Determination Theory (SDT) to examine how autonomy, competence, and relatedness were affected by time-tracking software.

Once themes were identified, they were reviewed and refined to ensure they accurately captured the nuances of participant experiences. Some themes were merged or adjusted to better reflect the data, while others were expanded to incorporate unexpected findings. The final themes were defined clearly, and representative quotes were selected to support each theme, ensuring that the results accurately reflected participants' perspectives (Naeem et al., 2023). Throughout this process, reflexivity journals were maintained to minimize researcher bias, ensuring that the themes emerged from the data rather than preconceived assumptions.

While the study provides valuable insights, it is subject to several limitations. One key limitation is the sample size, as qualitative research typically involves smaller groups to allow for in-depth analysis. While efforts were made to include participants from different industries, the findings may not be fully generalizable to all remote workers in Calabarzon. Additionally, self-selection bias may have influenced the results, as participants who volunteered may have stronger opinions either positive or negative about time-tracking software compared to those who opted not to participate.

Another limitation is potential response bias during interviews. Despite ensuring anonymity, some participants may have hesitated to share critical views due to concerns about professional repercussions, particularly managers who were responsible for implementing tracking systems. The reliance on self-reported data also introduces potential inaccuracies, as participants' recollections and perceptions may be influenced by personal experiences or emotions at the time of the interview.

Lastly, while thematic analysis provides rich qualitative insights, it does not measure the quantifiable impact of time-tracking software on productivity. Future research could complement these findings with quantitative studies measuring specific productivity metrics before and after the implementation of tracking tools. Despite these limitations, the study offers a detailed and context-specific exploration of remote workers' experiences with time-tracking software in Calabarzon.



By ensuring a rigorous and structured approach to data collection and analysis, this study captures the complexity of remote workers' experiences with time-tracking software, offering insights that are relevant for stakeholders such as businesses, policymakers, and software developers seeking to optimize monitoring practices.

## RESULTS

The findings of this study are presented in thematic categories derived from the thematic analysis of participant interviews. Each section details a key theme that emerged from the data, providing qualitative insights supported by direct participant quotes. The data is presented objectively, without interpretation, to allow for a nuanced discussion.

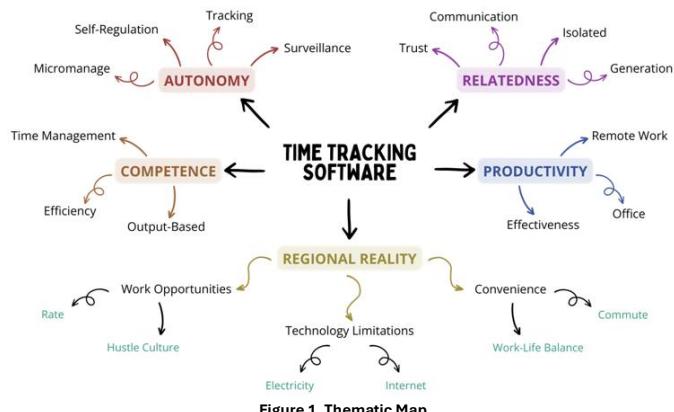


Figure 1. Thematic Map

This section presents the key findings derived from the thematic analysis of the interviews conducted with remote workers and managers in Calabarzon. The findings are structured into five major themes: Autonomy in Remote Work, Competence and Time Management, Relatedness and Team Trust, Perceived Productivity, and Regional Challenges. Each theme is introduced with a brief explanation, followed by insights from participant responses.

### Autonomy in Remote Work

Autonomy, or the ability to control one's work schedule and environment, was one of the most discussed themes among participants. While some remote workers appreciated time-tracking software as a tool for self-regulation, others found it restrictive and intrusive, particularly when it involved constant monitoring of screen activity and idle time.

One participant described how tracking software limits their control over their work schedule:

"Time tracking detects my mouse and keyboard activity, and I'm not comfortable knowing it tracks every move I make." (LagunaA)

Others reported adjusting their work habits to comply with monitoring requirements rather than focusing on meaningful tasks. One interviewee shared:

"With time tracking software, I feel more restricted... I need to keep being on the clock to show I'm working my full 8 hours, even when my tasks are done." (QuezonA)

However, not all participants found the software restrictive. Some viewed it as a tool for self-discipline and productivity enhancement:

"Time tracking helps me see if I haven't been focusing... It keeps me accountable." (CaviteB)

These differing perspectives suggest that the impact of time-tracking software on autonomy is largely dependent on how it is implemented and how employees perceive its purpose whether as a support mechanism or a control tool.

### Competence and Time Management

Competence is a key factor in employee motivation, and time-tracking software has both positive and negative effects on remote workers' ability to manage tasks efficiently. Many participants found that tracking tools provided insights into their workflow and helped them improve productivity.

One participant explained how the software increased time awareness:

"The software allows me to monitor my productivity. If I'm not as focused on some days, I can quickly see it and adjust. It helps keep me accountable and aware of how I'm spending my time." (CaviteB)

However, others found the software stressful and felt pressured to always appear productive, which affected their ability to focus on deep work. One remote worker shared:

"It feels like micromanaging... works short term only... I don't like time tracking, but I think it works." (Laguna1)

The findings suggest that while some employees benefit from structured time management, others experience added pressure and anxiety due to the constant tracking of their activities.

### Relatedness and Team Trust

Relatedness refers to an employee's sense of connection and trust within their team. Many remote workers felt that time-tracking software damaged employer-employee trust, creating a work environment where they felt constantly watched rather than valued for their output.

One participant emphasized how tracking software made them feel distrusted:

"I've heard of people from HR having access to screenshots of conversations, so we use external platforms to chat safely." (QuezonA)

Another participant, however, framed time-tracking in a more neutral light, stating that it simply enforces clear expectations between employees and employers:

"You have to communicate everything... time tracking isn't about micromanaging; it's about ensuring work is done." (CaviteA)

These findings highlight a clear divide in perceptions with some workers view time-tracking as a necessary transparency tool, while others believe it signals a lack of trust from management.

### Perceived Productivity

A central question in this study was whether time-tracking software improves or hinders productivity. The findings suggest that while some employees feel more structured and efficient, others report stress-related declines in performance.

Some participants linked time-tracking to increased efficiency and accountability:

"Yes, definitely. The software allows me to monitor my productivity. If I'm not as focused on some days, I can quickly see it and adjust. It helps keep me accountable and aware of how I'm spending my time." (CaviteB)

However, others reported that constant monitoring made it harder to focus and reduced their work performance:

"It is quite challenging to work knowing that you are being monitored even if no boss is around." (Cavite2)

These responses indicate that the effectiveness of time-tracking software in boosting productivity varies. It works well for employees who use it as a self-improvement tool but can be detrimental for those who feel burdened by excessive surveillance.



## Regional Challenges in Calabarzon

Participants also reported unique regional challenges that affected the effectiveness of time-tracking software, particularly internet connectivity issues and economic pressures that shape their work habits.

One participant highlighted how unreliable internet connections affect their tracked productivity:

"One challenge might be the technological infrastructure in certain areas which could affect access to reliable internet and consequently time tracking software." (Rizal1)

Another participant mentioned how economic factors push remote workers to overwork, making time-tracking tools feel more like a burden than a productivity aid:

"When you came to the point where you are earning too much... you become crazy for the monetary value that you're getting." (BatangasA)

These findings highlight that regional disparities in digital infrastructure and economic pressures on remote workers must be considered when implementing time-tracking software, particularly in developing regions like Calabarzon.

## Summary of Findings

This study identified five key themes: autonomy, competence, relatedness, perceived productivity, and regional challenges. Time-tracking software had both positive and negative effects, depending on how it was implemented and how employees perceived it. Some remote workers found it helpful for self-discipline and time management, while others viewed it as restrictive and stress-inducing. The findings also suggest that trust plays a crucial role in how tracking tools are received stating that when used transparently, they can enhance accountability, but when perceived as surveillance, they can harm employee morale.

Additionally, regional factors such as unstable internet connectivity and economic pressures significantly influence how workers experience time-tracking software. These challenges highlight the need for adaptive, flexible monitoring policies that consider both the technical and psychological impact of tracking tools.

## DISCUSSION

### Interpretation of Findings

The findings of this study provide valuable insights into the effects of time-tracking software on remote worker productivity and well-being in Calabarzon. This section critically analyzes the results, linking them to existing literature and theoretical frameworks.

The study sought to examine how time-tracking software influences perceptions of productivity among remote workers in Calabarzon. The results reveal a complex relationship between monitoring, motivation, and efficiency. While some participants reported improved time management and focus, others experienced stress and a loss of autonomy. These findings align with previous studies indicating that electronic performance monitoring (EPM) has both benefits and drawbacks (Gregorio et al., 2021). The study also investigated how time-tracking affects autonomy, competence, and relatedness. The findings suggest that autonomy is the most affected psychological factor, with many workers feeling restricted by constant monitoring. Competence was generally enhanced for those who used tracking as a self-regulation tool, while relatedness was negatively impacted when workers perceived tracking as a sign of mistrust (Francisco et al., 2021).

Unexpectedly, some participants expressed that time-tracking software provided a sense of structure and discipline. This challenges the assumption that all digital monitoring is perceived as invasive, suggesting

that perceptions of control vary based on implementation and individual work styles.

### Connection to Theoretical Frameworks

Self-Determination Theory (SDT), developed by Edward Deci and Richard Ryan, provides a framework for understanding human motivation and well-being, emphasizing three fundamental psychological needs which are autonomy, competence, and relatedness that drive intrinsic motivation and job satisfaction. Autonomy refers to an individual's ability to control their actions and decisions, which is particularly relevant in remote work settings where flexibility is valued. Many participants reported feeling constrained by time-tracking software, indicating that excessive monitoring can reduce intrinsic motivation (DiClaudio, 2019). When workers feel they have little control over their work schedules, engagement and job satisfaction decline. Time-tracking software can either support autonomy by allowing employees to self-regulate their work habits or hinder it if perceived as intrusive and overly restrictive.

Competence reflects an individual's need to feel capable and effective in their work, and while time-tracking software can enhance productivity by offering insights into time management, it may also create pressure to prioritize time spent over task quality, leading to stress and disengagement. Some workers found time-tracking useful in identifying time-wasting activities, reinforcing their sense of effectiveness. However, others reported increased anxiety due to excessive scrutiny, showing that competence-building depends on how tracking tools are implemented (Faber et al., 2021).

Relatedness pertains to the need for connection and belonging, which can be affected by digital monitoring tools depending on how they are implemented; transparent and supportive tracking systems may foster trust, while rigid enforcement can create an atmosphere of surveillance and alienation. Tracking software was seen as detrimental to team trust in cases where employees felt their productivity was being questioned. This aligns with prior studies on EPM, which highlight the risk of alienation in digitally monitored workplaces (Jeske, 2022). In this study, SDT serves as a lens to analyze how time-tracking software influences remote workers' motivation, productivity, and well-being in Calabarzon, assessing whether these tools function as motivational aids or sources of stress that undermine employee engagement.

### Practical Implications

Remote workers can benefit from developing self-regulation strategies by using time-tracking tools as a means of self-improvement rather than perceiving them as restrictive. By viewing these tools as aids for productivity rather than constraints, they can better manage their time and workflow. Additionally, employees should advocate for flexibility by engaging in open discussions with their employers to implement customizable tracking policies. These policies should foster accountability while preserving autonomy, ensuring that time-tracking supports efficiency without feeling overly intrusive.

Managers and HR professionals should focus on adopting a balanced implementation of time-tracking software, using it as a tool to support productivity rather than a means of strict surveillance. By prioritizing results over hours logged, companies can create a more flexible and performance-driven work environment. Additionally, enhancing transparency is crucial in gaining employee trust. Clearly communicating the purpose of time tracking and how the collected data will be used can help alleviate concerns and foster a more open workplace culture (Gregorio et al., 2021).

Software developers should focus on improving user experience by designing time-tracking tools with customizable settings that allow workers to adjust the tracking intensity to fit their personal work styles. Providing flexibility in how tracking is implemented can help employees feel more in control of their workflow. Additionally, developers should introduce ethical features that enhance user autonomy and well-being. This could include notifications before tracking begins, ensuring



transparency, as well as options to pause tracking for breaks, promoting a healthier and more balanced work environment.

Policymakers play a crucial role in shaping the digital workplace by establishing regulations that protect workers from overly invasive monitoring while ensuring that productivity is assessed fairly. By setting clear guidelines, governments can strike a balance between employer oversight and employee privacy. Additionally, supporting digital infrastructure is essential, particularly in regions like Calabarzon, where remote workers face connectivity challenges. Policies aimed at improving internet stability and accessibility can help create a more reliable and equitable work environment for remote professionals.

### Ethical and Psychological Considerations

The ethical concerns surrounding digital monitoring remain a central issue in remote work. Many participants reported feeling continuously observed, raising significant questions about data privacy and the ethics of workplace surveillance (Francisco et al., 2021). To address these concerns, ethical frameworks for remote monitoring should incorporate informed consent, transparency, and clear limitations on intrusive tracking. Ensuring that employees understand how their data is collected and used can help balance productivity assessment with respect for personal privacy.

The psychological effects of constant monitoring were a recurring theme among participants, with many expressing increased anxiety and stress due to the pressure of appearing active, even after completing their tasks. This heightened sense of scrutiny contributed to reduced job satisfaction, as employees felt that constant surveillance negatively impacted their engagement and overall well-being. To mitigate these effects, companies should consider implementing break allowances and shifting towards task-based tracking rather than continuous monitoring. These adjustments can help foster a healthier and more sustainable remote work environment.

### Regional and Cultural Considerations

The effectiveness of time-tracking tools is heavily influenced by infrastructure and connectivity challenges, particularly in regions like Calabarzon. Workers in rural areas reported frequent internet disruptions and power instability, which negatively impacted their productivity metrics despite working the same hours as their urban counterparts. These technical barriers created inconsistencies in tracking data, raising concerns about fairness in performance evaluations.

Beyond infrastructure issues, Filipino work culture also shapes perceptions of productivity in ways that sometimes conflict with time-tracking software. Many participants highlighted that in the Philippines, long working hours are often equated with dedication, reinforcing a hustle culture that values presence over efficiency. This cultural expectation can make time-tracking tools feel misaligned with traditional work norms. Additionally, trust-based relationships between employers and employees play a significant role in workplace dynamics. Workers expressed concerns that rigid tracking systems could undermine this trust, making it essential for companies to implement monitoring tools with transparency and sensitivity to avoid damaging employer-employee rapport.

### Limitations and Future Research Directions

This study has several limitations that should be considered when interpreting the findings. One of the primary constraints is the sample size, as the research focused on a specific group within Calabarzon, which may limit the generalizability of the results to other regions. Additionally, the study relied on a qualitative approach, which, while providing rich insights, could have been enhanced by a mixed-method design incorporating surveys and productivity metrics to provide a more comprehensive analysis. The study also focused on short-term reactions to time-tracking software, and as a result, the long-term effects on motivation and productivity remain unexplored.

For future research, there are several areas that could be further investigated. A comparative analysis of different local work cultures would help understand how regional differences influence perceptions of digital tracking. Furthermore, longitudinal studies that track productivity and well-being over an extended period would offer deeper insights into the sustained impact of time-tracking software. Finally, exploring alternative productivity monitoring models, especially those that are less intrusive, could help find a better balance between worker autonomy and the need for accountability.

## CONCLUSION

This study examined the influence of time-tracking software on remote worker productivity in Calabarzon, focusing on perceptions of autonomy, competence, and relatedness. Findings indicate that while time-tracking tools can enhance time management and efficiency, they also raise concerns about worker autonomy and trust. The study confirms that effective implementation depends on balancing accountability with flexibility, ensuring that monitoring does not lead to unnecessary stress or reduced motivation.

By applying Self-Determination Theory (SDT), this research highlights the psychological impact of tracking mechanisms, showing that excessive surveillance can diminish intrinsic motivation, whereas structured yet flexible monitoring can enhance productivity. Additionally, regional factors such as internet stability, work culture, and economic conditions in Calabarzon influence workers' experiences with these tools, underscoring the need for localized implementation strategies.

Overall, the study underscores the importance of developing worker-centered approaches to time-tracking software, ensuring that these tools support productivity without compromising well-being. Future research should explore long-term effects, alternative tracking solutions, and comparative analyses across different work environments to refine best practices for remote work monitoring.

## RECOMMENDATION

Based on the findings, the following recommendations are proposed:

**Implement Flexible Monitoring:** Organizations should adopt flexible time-tracking practices that allow employees some degree of autonomy. This can help maintain motivation and reduce stress.

**Enhance Communication and Trust:** Clear communication about the purpose and benefits of time-tracking software can help build trust between employees and employers. Transparency in how data is used is crucial.

**Provide Training and Support:** Offer training sessions to help employees understand how to use time-tracking tools effectively. Providing support can alleviate concerns and improve acceptance.

**Consider Regional Factors:** Tailor time-tracking solutions to address regional challenges such as internet connectivity issues and cultural expectations. Localized strategies can enhance the effectiveness of these tools.

**Monitor and Evaluate:** Regularly assess the impact of time-tracking software on employee well-being and productivity. Use feedback to make necessary adjustments and improvements.

**Explore Alternative Solutions:** Investigate other performance monitoring tools that might offer similar benefits without the drawbacks associated with time-tracking software.



Conduct Long-Term Studies: Future research should focus on the long-term effects of time-tracking software on remote work, considering various industries and regional contexts.

By implementing these recommendations, organizations can better support their remote workforce, ensuring that productivity tools enhance rather than hinder employee well-being and performance.

## REFERENCES

- Benedicto, H. R., & Caelian, M. V. (2021). The Influence of Work Ethics on Job Performance of Government Employees. *Philippine Social Science Journal*, 4(1), 71-82. 0000-0003-0438-8949
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171-193. 10.1108/IJPPM-01-2018-0012
- DiClaudio, M. (2019). People analytics and the rise of HR: How data, analytics and emerging technology can transform human resources (HR) into a profit center. *Strategic HR Review*, 18(2), 42-46. 10.1108/SRH-11-2018-0096
- Faber, A., Aeon, B., & Panaccio, A. (2021). Does time management work? A meta-analysis. *PLOS ONE*, 16(1), 1-15. 10.1371/journal.pone.0245066
- Francisco, J., Cruz, J., Cruz, K., Resurreccion, L., Lopez, L., Torcillas, A., Gumpal, M., Guillermo, N., & Tus, J. (2021). The job burnout and its impact on the employee's performance amidst the COVID-19 pandemic. *Psychology and Education: A Multidisciplinary Journal*, 2(2), 2-13. 10.5281/zenodo.6569851
- Gregorio, M. R. G., Pajo, G. M., & Luis, P. B. (2021). Work-life balance and employee work engagement in selected business process outsourcing companies in metro manila. *Global Scientific Journal*, 9(10), 1300-1344.
- Jeske, D. (2022). Remote workers' experiences with electronic monitoring during Covid-19: Implications and recommendations. *International Journal of Workplace Health Management*, 15(3), 393-409. 10.1108/IJWHEM-02-2021-0042
- Naeem, M., Ozuem, W., Howell, K., & Ranfagni, S. (2023). A step-by-step process of thematic analysis to develop a conceptual model in qualitative research. *International Journal of Qualitative Methods*, 22, 1-18. 10.1177/16094069231205789
- Prastiwi, I. E., Pardanawati, S. L., & Kurniawan, D. (2022). Employee performance: Work ability and work motivation. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 6(1), 1-10. 10.29040/ijebar.v6i2.3122
- Pulakos, E. D., Mueller-Hanson, R., & Arad, S. (2019). The evolution of performance management: Searching for value. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 249-271. 10.1146/annurev-orgpsych-012218-015009