

**EXTENT OF EMPLOYEE'S PERFORMANCE IN WORKING FROM HOME
SET-UP UNDER SITEL GROUP AT SYKES ASIA INC. SYNERGIS BUILDING
F. CABAUG STREET, BRGY. KASAMBAGAN, MABOLO CEBU CITY**

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APPROVAL SHEET

IN PARTIAL FULFILLMENT of the requirements for the Degree of the Bachelor of Science in Business Administration Major in Human Resources Management, this thesis entitled “**EXTENT OF EMPLOYEE’S PERFORMANCE IN WORKING FROM HOME SET-UP UNDER SITEL GROUP AT SYKES ASIA INC. SYNERGIS BUILDING F. CABAUG STREET, BRGY. KASAMBAGAN, MABOLO CEBU CITY**” has been prepared and submitted by **Michaela Amper, Angelica C. Espinosa, Dyan Flora Gel B. Geolin, Fiona Marie B. Verdijo** are hereby accepted and recommended for Oral Examination.

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CHAPTER I
THE PROBLEM AND ITS SCOPE
INTRODUCTION

Nowadays, many businesses have already been obliged to adopt the working from home (WFH) setup amid the COVID-19 pandemic. BPO companies, Sykes Asia Inc. in Mabolo, Cebu City, undergo a Work from the home workforce as an alternative way for their employees. However, according to (Allen, Golden & Shockley, 2015), the effects of job performance in WFH remain debatable and create a research gap. Teleworking can increase employee productivity as it is one of the compelling reasons to provide this option to employees. Thus, it allows the employees to be more flexible and autonomous since teleworkers foster resourcefulness, efficiency, and productivity when carrying out their tasks and goals—understanding how to get through the full benefits of working from home during the pandemic. One of the advantages is that it allows employees to choose what kind of workplace environment they would likely be productive in. Allen, Golden & Shockley (2015) stated that the workplace environment significantly impacts the employee's performance.

In today's current situation, where the COVID-19 pandemic is still present, most employees who are working from home do not fully understand the impact this setup has on their job performance. Despite adjusting to the new work situation, maintaining the employee's efficiency in work performance puts employees dealing with work from home challenges because of the pandemic's difficult working conditions (Kramer and Kramer, 2020). The study has further

investigated determinants of work from home in Syke's employees to what extent on job performance factors. This study can contribute to the company's further improvement in the management, as the researchers assessed the factors and gaps. The performance gap occurs when the employees perform differently from the expected performance as reflected during performance appraisal. Problems can cause a performance gap, such as new technological implementation, when employees are not being trained or oriented on how to use or operate the new normal setup, which is the working from home setup. The gap usually results in errors, poor quality, late submissions, being unmotivated, and ineffective.

When the job performance is poor, the employee might be unmotivated or not adequately trained. Possible solutions for such are mentoring, training, coaching, and clear job descriptions to address the performance gap. If motivation is the issue, organizational activities like team building, family day, etc., will be effective in addressing this issue.

Theoretical Background

This study is anchored by Job Demands Resources Theory (JDR, Bakker & Demerouti, 2017). According to the theory, working conditions can be divided into job demands, such as physical workloads, time pressures, physical environment, shifting schedules, and job resources such as feedback, job security, and supervisor's support. As a result, Higher Job demands can contribute to workplace stress and health problems (Parker et al., 2017). Whereas being provided with higher resources can boost the employee's motivation to work and increase productivity and performance (Demerouti et al., 2001; Schaufeli and Taris, 2014).

Another theory that assesses employees' performance in working from home set up is the theory of Ryff. According to Ryff's six-factor model of psychological well-being theory, having a positive relationship with others, "others" being coworkers — allows employees to have a higher level of psychological well-being. According to this opinion, employee connection with coworkers plays a significant role in work-life balance and improves psychological well-being. Employees who work from home have a poorer work-life balance, negatively impacting their work performance. In terms of social support, it is a system of contentment with managers, employees, and coworkers. Employees who have higher job satisfaction with their supervisors and coworkers are more likely to allow them to obtain the feeling of trust, empathy, and respect are all qualities that contribute to more extraordinary psychological well-being (Haider et al., 2018). Ryff's psychological well-being theory uses X and Y, which explains that theory X

claims that people are slackers and need to be managed to work. In contrast, Theory Y claims that people strive to be the best and work for their personal goals. The theory applies to the research since it investigates customer service representatives who work from home without social engagement with their peers. Therefore, the teleworkers' psychological wellbeing, work-life balance, and performance may be affected by the given circumstances.

Flexible Working Schedule

Most developed countries have seen substantial growth in flexible working, allowing employees to choose when and where they work. Flexible work schedules, such as telework, flexi-time, or compressed workweeks, are examples of how work hours and workplace settings are becoming more adaptable. Although flexible working has been primarily focused on assisting employees in achieving a better work-life balance, it also offers other benefits (Chung and Van der Lippe 2018). Organizations are being utilized to improve employee performance due to the flexible working schedules (Ortega, 2009). The desire of employees to manage many obligations is supported by flexible work schedules (Tuttle & Garr, 2012). Teleworkers having the flexibility of their working hours and locations have lesser work-life balance, more satisfaction with the job, and enhanced productivity (Eng, Moore, Grunberg, Greenberg, and Sikora (2010).

Furthermore, scheduling flexibility leads to a more productive and engaged workplace (Wickramasinghe, 2012). Allowing workers to choose where and when they work may promote and enhance balance both in and out of the office; nevertheless, managers in the company must know the impact of flexible work

arrangements on productivity (Pawar, 2013) Flexible work schedules are defined as a flexible system that allows workers (inside of established limits) to restrict and give back their working hours to meet organizational demands. (Veeramani, Gayathri, 2013)

Employees set their schedules as a result of increased flexibility provided by working from home could indicate that those Workers feel pressured to be accessible online outside the regular working period – according to the research in the U.S. and U.K. 61 percent of employees attend feeling pressured in being "reachable" while teleworking (O'Halloran 2020). Although telecommunication tools improve information flow, they also make it difficult for workers to disengage from tasks and devote their time to self-interests. Therefore, Managers must set clear timetables to reduce the pressure to stay online all of the time. This stress makes it difficult to balance work and personal obligations, harming mental health. Employees require time to focus on their well-being, which is challenging when work is continuously on one's mind. Employees will efficiently manage their professional duties, personal responsibilities, and mental health by expressing the hours they are expected to be accessible.

Work Engagement

Employees who are "engaged at work" are not just competent at their jobs but also enthusiastic about work and willing to go above and beyond to assist the company in meeting its goals. A higher degree of employee engagement signifies enhanced communication, interpersonal skills, and staff collaboration. As a result, the company's overall performance will increase. Employee engagement also

leads to higher job satisfaction, which encourages employees to perform to their full potential capabilities at all times. According to Bakker and Demerouti (2017), work resources are assumed to trigger motivational processes. The resources serve two motivational roles: Intrinsic or Extrinsic roles which are the instruments used to achieve the company's objectives. Another author points out that the employee's motivation and engagement are increased due to job resources; thus, it can be interpersonal, like feedback, supervisor support, recognition, and rewards. In addition, one of the vital factors of resources is to develop supervisors' and coworkers' help and trust as it is perceived that employees will gain satisfaction with their work and foster more growth and career opportunities. (Crisp and Jarvenpaa, 2013; Makarius and Larson, 2017).

Another Theory supports this variable: The Theory of Work Engagement (Bakker et al. 2009). According to the theory, an organization's leadership must ensure that its employees are fully engaged and dedicated to their full capabilities to help the company achieve its goals. Attaining employee engagement requires that company leaders collectively foster these desirable characteristics in their workers by cultivating a corporate culture of concentration and self-discipline.

Supporting Employees Mental and Physical Wellbeing in Working from home.

Mental Health

It is a critical factor; supervisors and team members must maintain contact and communication frequently because each employee is working from a different workplace. There are certain circumstances that which there are barriers to establishing a positive and healthy employee engagement. Organizing a regular

online meeting conference helps the employee feel important. The employees can feel more at ease as the company can give management support and address their difficulties. The employees will also feel valued and establish more belongingness on their team. (Raizman, 2020).

Physical Health

Physical Health is also a vital factor affecting an employee's performance as it significantly impacts mental Health. As a result, it would be convenient to the company to provide directions and assist the workers in helping them create a functioning and efficient workplace. Employees may forget to take breaks since there are generally fewer interruptions in telecommuting. (Raizman, 2020).

According to Hitt, Black, and Porter (2012), motivation is a collection of influences that may motivate and maintain a worker's behavior. This research will see how motivated individuals are upon working from home, especially if the individuals are quite motivated to accomplish duties, start taking on more diverse tasks, give excellent customer service, and finish the job faster. According to Mullins (2010), performance is a step in developing an employee's ability to perform at a high level thus in a research context, it will be determined if workers perceive they are capable of doing a better quality while having telework and can focus more on their obligations since they are not distracted as much as they are in the office.

Job Demands

According to Demerouti and Bakker (2011), Job demands are those parts of a task that need a constant physical activity or mental (psychological and cognitive) abilities. They are thus linked to physiological or psychological costs. The term "workload" refers to a situation where job demands surpass the existing supply to cover such demands. (Gilboa et al., 2008). It may be assessed in regards to the total amount of hours worked, the volume of tasks completed, or the mental demands of the work. The workload is commonly perceived as a source of job stress that significantly impacts performance because it places expectations on individuals who lack the resources to fulfill these demands (Carillo et al., 2020; Wang et al., 2021).

A shift in work demand in a company is frequently driven by changing demographics, Bal, P.M., and Jansen, P.G.W. (2016). As a result, it influences workplace transition to ensure optimal continuity of operations. workers may experience some difficulty and be encouraged to complete the already stated task due to increasing job demand. According to Van Veldhoven, Et. al. (2015). Employees may develop emotional exhaustion and lose work-life balance due to the abrupt change in job demand. Another author indicates Laurence, G.A.; Fried, Y.; Slowik, L.H. Gadeyne (2013). Employees showed decreased productivity due to the difficulties of adjusting to Information and communication technology during personal and working hours while working remotely with increasing job demand Gadeyne, N.; Verbruggen, M.; Delanoeije, J.; De Cooman, R. (2018). Furthermore, Grant indicated that job demand functions as an outer pressure on workers when

managers or organizations issue work tasks and deadlines with pressure for completion. It impacts the teleworker's regulatory dedication to work, Grant, C.A.; Wallace, L.M. (2013). On the contrary, during the pandemic, the company could improve employee morale by being consistent with job demands and maintaining open lines of communication. Furthermore, organizations that adapt promptly to job demands are better able to keep their employees engaged and productive, Wang, Y.-C.; Lin, S.-W.; Lee, C.-H (2020).

According to the JDR Model, the balance between resources and demands, and the employee's well-being at work has positive and negative effects on individual and organizational outcomes (Bakker and Demerouti, 2017). Job demands are any requirements that drive employees to put more dedication and hard work into their job to achieve the vision and achieve demands. Furthermore, they may also provide self-development and lifelong learning (Van den Broeck et al., 2010). In connection to a job opportunity, studies have shown how job resources may help minimize demands, meet work goals, and improve professional growth and performance (Lichtenthaler and Fischbach, 2019).

Work Environment

According to Carillo et al. (2020), the suitable work from the home environment was the second most crucial element that positively affected workers' adjustment to work from home during COVID-19. Employees may improve their job performance by reducing distractions, noise, and interruptions by creating a work environment. The working environment is the whole of interrelationships between employees and the environment in which they work, which includes

teleworkers who have been shown to benefit from excellent physical conditions as well as entry to appropriate technological machinery and instrument to complete occupation duties (e.g., Greer and Payne, 2014; Carillo et al., 2020). Teleworkers, for a certain example, are more likely to struggle if their physical working conditions are unsatisfactory and their teleworking equipment is insufficient. Teleworkers also can adjust their working environment, which can help them perform better. Employee performance is significantly influenced by the work environment (Jayaweera, 2015; Muchtar, 2017).

Furthermore, people who work from home are less likely to be distracted by coworkers and work in a peaceful environment overall. Reducing occupation-related stress (Bélanger 1999; Bloom et al. 2015). According to Jayaweera (2015), a good work environment may enhance employee performance and productivity. Employees can produce more extraordinary results if they work in a pleasant, healthy, safe, and efficient working environment (Muchtar, 2017). Therefore, for employees to be more productive and involved in achieving organizational goals, they must improve their working environment. It aids in the employee's improvement of organizational performance and allows employees to benefit from collective knowledge.

Furthermore, He also mentioned that a work environment adapted to employees' demands and allows for the free flow of ideas stimulates individuals to be more productive. Employees' goals are achieved through setting up a work environment that is attractive, pleasant, fulfilling, and motivating to give them a feeling of pride and motivation in what they do. What people feel, how effective

they are at work, how devoted they are to their company, and how relevant skills are gained in the workplace are all impacted by how the workplace is structured and occupied (Taiwo, 2009).

Workers' feelings may be affected by their work environment, which will assure them and help them work properly. Employees who work from home show that they seek a fair work environment similar to a traditional work setup, including security, healthy ambiance, and appropriate tools. The amount of space available, the layout, the surrounding environment, and the internet and Wi-Fi availability are actual workplace factors technological knowledge for teleworkers. (Ng, 2016). If the employees' emotions are affected because of the work environment, then the employee's performance will be affected.

Communication

Working from home reduces the social aspect of work since it is tough to have spontaneous interactions at the workplace. Cooperating in a group remotely is not as easy as face-to-face. Maintaining casual exchanges through various Teleconferencing platforms takes more effort. (Petty, 2017). Employees working from home would less likely to communicate with coworkers, decreasing support networks and interactions during the day. Furthermore, if employees from the same organization work in the same office, teleworkers might be excluded from social gatherings and information shared by employees on site. It would also result in employees being divided into distinct groups leading to inequality and a weakened sense of belongingness. When information is not transmitted fairly among employees, and the atmosphere among employees' motivation and

productivity might deteriorate, it can significantly negatively influence employee performance. Graziano (2016).

According to (Holtzhausen & Zerfass, 2015), communication is the most challenging aspect of implementing virtual working conditions for leaders. Leaders must understand how to balance email, mobile phone, video presentation, and face-to-face interaction to hold enhanced productive audio meetings. Leaders' next challenge is managing employee performance, which needs plenty of actions, as well as defining work, facilitating the implementation, and promoting execution (Aropah and Sarma, 2020).

The Human Relations Management Theory supports that idea. This theory is: It was suggested that if the workplace is disorganized, employees will be less motivated to work. Employee motivation is based on communication, and teamwork promotes cooperation among individuals. Human interactions and relationships in the workplace, as well as employee appreciation, can help boost employee productivity and motivation.

The Flow of Research Process

The research flow chart showed the step-by-step progress of the study, consisting of the Input, Process, and output in a graphical, symbolic presentation.

The **Input** of this study is the Extent of Employees' Performance in Working from Home setup at Sykes Asia Inc. Synergis Building F. Cabahug Street, Brgy. Kasambagan Mabolo Cebu City in terms of Work Schedule, Job Demand, Work Engagement, Work Environment, and Communication.

The **Process** included the research flow involving the survey questionnaire, which the researchers will formulate, finalize, distribute and retrieve from the participants. Then will be followed by tabulation, presentation, analysis, and interpretation of the data collected.

The **Output** included suggestions for improvement as well as a basis for making recommendations.

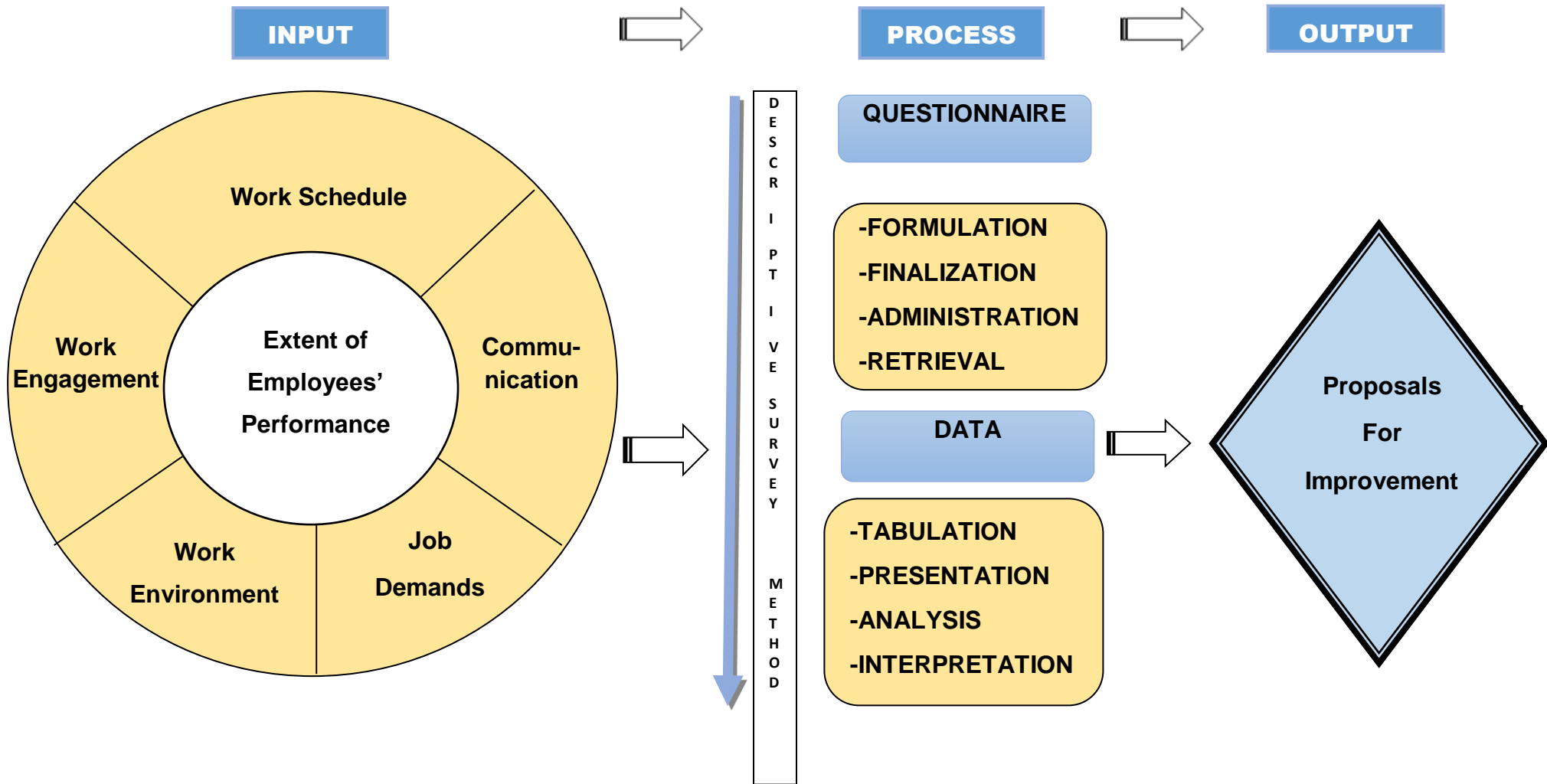


Figure 1
Research Flow Chart

THE PROBLEM

Statement of the Problem

This study aimed to determine the extent of employee's performance in working from home set-up, SITEL Group in Sykes Asia Inc. Synergis Building, F. Cabahug Street, Brngy. Kasambagan, Mabolo, Cebu City.

Specifically, this study answers the following:

1. As assessed by the respondents, what is the extent to which the employees' performance in working from home set-up are manifested in terms of:
 - 1.1 Work Schedule;
 - 1.2 Work Engagement;
 - 1.3 Job Demands;
 - 1.4 Working Environment and;
 - 1.5 Communication?
2. Based on the findings of the study, what proposals for improvement can be recommended?

SIGNIFICANCE OF THE STUDY

This study provides information and knowledge that would be beneficial to the following sectors:

The Management

This study would raise awareness to the management about the extent of working from home set up to the employee's performance and apply and support the suggested improvements.

The Respondents

This study would help the respondents identify and address the encountered problem of having a work-from-home setup and being more productive and effective at work. The survey will serve as a tool to evaluate their concerns and what factors affect their performance.

The Researcher

The study's findings will serve as a guide to the researcher in understanding the extent of working from home set up to the performance of the employees. Indeed, the study result will be fruitful, and it will serve as a source of enlightenment that it will surely need for its future studies.

The Future Researcher

This study will serve as a future reference for future researchers in conducting their study in Human Resource Management. It will also help them to be knowledgeable and guide them to develop the research further.

RESEARCH DESIGN

Research Method

This study utilized a descriptive research survey method, a scientific way of describing a specific circumstance that exists within an organization. It primarily focuses on describing the behavior of the respondents through observation without interfering with their natural behavior.

Research Environment

The research was conducted at SITEL Group in Sykes Asia Inc. Synergis, F. Cabahug Street, Brgy. Kasambagan Mabolo, Cebu City. In 1997 they opened their doors here in the Philippines. They believe in the Filipinos' talents, especially their abilities, which led to establishing one of the country's most important sectors today. They are the first call center here in Cebu after the one in Manila. Now they have 15,000 employees and are constantly increasing here in the Philippines. Sykes was established by John H. Sykes in Charlotte, North Carolina, in 1977 in the United States with headquarters in Tampa, Florida, one of the world's largest firms that provide customer service solutions.

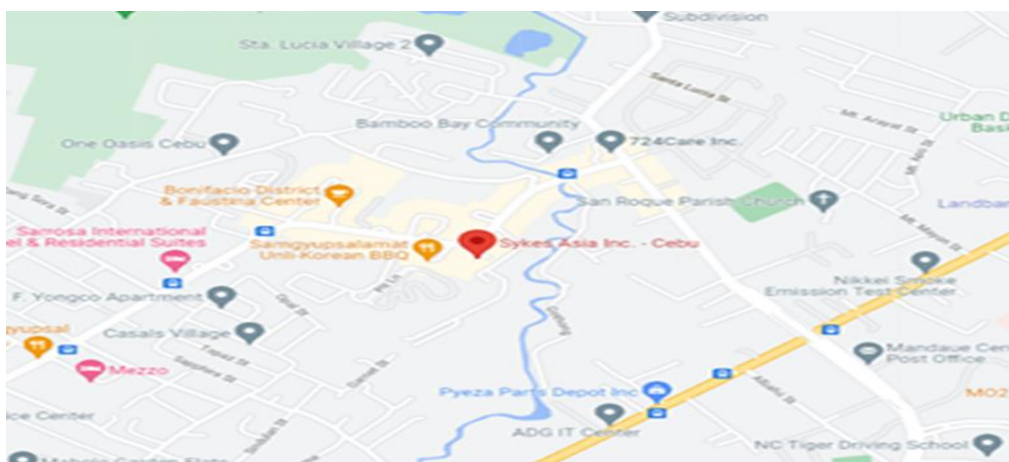


Figure 2

Location Map

Research Respondents

The respondents of this research study consist of sixty-nine (69) Customer service representatives, under the SITEL group of BPO Sykes's Asia Inc. Synergis Building, F. Cabahug Street, Brgy. Kasambagan Mabolo, Cebu City. These employees are the customer service representatives under the SITEL group, currently undergoing a work from home setup. However, only fifty-six (56) out of sixty-nine (69) teleworkers have submitted the responses to the given survey questionnaire.

Research Instrument

The researchers used a survey questionnaire to gather the information and data needed for this study. These questionnaires have been distributed to the employees under the SITEL group. The instrument consists of the following: work schedule, work engagement, job demands, work environment, and communication. Employees are asked to answer the survey questions as honestly

as they can. This study includes the scales in measuring the extent of employee performance working from the home set-up.

SCALE	DESCRIPTION	INTERPRETATION
4	Great Extent (GE)	Means that the item is practiced all the time.
3	Moderate Extent (ME)	Means that the item is practiced frequently.
2	Less Extent (LE)	Means that the item is sometimes practiced.
1	No Extent (NE)	Means that the item is never practiced

Data Gathering Technique

In gathering the survey, the researchers sent a transmittal letter to the Human Resources Office through the Account Manager of Sykes Asia Inc. The researchers then administered the survey questionnaire with the help of the employees under the BPO on Sykes Asia Inc. by sending soft copies through emails to the respondents. The researchers outlined the study's goals and objectives and the questionnaire's content to ensure that the respondents understood the activity and the questions. The researchers also included the confidentiality clause, and Data Privacy acts to ensure the confidentiality of their answers and ensure that they allowed the researcher to gather personal information.

The electronically transmitted modified survey questionnaires were retrieved, tallied, and interpreted.

Data Analysis and statistical treatment

The data collected are subjected to the weighted average mean formula to calculate the average value of a particular set of numbers for the significant measure of the central tendency of responses.

The formula is as follows:

$$\underline{\mu = \frac{\sum f x}{N}}$$

N

Where:

μ = weighted mean

Σ = summation

F = number of respondents under each scale

X = weight assigned to each scale

N = number of respondents

To better comprehend the weighted average, the proposed average range with the interpretation and equivalents were used.

MEAN RANGE	DESCRIPTION	
3.26 - 4.00	Great Extent	(GE)
2.51 - 3.25	Moderate Extent	(ME)
1.76 - 2.50	Less Extent	(LE)
1.00 - 1.75	No Extent	(NE)

DEFINITION OF TERMS

The following terms have been contextually defined:

BPO

It is a type of outsourcing that comprises contracting out the operations and responsibilities of a company process to a third-party service provider.

Communication

It refers to the verbal and nonverbal exchange of information and ideas between one person/group within the organization. Emails, text messages, notes, and phone conversations, for example, are all included.

Customer Service Representative (CSR)

It refers to assisting with customer issues, complaints, inquiries, and answering questions. The CSR's objective is to maintain high customer satisfaction while providing excellent service quality and responding quickly to client concerns.

Job Demands

The aspect of any job includes the costs to the person completing the tasks necessary. Job demand is the physical or emotional pressures of the work that must be completed within a set of deadlines.

Telecommuting

It refers to an employee's ability to have a remote employment arrangement using telecommunications tools like multimedia applications, email, chatting, and video calls.

Teleworking environment

The work arrangement in which employees no longer commute to a central place of work. It also includes physical working and the psychological aspects of how an employee works and their well-being.

Teleworkers

It refers to employees working from home and communicating with their coworkers and clients using technology such as phones, the internet, and email.

Work Engagement

It is a positive affective-motivational state characterized by great energy, commitment, and the ability to focus on one's work.

Work Environment

This term used is to define the environment in which a person works. Physical circumstances, such as workplace temperature, or equipment, such as personal computers, might also be represented. It might also be attributed to things like work processes or procedures.

Work Experience

It means the time spent learning about a job role, a company, or a career sector in a workplace.

Workplace Feedback

It refers to receiving or giving constructive information or advice to employees on their abilities, behavior, or performance in the workplace. Feedback can be either positive or negative, and it is intended to assist employees in fostering or identifying prospects for professional development.

Work from Home

It refers to the situation in which workers can work from home or at a different location based on the circumstances at work.

Work Performance

This measures a person's work performance or how they perform their assigned tasks and responsibilities. It refers to something about how employees perform at work.

Work Schedules

It refers to the employee's number of days per week and the number of hours per day scheduled to work.

CHAPTER II

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presents the presentation, analysis, and interpretation of data gathered, the results of the Likert Scale analysis done in the survey questionnaire, and the interpretation of findings. These are presented in tabular forms based on the information of the survey questionnaire given to approximately Fifty-six (56) respondents among BPO employees of the SITEL group who are currently working from the home set-up under the SITEL group of BPO Sykes's Asia Inc. Synergis Building, F. Cabahug Street, Brgy. Kasambagan Mabolo, Cebu City. The questionnaire's questions are following the extent to which the practice of employee's performance in working from home has an impact in terms of Work Schedule, Job demands, Work engagement, Working environment, and Communication; each contains five questions. The collected data were tabulated depending on the outcome so that the researchers interpreted the results; an analysis of the data was also provided for additional understanding. On the other hand, the performance of employees was determined in this study by using the scale below.

To better comprehend the weighted average, the proposed average range with the interpretation and equivalents was used.

Table 1
Work Schedule

n = 56

INDICATOR	μ	INTERPRETATION
1.1 The schedule offered by the company is on the employee's most productive time.	3.36	Great Extent
1.2 The company offers a rotation of schedules.	2.98	Moderate Extent
1.3 The company gives employees irregular working shifts during work from the home set-up.	2.64	Moderate Extent
1.4 Employees can easily adapt to the shifting schedules offered by the company.	3.21	Moderate Extent
1.5 Even on shifting schedules, employees can still perform the same, either on the day shift or graveyard shift while having work from the home set-up.	3.24	Moderate Extent
Factor Average	3.09	Moderate Extent

Legend:

MEAN RANGE	DESCRIPTION
3.26 - 4.00	Great Extent (GE)
2.51 - 3.25	Moderate Extent (ME)
1.76 - 2.50	Less Extent (LE)
1.00 - 1.75	No Extent (NE)

Table No.1, represents the accumulated data results of the extent of employees' performance in terms of work schedule. The work schedule is prepared by the SITEL Group in Sykes Asia Inc. and has a moderate extent on their employee's performance in completing their tasks during the workday. Although their relationship isn't as strong as it may be, there are some disparities between

them. Under table 1.0, the indicators 1.2 (Mean=2.98), 1.3 (Mean= 2.64), 1.4 (Mean=3.21), 1.5 (Mean= 3.24) received moderate extent. While indicator 1.1 (Mean=3.36) received a great extent. Moreover, the findings reveal that the work schedule does significantly affect their employees' performance. The table presents a moderate extent as a factor average of the study. This also indicates the highest mean which has the range of 3.36 as the most preferable and most productive working hours. 3.24 as the graveyard or changing working hours given by the management, 3.21 as the environment given, 2.98 as a rotational schedule given, and lastly 2.64 as irregular working hours given by the company. According to a UK study, (Bailyn 1988) IT and non-IT employees indicated that working from home made employees independent and has an increased motivation.

Table 2
Work Engagement

n = 56

INDICATOR	μ	INTERPRETATION
2.1 The company helps the employees to be focused on their jobs and to finish a task without having any problems.	3.32	Great Extent
2.2 The company helps the employee grow and develop the employee's career.	3.47	Great Extent
2.3 The company offers allowances to motivate employees.	3.34	Great Extent
2.4 The company always checks on the employees' mental connection with the employee's jobs to see how well they are doing.	3.23	Moderate Extent
2.5 The company offers programs/events on employee well-being during the transition from on-site to work-from-home setup.	3.22	Moderate Extent
Factor Average	3.32	Great Extent

Table No. 2, presents the extent of employee performance under SITEL Group at Sykes Asia in terms of "Work Engagement". The results indicated that it has a Great to Moderate extent positive impact on their performance. The highest weighted mean of all indicators is 3.47, indicating that the company provides incentives to motivate employees, whereas the lowest weighted mean is 3.22 indicating a moderate level of mental connection to their jobs and implying that the employees like their company but there is room for improvement. Overall, the theory of work engagement (Bakker et al. 2009) affirms that the employees are satisfied and motivated since the overall factor average indicates the result of great extent, and the company recognized how valuable their employees are in the organization and has a positive influence towards the enthusiasm of others and fully engaged in helping the company achieving its desired goals.

Table 3
Job Demands
n = 56

INDICATOR	μ	INTERPRETATION
3.1 The company demands a job that the employees can handle.	3.39	Great Extent
3.2. The company often gives higher job demands to employees which often causes an increase in technical complexity.	3.36	Great Extent
3.3 The company demonstrates clarity on employees' work roles and tasks.	3.35	Great Extent
3.4 The company considers the importance of balancing between demands and job resources.	3.20	Moderate Extent
3.5 The company has a direct path from job demands to creating positive work behaviors towards employees.	3.34	Great Extent
Factor Average	3.33	Great Extent

Table No. 3, represents the extent of an employee's performance in terms of Job Demands. Based on the survey results, the impact of Job Demands on their performance is up to a Great Extent with a weighted average mean of 3.33. The indicator with the highest weighted mean is indicator 2.1 with an equivalent of 3.39 indicating a Great Extent of performance in terms of employees being able to handle job demands from the organization. Though indicator 2.4 got the lowest weighted mean of 3.2, it still equates to employees agreeing that the company is being considerate when it comes to the importance of balancing job demands and job resources as it is interpreted up to a Moderate Extent. The Job demands theory (JDR, Bakker & Demerouti, 2017) affirms that there is a positive association

between the job demands and resources within the company as the stressors coming from the work schedule, engagement, demands, environment, and communication are unpredictable but the teleworkers stay productive and engaged. The company provides additional resources such as management support and balancing work-life to avoid causing burnout and fatigue to teleworkers. Overall, the results show that High Job demands from the company can affect teleworkers' performance because the employee feels that they are pressured and experience work-related stress. However, the company strengthens its resources to be able to deal with these demands.

Table 4

Working Environment

n = 56

INDICATOR	μ	INTERPRETATION
4.1The company offers a seminar that promotes a good working environment during work-from-home setup.	3.23	Moderate Extent
4.2The company offers the right equipment and other resources to be used at home, for the employees to work comfortably.	3.39	Great Extent
4.3The company offers guidelines regarding work from home set up.	3.54	Great Extent
4.4The company provides proper training or practices to assist employees in adjusting to working from home set up.	3.48	Great Extent
4.5 Before allowing the work from home setup, the company made sure that the environment at home will not hinder the employees' performance and efficiency.	3.52	Great Extent
Factor Average	3.43	Great Extent

Table no. 4, represents the result depending on the survey on the Extent of Employee Performance in Work from Home setup in the working environment. The result shows a Great Extent degree of response to all the statements mentioned in this category with an average mean of 3.43 which the findings indicate that the employees under SITEL Group in Sykes Asia Inc. believe that they are in a fine job with a suitable work environment. The results indicate that the working environment has a strong impact on employees' performance. Nevertheless, item no. 1 received the lowest mean of 3.23, which is not that bad because it is still to a moderate extent. Despite the lowest mean in item no.1 employees agree that working in a socially responsible manner during this time of the Covid19 pandemic does not significantly or generally affect their performance when it comes to the working environment. With this, the theory of work environment affirms that a good work environment may enhance employee performance and productivity. Employees can produce more extraordinary results if they work in a pleasant, healthy, safe, and efficient working environment (Muchtar, 2017).

Table 5
Communication
n = 56

INDICATOR	μ	INTERPRETATION
5.1 The company offers gadgets (e.g., smartphones or telephones) to encourage open communication between employees and supervisors.	2.84	Moderate Extent
5.2 The company provides fast feedback from the management whenever problems arise.	3.30	Great Extent
5.3 The company acknowledged and encouraged Employee's efforts to build a positive work relationship.	3.41	Great Extent
5.4 The company addresses concerns from the employees, with regard to their well-being, which is fundamental in achieving the organization's objectives and goals.	3.29	Great Extent
5.5 The company supports high engagement between leaders and employees.	3.48	Great Extent
Factor Average	3.26	Great Extent

Table No.5 represents the result based on the survey conducted on the extent of employee performance in terms of communication. The table shows a Great impact, indicating that SITEL group employees have a favorable and great influence on communication when working from home. However, item no.1 reflects the outcome to a moderate extent, with an average mean of 2.84 and it is the lowest mean but despite that, it indicates that the company somehow does provide employees with any technologies such as cellphones or telephones to encourage and enhance open communication. The highest weighted mean based on the results gathered is 3.48, implying that employees still have open communication

that supports employees and leaders to have a high level of engagement with each other and a sense of belongingness.

The Human Relations Management Theory affirms that communication and interaction are part of the motivation between teleworkers. The company encourages supportive teamwork in the workplace and facilitates individual growth and development. In the overall result, it is indicated that the factor average received a great extent so the teleworkers are satisfied with the open-communication support. To conclude, it has a positive effect on the employee's performance as the company helps ensure the employees are motivated and valued. The teleworker's performance and productivity will increase as the management support and creates a healthy work culture and relationship between leaders and employees.

Table 6

SUMMARY OF TABLES

TABLE NO.	TITLE	FACTOR AVERAGE	DESCRIPTION
1	Work Schedule	3.09	Moderate Extent
2	Job Demands	3.33	Great Extent
3	Work Engagement	3.32	Great Extent
4	Working Environment	3.43	Great Extent
5	Communication	3.26	Great Extent
Grand Mean		3.29	Great Extent

In the summary of tables among the five factors affecting employee performance in a work from home setup under SITEL Group in Sykes Asia Inc., table six showed that the Work environment has the highest impact with a weighted mean of 3.43 interpreted up to a Great Extent, signifying that Work environment can contribute to, as well as affect the Employee's Performance. Work from Home Setup might seem convenient, and one might think that it's as easy as just simply working from home and in one's comfort zone, but there are challenges hidden under this type of work setup that can truly affect how employees perform. As for the employee's Work Environment, everything must be in place, so that employees can work comfortably to excel in terms of work performance. They must be provided with the proper equipment and other resources, as well as ergonomically sound furniture, like chairs and tables designed for long hours of sitting for the employees to be effective and efficient, thus improving their productivity, indicating that they can perform well.

CHAPTER III

THE PROPOSALS

This chapter presents potential proposed improvement action plans and schemes to address the need for adjustments of a wide range of results regarding the Extent of employees' performance in working from home, categorized as follows: Work Schedule, Job demands, Work engagement, Working environment, and Communication.

This chapter will focus on the proposal and action plan, divided into two parts. The first presentation will be in a tabular form containing the proposed action plan that will be emphasized according to each table presented in Chapter 2. The proposed action plan comprises and addresses the indicators based on the results of the weighted mean with the lowest average range of Moderate to Great Extent. The second part will discuss the proposed detailed action plan and implementation of the proposed management and relevant corrective actions.

The Proposal Title: **Enhancement Program Plans**

The Program is made to enhance the existing programs of the company that could improve employee performance. The researchers suggested that to adopt the proposed enhancement programs for all Teleworkers under the SITEL group of BPO Sykes's Asia Inc.

These proposals aim to improve the employee's performance while working from Home. To improve the enhancements programs the researcher proposed five

proposals entitled: Establish a Fixed Day off policy, Improvement of Management Support Practices, Basic Debriefing Session CIAS – Catharsis Insights Action Session, Online Workshop on working productively from home, and Lastly Load and Internet Allowances. The researchers ensure that the proposed budget plan for the enhancements would be cost-efficient and the proposed design is efficient, timely, and achievable.

PART I

TABLE 7

PROPOSED ACTION PLAN

Prop osal No.	Reference	Activity/ Concern	Rating	Descrip tion	Proposed corrective Action	Person Responsibl e	Time Frame	Estimate Budget
1	Table 1 item no. 3	The company gives employees irregular working shifts during work from the home set-up.	2.64	Moderat e Extent	Establish a Fixed Day off Policy	Account managers and HR managers	June 2022 Every week or Month	-
2	Table no.2 Item 4	The company considers the importance of balancing between demands and job resources.	3.20	Moderat e Extent	Improving Management Support practices	HR managers and Team Leaders	June 2022	-

3	Table No. 3 item no. 5	The company offers programs/events on employee well-being during the transition from on-site to work-from-home setup.	3.22	Moderate Extent	Basic Debriefing Session CIAS – Catharsis Insights Action Session. Teleconferencing Counsel	HR managers, Licensed Psychiatrist and Mental Wellness coach & Facilitator	June 2022 Every Month	-
4	Table no.4 item no.1	The company offers a seminar that promotes a good working environment during work-from-home setup.	3.23	Moderate Extent	Online Workshop on working productively from home	HR Managers and HR personnel	June 2022	₱ 5,000 (Every Month)
5	Table no.5 Item no.1	The company offers gadgets (e.g., smartphones or telephones) to encourage open communication between employees and supervisors.	2.84	Moderate Extent	Increase Load and Internet allowance	HR Managers and Account Managers	June 2022 During the entire duration of their work.	₱ 138,000 (69 Agents and 2,000 each) Every Month

PART II

DETAILS OF THE PROPOSAL

Proposal No. 1: Establish a Fixed Day off Policy

This proposal is about teleworkers given a fixed day off which it includes in the company policies that employees should have a fixed day off like 2 days off every weekend rather than having an irregular day off. The company should establish a policy stating that each of the employees will have a fixed weekend day off for them to have consistency with regards to their day off. During remote work, employees can already schedule their time as to what they want to do with their day off and most employees prefer to have time off during weekends because most personal events happen during weekends. In this proposal, the company can set a policy for a fixed day off. Day offs are one of the factors under work schedules affecting employee performance. It helps them relax and unwind to release the stress they feel during workdays. If implemented, advantages would include but are not limited to better working conditions, reduce employee retention, and increase employee performance.

Proposal No.2: Improving Management Support practices

This proposal is about support practices where the management can start supporting their employees through remote mentoring programs as it concentrates on providing guidance and reminds all teleworkers of the importance of balancing Job demands and Job resources. In the process, the HR Managers or team leaders will focus on connecting the senior employees with the junior agents of the

company by establishing a daily check-in routine by having open communication with teleworkers and applying the one-on-one calls or team calls where employees can address their progress, concerns, clarifications, and questions. The researchers suggest that in improving these practices, HR managers or team leaders must be consistent in their efforts by distributing clear communication and guidance between employees regarding their job goals, available resources, job roles, and responsibilities. To address this, the managers must cope and provide more flexibility to the employee with work schedules, provide emotional support, and foster connections. If implemented, it will be a win-win since these practices will contribute to the success of the company. Furthermore, it will develop trust, and a more engaging environment, receive positive feedback, increase performance, and achieve professional and personal growth.

Proposal No.3: Basic Debriefing Session CIAS – Catharsis Insights Action Session.

This proposal is intended for the employees who are suffering mental health problems during work from home set up. Working Engagement may be affected if the employees in the company are suffering from mental health problems. Mental health problems might have a big impact on employee engagement. Mental health problems can lead to more severe effects on employees, such as stress, anxiety, and depression, and may affect their performance. Assessing employees through the help of a basic debriefing session CIAS- Catharsis Insight Action Session Teleconferencing Counsel in which the employees who are suffering from mental health problems have the chance to express their emotions and feelings through

shouting, crying, or anything that can express their feelings and emotions that will make them feel at ease. With this, it will help employees to feel relieved and at this point, they would feel better. Having someone to talk to about mental health problems while expressing the feelings and emotions that you are dealing with will encourage and motivate employees. Furthermore, working from home requires a significant amount of hard work from employees, ranging from time management to dealing with workplace barriers; thus, providing mental health counseling in these trying times, is important for companies to show their employees that they care about them.

Proposal No.4: Online Workshop on working productively from home

This proposal focuses on offering online workshops and giving online access to learning courses and development tools that focus on how to perform productively and efficiently while working from home. In today's generation, there are online technological courses related to the scope of the job which provide certificates upon completion. These technological courses would calibrate and enhance employees' knowledge which would result in employee productivity. Furthermore, work challenges such as the working environment issues might impact an individual's productivity. Especially, when not all employees have adjusted to the remote working set-up. As a response, with this approach, work challenges may be specifically addressed, with online workshops because it will enhance and develop individual employee talents and capabilities that are required to thrive in a remote working environment and adjust to the traditional face-to-face that they are used to. The researchers suggest that, if implemented, the estimated

budget for online workshops would cost 5,000 every month since managers may require additional resources and strategies to overcome other potential challenges. In addition, there are advantages to applying this approach such as Individual and career growth, increased productivity, boost employee engagement, improved technology expertise, managing distractions, time management, improved organizational skills, etc.

Proposal No.5: Increase Load and Internet Allowance

Technology plays a role in the Work from Home setup in terms of business growth and collaboration amongst people. Effective communication is an important tool for customers, employers, and employees to preserve and establish trust. As a basis, offering load and internet allowance to the employees is one approach to boost their productivity, engagement, and open communication. Since they already have gadgets like mobile phones, computers, etc. that will serve as their communication, offering them a load and internet allowance will encourage employees to be productive and connected to their peers and their organization. In this proposal, the allowance of the load and internet would be increased by 500 since the current budget for this was only 1,500 per agent. Based on the results of the survey collected shows that the teleworkers under the SITEL Group at Sykes are not fully satisfied with the company's offers. So, if implemented the allotted budget for this cost is 138,000 pesos since it is for the whole agents in the department. Each agent under SITEL Group will receive 2000 pesos each for the internet and load allowance every month as long as they are under WFH setup. These recommendations benefit several things, including generating a positive

company environment and culture, which can lead to reduced employee retention. Furthermore, load and internet allowance is considered one of the job resources that may help minimize job demands, meet work goals, improve professional growth, and increase performance.

Post Evaluation Scheme

The result of the study was used in designing a proposal to the extent of employee performance in working from home set up under the SITEL group of BPO Sykes's Asia Inc. Synergis Building, F. Cabahug Street, Brgy. Kasambagan Mabolo, Cebu City., which will be conducted a year after the proposal's implementation to ensure that the Teleworkers' expectations have been met and that they were satisfied with the suggestions of proposals presented in Chapter 3, As it addresses the lowest indicated average mean range with proposed corrective actions.

CHAPTER IV

SUMMARY, FINDINGS, CONCLUSION AND RECOMMENDATIONS

SUMMARY

This study aimed to determine the extent of employee's performance in working from home set-up, SITEL Group in Sykes Asia Inc. Synergis Building, F. Cabahug Street, Brngy. Kasambagan, Mabolo, Cebu City.

Specifically, this study answers the following:

1. As assessed by the respondents, what is the extent to which the employees' performance in working from home set-up are manifested in terms of:

1.1 Work Schedule;

1.2 Work Engagement;

1.3 Job Demands;

1.4 Working Environment and;

1.5 Communication?

2. Based on the findings of the study, what proposals for improvement can be recommended?

This study utilized a descriptive research survey method, a scientific method that helps describe a particular situation prevailing within a company. It primarily

focuses on describing the behavior of the respondents by observing them without affecting their normal behavior.

FINDINGS

The following information was gathered from the data collected from the respondents:

1.1 Work Schedule with the rating of 3.09 interpreted as Moderate Extent.

1.2 Job demand has a rating of 3.33 interpreted as Great Extent

1.3 Work Engagement with the rating of 3.32 interpreted as Great Extent

1.4 Working Environment rated as 3.43 interpreted as Great Extent

1.5 Communication gathered a rating of 3.26 interpreted as Great Extent

CONCLUSION

About the results of the conducted research, it is concluded by the researchers that the following indicators: Work Schedule, Work Engagement, Job Demands, Working Environment, and Communication have an impact on the extent of employee's performance in working from home setup.

The Job Demand Resources Theory is being affirmed by the results implying that when employees are provided with higher resources, it motivates them and drives them to perform better. Concurrently, working conditions are divided into different aspects such as physical workloads, job demands, time

pressure, physical environment, shifting schedules, and job resources, which to sum up, the above-mentioned indicators truly influence employee performance.

In addition, presuming that the study focuses on the indicator with the highest result, which is Work Environment, the researchers conclude that it is the most significant variable among the others. During this time of the pandemic, most organizations switched to working from home setup, a whole new environment compared to what was the normal office environment. This new type of setup demands a lot from the employees, but if given full support by the organization, where distractions are prevented and the workplace is comfortable, it can positively affect their performance.

RECOMMENDATIONS

Based on the conclusions made by the researchers, the following recommendations are proposed:

Primary Recommendation

To implement the proposals outlined in Chapter III of this research study.

Secondary Recommendation

To further improve the study, it is recommended that the following research be conducted:

1. Conduct a study on WFH job demands and resources affecting employee performance and Work-Life Balance.

2. The use of Work-Home practices to perceive internal & external pressures affecting employee productivity and engagement.
3. Initiate research on barriers from Work from a home set-up that will hinder employee efficiency and performance.

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APPENDICES

APPENDIX A

November 18, 2021

Ms. Hannie Cloe S. Guimbal.
Account Manager
Sykes Asia Inc.
Synergies Building, F. Cabahug Street, Brgy. Kasambagan
Mabolo, Cebu City

Dear Ms. Guimbal,

Greetings!

In partial fulfillment of our requirements for our subject Research 1, we third-year students, who are currently enrolled as undergraduate students taking up Bachelor of Science in Business Administration major in Human Resource Management at University of San Jose - Recoletos in Magallanes St., Cebu City, would like to ask your permission to please allow us to conduct a research study in your company, Sykes Asia Inc. We will conduct research entitled "Extent of Employee's Performance in working from home set-up under SITEL Group at Sykes Asia Inc. Mabolo Cebu City".

In connection with this, we would like to ask your good office to allow us to conduct our research study. Rest assured that the data we will gather will remain confidential and be used for academic purposes only.

Respectfully Yours,



ANGELICA ESPINOSA

Group Leader

Approved by:



MS. HANNIE CLOE S. GUIMBAL

Account Manager

Appendix B

Survey Questionnaire

We, the researchers, are conducting a study entitled **“Extent of Employees’ Performance in Working from Home Set-up Aventus Account at Sykes Asia Inc. Mabolo, Cebu City”** as a requirement of the course, Business Research 1

In this connection, we humbly ask of your spare time to answer a short questionnaire that aims to know the extent of work from home set up on employee’s performance. Rest assured that all the data acquired will remain absolutely confidential and will only be used for academic purposes. We hope you can help us by answering the instrument sincerely and truthfully, for this will be of great help to draw a certifiable conclusion.

Thank you so much, and God Bless!

The Researchers

INSTRUCTION: Please answer the following by putting a check mark (✓)

SCALE	DESCRIPTION	INTERPRETATION
4	Great Extent (GE)	Means that the item is practiced all the time.
3	Moderate Extent (ME)	Means that the item is practiced often times.
2	Less Extent (LE)	Means that the item is sometimes practiced.
1	No Extent (NE)	Means that the item is never practiced

I. WORK SCHEDULE	4 (GE)	3 (ME)	2 (LE)	1 (NE)
1.1 The schedule offered by the company is on the employee's most productive time.				
1.2 The company offers a rotation of schedules.				
1.3 The company gives employees irregular working shifts during work from the home set-up.				
1.4 Employees can easily adapt to the shifting schedules offered by the company.				
1.5 Even on shifting schedules, employees can still perform the same, either on the day shift or graveyard shift while having work from the home set-up.				

II. WORK ENGAGEMENT	4 (GE)	3 (ME)	2 (LE)	1 (NE)
2.1 The company helps the employees to be focused on their jobs and to finish a task without having any problems.				
2.2. The company helps the employee grow and develop the employee's career.				
2.3 The company offers allowances to motivate employees.				
2.4 The company always checks on the employees' mental connection with the employee's jobs to see how well they are doing.				

2.5 The company offers programs/events on employee well-being during the transition from on-site to work-from-home setup.				
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III. JOB DEMANDS	4 (GE)	3 (ME)	2 (LE)	1 (NE)
3.1 The company demands a job that the employees can handle.				
3.2 The company often gives higher job demands to employees which often causes an increase in technical complexity.				
3.3 The company demonstrates clarity on employees' work roles and tasks.				
3.4 The company considers the importance of balancing between demands and job resources.				
3.5 The company has a direct path from job demands to creating positive work behaviors towards employees.				

IV. WORKING ENVIRONMENT	4 (GE)	3 (ME)	2 (LE)	1 (NE)
4.1 The company offers a seminar that promotes a good working environment during work-from-home setup.				
4.2 The company offers the right equipment and other resources to be used at home, for the employees to work comfortably.				
4.3 The company offers guidelines regarding work from home set up.				
4.4 The company provides proper training or practices to assist employees in adjusting to working from home set up.				
4.5 Before allowing the work from home setup, the company made sure that the environment at home will not hinder the employees' performance and efficiency.				

V. COMMUNICATION	4 (GE)	3 (ME)	2 (LE)	1 (NE)
5.1 The company offers gadgets (e.g., smartphones or telephones) to encourage open communication between employees and supervisors.				
5.2 The company provides fast feedback from the management whenever problems arise.				
5.3 The company acknowledged and encouraged Employee's efforts to build a positive work relationship.				
5.4 The company addresses concerns from the employees, with regard to their well-being, which is fundamental in achieving the organization's objectives and goals.				
5.5 The company supports high engagement between leaders and employees.				

Appendix C



UNIVERSITY OF SAN JOSE-RECOLETOS
Center for Policy, Research and Development Studies



CERTIFICATION


The manuscript entitled “**EXTENT OF EMPLOYEE’S PERFORMANCE IN WORKING FROM HOME SET-UP UNDER SITEL GROUP AT SYKES ASIA INC. SYNERGIS BUILDING F. CABAUG STREET, BRGY. KASAMBAGAN, MABOLO CEBU CITY**” has undergone Similarity and Grammarly tests under Turnitin and Grammarly softwares.

AUTHOR/s: **MICHAELA AMPER**
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TURNITIN RESULT: 7%

GRAMMARLY RESULT: 92/100

This is to certify further that the manuscript has registered an originality grade of **93%** and technical writing quality of **92%** which includes grammar, spelling, and punctuations, among others. Given this 6th day of June, 2022 at the Quality Assurance Unit of the Center for Policy, Research and Development Studies, University of San Jose-Recoletos, Cebu City.


AGNES C. SEQUINO, Ph.D.
CPRDS Director

Appendix D

CERTIFICATION

June 6, 2022

To Whom It May Concern:

This is to certify that the thesis entitled “**EXTENT OF EMPLOYEE’S PERFORMANCE IN WORKING FROM HOME SET-UP UNDER SITEL GROUP AT SYKES ASIA INC. SYNERGIS BUILDING F. CABAUG STREET, BRGY. KASAMBAGAN, MABOLO CEBU CITY**” by Michaela Amper, Angelica C. Espinosa, Dyan Flora Gel B. Geolin and Fiona Marie B. Verdijo has been edited by the undersigned.



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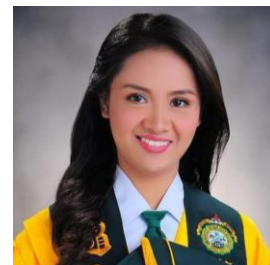
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