

**Work Arrangement: A Comparative Study on the Factors Affecting the
Employee's Productivity and Satisfaction**

A Research Study

Presented to the Faculty of the

College of Business and Accountancy

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In Partial Fulfillment

of the Requirements for the

Degree of Bachelor of Science in Business Administration Major in

Human Resource Development and Management

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APPROVAL SHEET

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DEDICATION

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This work is a fruit of countless and arduous sacrifices. Through the researchers' effort, this work is heartily and proudly dedicated to the people who serve as an inspiration. From parents and guardians, to classmates and circle of friends whom extended their help in the midst of the problems while doing this work.

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ABSTRACT

Title : WORK ARRANGEMENT: A COMPARATIVE STUDY ON THE FACTORS AFFECTING THE EMPLOYEE'S PRODUCTIVITY AND SATISFACTION

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Pandemic is still present up to this moment that it comprehensively affects the life of the people in many aspects and one of those affected is the people who are working in different industries. Now that we are introduced to the new normal work set-up, the shift from office arrangement to work from home arrangement entails adjustment that may affect the employee's productivity and satisfaction. Work arrangement or more popularly known as flexible work arrangement refers to as any one of a spectrum of work structures that alters the time and/or place that work gets done on a regular basis. This study is conducted to determine the factors affecting the employee's productivity and satisfaction in relation to work arrangement.

This study used the Quantitative descriptive-correlational research design with the survey questionnaire as the principal tool in data gathering. There were one hundred participants with fifty respondents each work arrangement category and are employees of the University of Cebu Lapu-Lapu and Mandaue. The instrument used in gathering data had undergone content validation and pilot testing to test its reliability. For data analysis the statistical tool used are frequency and simple percentage, weighted mean and Chi-Square Test of Independence.

The findings revealed the employees responded a positive result in data gathering shows that it does not affect their productivity and satisfaction where it only varies on their ranking of aggregate mean point system, which shows different ranking of the indicators of work from home and office arrangement. This study concluded the factors affecting employee's productivity and

satisfaction during Covid 19 Pandemic it revealed having no significant difference and doesn't affect the productivity and satisfaction of the employees whether it is work from home or in office arrangement.

Keywords: Human Resource, Work Arrangement, Quantitative descriptive-correlational study, University of Cebu Lapu-Lapu and Mandaue, Philippines

CHAPTER 1

THE PROBLEM AND ITS SCOPE

INTRODUCTION

The Rationale of the Study

Pandemic is still present up to this moment that it comprehensively affects the life of the people in many aspects, and one of those affected are the people who are working in different industries. Now that we are introduced to the new standard work set-up, the shift from office arrangement to work from home arrangement entails adjustment that may affect the employee's productivity and satisfaction.

Work arrangement or more popularly known as flexible work arrangement refers to as any one of a spectrum of work structures that alters the time and, or a place that works gets done regularly. Work arrangement is also the pattern of location, but considering the new normal set up because of the pandemic, some employees are slowly adapting the office work arrangement with strict implementation of the health protocols and others are required to perform their Work from home arrangement.

Company's work arrangement might influence areas such as; cost, productivity, culture, employees' engagement, team cooperation, and collaboration. Hence, work arrangements play a crucial role in reducing costs and increasing revenues.

According to Leblebici, D. (2012), Some factors in the workplace environment may be considered keys affecting employee engagement, productivity, morale, comfort level, etc., both positively and negatively. There are many organizations in which employees encounter working conditions problems related to environmental and physical factors. Workplace satisfaction has been associated with job satisfaction. In recent years, employees' comfort on the job,

determined by workplace conditions and environment, has been recognized as an essential factor for measuring their productivity.

Some factors affect the employees' work performance; when performance is being affected, it is important to address this and find a solution or action for the management to maintain their work performance. Work arrangement can affect the employee's productivity and satisfaction in terms of how the administration will implement measures in achieving the company's objectives, how the employee's performance will be monitored concerning to the different work arrangement, and how the results or outputs will be measured.

This study is significant especially, at this time as employees or workers are experiencing the sudden shift of work arrangements. Different factors that affect the employee's productivity and satisfaction need to be address since the primary goal of a company are to produce more products and services to gain profit. The rapid shift may influence the work efficiency of employees, and thus, it may affect the company's capability in the long run. When people are satisfied with their working arrangements, there is always a positive effect on their performance. Hence, employees are motivated to attain optimum learning, working, and achieving the organization's goals and vision.

The goal of the researchers is to identify the factors that affect the employee's productivity and satisfaction vis'-a vis' their work arrangement, and to identify the significant difference between work from home and office arrangement. The result will give a better understanding in making the transition from office, work arrangement to work from home arrangement.

Furthermore, the output of the study will validate the factors affecting employee's performance and productivity in terms of their choice of working the arrangement, which will be used as the basis for a proposed action plan.

Theoretical Background

This study will be anchored on the Flexible Firm Model by Atkinson that incorporates a management technique organize the workplace using with the different types of flexibility to fully utilize the human resources. Atkinson's the Flexible Firm Model divides an organization's employees into three groups: the core group, the first peripheral group, and the second peripheral group (Taylor, 2019). The core group consists of the organization's full-time Employees generally have high levels of skills and knowledge, and experience that are difficult to replace. They are the human resource base of an organization. The first peripheral group is also the internal staff of the organization, who are often less skilled and less experienced. The second peripheral group comprises large volumes of agency staff, outsourcing, and sub-contractors (Taylor, 2019).

Atkinson identified the need to distinguish the levels of importance of specific teams or groups of employees to an organization, to generate workforce flexibility and a clear hierarchy of importance. Atkinson identified three different forms of flexibility within an organization: functional, numerical, and financial (Atkinson, 1984).

According to Atkinson, Functional flexibility is mainly applicable to the core the members of this working group are difficult to replace internal core employees who have high-level skills and experience. It allows management to relocate core workers between multiple workforces and tasks. Developing functional flexibility within a workforce generally requires increased training, more flexible working hours, and re-evaluation of payment/value to the company.

A critical factor in maintaining organizational resilience is flexibility. The flexible Firm Model proposed by Atkinson in 1984 still has essential guiding and practical value in the 21st century. Atkinson believed that the most important way for an organization to maintain competitiveness was to implement Flexible staffing arrangements.

To have an efficient workforce, one of the most vital things that employees should have been flexibility. In which flexibility is frequently tied to work-life balance, autonomy, casual work environment, and an environment conducive to work.

But how does flexibility translate to workplace productivity? Flexibility involves giving employees the freedom to choose how and where they engage in work. Most employers are often on the fence on whether to offer flexibility and whether that will translate to productivity. As such, many employers are afraid of changing the work environment and work style for fear that employees will become disengaged in their work. However, when done right, flexibility can eliminate such issues as burnout resulting in a productive workforce.

Flexibility in the workplace is still something employers are still struggling with. It raises a lot of issues like whether flexibility and productivity can go together and whether it impacts innovation as well as the efficiency of employees. The problem that most employers make is looking at flexibility as a means of benefiting the employees alone but what they don't see is the big picture; employees who are satisfied and find meaning in what they do will put their best effort to make sure that the company succeeds.

The concept that a satisfied employee will become a productive employee is supported by the Two-Factor Theory by Fredrick Herzberg's also known as Motivation-hygiene theory which is one of the most significant theories related to job satisfaction (Dion, 2006). One of the most important theories in the field of job satisfaction is Herzberg's theory that based on the distinction between two factors: motivation and hygiene. Achievement is one of the motivating factors; acknowledgement, the work itself, responsibility, advancement, and the potential for growth (Herzberg, 1966; Herzberg, 2003). Hygiene factors have company policies and administration, relationship with supervisors, relationships with coworkers, working conditions, and pay.

Positive attitudes are influenced by motivation factors (Herzberg, 2003). The 'doing' of the job is surrounded by hygiene factors and attitudes toward the job. This is one of the most widely accepted theories in job satisfaction research (Dion, 2006).

The two-factor theory shows the factors that affect the satisfaction and the dissatisfaction of the employees. These factors are classified into two categories which are motivation and hygiene factors, where these factors are needed to ensure employees satisfaction and motivation for the productivity or performance.

There is a general understanding that the overall productivity and success of an organization depends on the effective and efficient performance of employees and that better performance depends on the employees' job satisfaction. When an employee is satisfied, he will perform at his level best to achieve the organizational objectives. Workers who are satisfied at work will devote personal time to their jobs, will be creative and committed, and will look for a way to overcome any obstacles that may arise. They will assist their colleagues and help them complete their tasks.

One of a company's many challenges is to satisfy its employees in order to cope with an ever-changing and evolving environment, achieve success, and stay competitive. The business must increase efficiency, effectiveness, productivity, and employee commitment in order to increase efficiency, effectiveness, productivity, and job commitment.

Maslow's hierarchy of needs theory supports the researcher's assertion. This psychology's motivating theory a five-tiered concept of human needs that is frequently portrayed as hierarchical tiers within a pyramid, the classes begin from the most basic needs to the most advanced needs. Maslow originally believed that a person needed to satisfy one level to begin pursuing completely different levels. The theory starts with the Security, belongingness, esteem, and

love are at the bottom of the hierarchy, followed by physiological needs and self-actualization needs. Each level has the ability to influence the next higher level. As a result, physiological prior to the emergence of security needs, belongingness needs, and so on, needs must be met. (McLeod, 2020).

Maslow's hierarchy of needs is closely related to Two-factor Theory, Maslow's theory introduced factors to measure individuals are inspired in the workplace. According to this theory, addressing the lower-level requirements individual factors would not motivate them to put forth effort, but only serve to keep them from being dissatisfied. Higher-level needs are required to motivate employee's motivational factors must be provided. The ramifications for organizations meeting is based on this theory. Employees' intrinsic or extrinsic hygiene will only be prevented if certain factors are not met from becoming actively dissatisfied, but it will not motivate them to put forth additional effort toward improved performance. To encourage employees, organizations should supply intrinsic or motivation factors (Robbins, 2009).

Maslow's theory shows that the employees' satisfaction can be achieve through the motivation to fulfill their needs. Maslow's Hierarchy of Needs can be used to understand employees' needs and incentives better, and allowing them to best provide for employees' needs and generate high productivity and job satisfaction.

The study is further supported by the Characteristic Model that is a behavioral approach, first developed in 1971 by Hackman and Lawler. This model focuses on determining the task's objective characteristics and incorporating task characteristics that lead to high internal work motivation, job satisfaction, and productivity and high-quality performance (Abraham, 1999).

The five core characteristics identified by the model are skill variety (complexity of skills and talents required to perform the job), task identity (the extent to which the job is viewed as involving a single identifiable task), and task

significance (how the job affects the environment) autonomy (the extent to which the job allows for personal initiative), and job feedback (the extent to which the job provides information about job performance).

One way to design Work so that people are engaged and perform well is the Job Characteristics Model, which provides recommendations on how to best enrich jobs in organizations. It states that these characteristics influence outcomes of employee motivation, satisfaction, and performance. The business must also look to the psychological side of the employees that will help on contributing to employees in terms of the core characteristics that were mentioned that should be done.

Job characteristic model deals with the employee's productivity and satisfaction in which one of the factors that affects it is the core characteristic stated in the model. This must be taken into consideration to ensure the quality of work employees will provide and the business to achieve its objectives. Therefore, it describes the relationship between job characteristics and the responses of individuals to Work or the job being performed.

The concept of the job characteristic model is supported by the Dispositional approach also called Trait theory. According to Staw and Ross (1985), entails assessing personal characteristics that can aid in explaining individual attitudes and behaviors. According to the dispositional approach to job satisfaction research, in determining attitudes about the workplace, disposition may be just as important as workplace characteristics.

Staw and Ross (1985) proposed that dispositions include both stable individual characteristics (predispositions) and temporary moods (affective states) as a general category. These dispositions, causes employees to; if used by employees who are reluctant or unable to put in a full day of work in the face of non-work incentives, it is at the very least a productivity drain. (Staw, Bell, and Clausen 1986).

Employee's job satisfaction and productivity will be identified through knowing employees' behavior and personal characteristic. Measuring and knowing this will help the business to identify the area that needs improvement, through identifying this, will also help on determining the workplace characteristic. Employee trait reflects individual attitude and behavior towards their job performance.

Therefore, job satisfaction may be determined by personal dispositions as situational factors. An individual's or employee's motivation to achieve dignity and performance is a critical determinant of job satisfaction. Trait theory has nothing to do with how to change the employee's personality development, particularly the negative traits, still focuses on the various aspects of human personality and illustrates such traits as the main components and shapers of employee personality. It is vital the analysis of short-term character and behavior towards the effect to achieving the corporate goals.

REVIEW OF THE RELATED LITERATURE

The popularity of new ways of working is growing and the interest in flexible work arrangements increases. Activity Based Working (ABW) is a work design in which employees have a great deal of control over the timing and location of their work. The researchers provide new data on the impact of a shift to access work spaces, along with ABW, on employees' job demands, job resources, and well-being findings. It showed some positive effects in terms of lowering mental job demands and increasing a variety of job resources, such as job autonomy. Overall, these findings appear to suggest that flexible work arrangements are linked to some positive effects on productivity. Employees perceived occupational and psychological stress a sense of disconnection from one's work and a desire to do something else recovery (Mache, Servaty, and Harth 2020).

The related literature shows that the transition of work arrangement affects the working conditions for employees and various levels of work-related stress, healing and psychological needs dissociation from one's job. The idea of ABW is that employees will be more productive when they have the suitable spaces for the tasks they need to accomplish. This new work style, or any flexible work environment can create freedom for employees, and many opportunities lies in seeing it as flexible, agile, and adaptable. For the employee to provide the best quality of Work expected from them, work arrangements are one of the factors that affect it that the business or organization should consider. The study reflects the transition from work setting to flexible work arrangement having different working conditions exist in open work spaces.

Flexible work arrangement is defined as the altering time and hours of working in a week while employee satisfaction as behavior that reflects the degree to which workers are satisfied with their jobs the work they do in an organization and the environment which enables them to perform the Work as per the required standard (Wadhawan,2019).

The current study attempted to examine how Flexible Work an arrangement as an independent variable influences the satisfaction of employee in the IT domain and what relationship exist between them (Wadhawan,2019).

The current study attempted to examine how Flexible Work an arrangement as an independent variable influences the satisfaction of employee in IT domain and what relationship exists between them, and there was a significant impact of Flexible Working Arrangement on Employee Satisfaction of employees in the IT sector.

The study shows that psychological happiness is an important category in employees' satisfaction that relates to increasing in productivity in which flexible arrangement is the source to pro-long their service and to enjoy its benefits.

Flexible work arrangement has an impact on the employee's work-life balance and it enables to build loyalty towards the organization. There are components that contribute to employees work productivity and satisfaction that the organization should provide, and flexible work arrangement is one of them. It benefits the employees in a way that it enables them to manage their work time and work in a standard work arrangement they are in. one of the things that an organization should provide are physical activity, emotional and moral support, and encouraging a good healthy lifestyle that benefits the employees and the company in the long run and through this it will result to a good work-life balance of the employees and increases their satisfaction.

It was depicted in the study that the organizations which are offering the feature of flexible timing have an advantage over the other organizations with reference to better performance & productivity, lower absenteeism, retention of valuable employees, increasing employee's morale, and motivation and building loyalty among employees. Implementation of Flexible working focuses to develop a better general atmosphere among human relations and build positive an environment, which improves the culture at Work. The flexible time offer greater advantage to the employees to deliver and work to meet the deadline and avail some rest in the form of a break to go home or to take lunch or take children from school etc. The daily Flexi timing options permit the employees to cope up with the contingency situations and also meet up with their daily task at the office securing their job and keeping them happy (Abid S. 2017).

The study's findings include that not all FWA's apply to business; hence, work arrangement terms may vary from person to person and its jobs. Thus, FWA allows employees to manage their schedules and set priorities (Abid S. 2017).

The implementation of flexible work arrangement in an organization put an advantage in terms of productivity and satisfaction, which allows an employee

to deliver Work. It is the organization's choice to adapt to a flexible work arrangement, for it also consists of advantages and disadvantages. The new standard set-up pushes some organization to adjust to this kind of work arrangement, but some organizations were also hesitant to maintain this new set-up primarily it affects the organizations or business performance and output.

The sudden shift of work arrangement challenges the organizations or businesses to take a risk and provide assistance and leadership to employees. Aside from the organizations are being challenged, employees are also affected, significantly in terms of work conditions, work environment, and work productivity and satisfaction. This will only work if the organizations and employees will be working for hand in hand to meet halfway.

The Implementation of Atkinson's Flexible Firm Model on Starbucks states that implementing flexible staff arrangements and appropriate outsourcing of some businesses can not only save costs for the enterprise, but also improve the efficiency of the enterprise and enable the enterprise always to maintain flexibility. Starbucks draws heavily on Atkinson's Flexible Firm Model in its human resource management and strategy to maintain company flexibility, and obtained a good outcome (Zhao, 2020).

The study above uses the anchored theory, which is the Flexible Firm Model as a guide to maintaining competitiveness through considering the factors. Flexible work arrangement is not just for employee's productivity and satisfaction but also for the business to save cost and still provide high-quality services. Organization's challenge, especially this pandemic was also to innovate to continue rendering service not just to their customers but also to their workers. Through this model, it helps to analyze how an organization developed its human resources strategy, especially in terms of work arrangement.

IT personnel' perspectives in Bangalore is gradually moving to working from home during the Covid 16 epidemic, than Work from office. It identifies the

employee preferences for WFH and WFO, as well as the main benefits and drawbacks of working from home and working from the office. The results of the study show that respondents prefer Work from a home model of working if they have a good atmosphere to work from home. Recognizing the requirements of employees provide an opportunity to employers to help their employees by giving them fixed or flexible hours of working so that they don't feel tied to the computers and motivating them positively, which may increase the productivity (Christy, Feleen et.al,2021).

Knowing what type of work arrangement your employees prefer, especially when a crisis rises will impact your employees' satisfaction, contentment, performance and loyalty and as well as the company or the organization. During in this pandemic many prefer work from home set up than a work from office set up considering their health and safety, but the question of where employees are more productive and satisfied was still unanswered.

Workplace flexibility now comes in a variety of forms, including Along with job sharing, variable working hours, and telecommuting, typical part-time work schedules These arrangements differ from place to place. Various countries and reflect the degree of control over working time that an employer or employee enjoys in terms of when work gets done and the number of hours worked (Cole, 2006).

The success of flexible working arrangement (FWA) appears to be governed by the actual. The types of arrangements that have been employed, as well as the types of configurations that have been used in the industry in which they are employed in addition to the work practice's relative flexibility. These variables can be used in the action that is currently being carried out by FWA to achieve a more effective outcome (Stavrou & Kilaniotis, 2010).

There are a lot of factors that affect productivity and satisfaction in a workplace, adapting to the flexible work arrangement doesn't guarantee that

employees will be able to do their job correctly. It varies from the kind of employee specifically in terms of their behavior, attitude, personal preferences, and the nature of the job. This is why businesses or organizations must pay attention to the different kind of factors that affects the employee's work performance. Flexible work arrangement is just one of the ways to satisfy their employees and maintain their work balance, however, there is still a need for the organization to look for solutions that will improve productivity and satisfaction.

Another study from Gašić, D., & Berber, N. (2021) stated that, numerous FWAs were discovered to have beneficial affect employees and firm productivity, and employees' behavior in terms of engagement commitment innovative behavior, satisfaction, etc. Flexible work arrangements, on the other hand, have been found to have negative associations with. Based on those mentioned above, the authors developed a research aim. This research aims to investigate the relations between the usage of FWAs and employees' aspirations for engagement and turnover FWAs, which solidify where, when, and how employees do their jobs, must be acquainted to many managers. Working from home and flexible work schedules have been proven to improve employee health. International human resource management has a unique perspective on FWAs, where employees in global teams, for example, are accustomed to working from home and outside of normal business hours (Gašić, D., & Berber, N. 2021).

Though flexible work arrangement has a lot of positive impact to employee's behavior towards productivity, performance, satisfaction and increased in quality, but the fact cannot be denied that it also has a negative impact when it comes to employee's attendance. Flexible working options are not always allowed and appropriate for everyone, occupations or industries in telecommuting in addition to "flexplace" arrangements, for example, can be disastrous or at the very least a productivity drain if used by employees who are unwilling or unable to put in a full day of Work amid the non-work temptations like television, pleasure reading, house cleaning, etc. of a home setting. Thus, a

flexible working the environment is to be designed in such a way that it should cater to the company needs and practices.

Flexible working arrangements are part of a larger strategy that seeks to promote good and stable health, a gradual return to productive working balance, the harmonization of earning possibilities, and the reduction of family life stress for balancing and effectively cornering relevant excess work energy (Mungania, Waiganjo, & Kihoro, 2016).

Internal flexibility strategies include flexible employment scheduling, functional flexibility, and multi-skilling, while external flexibility strategies include using part-time employees on temporary or fixed-term contracts. Employees may be involved in a large number of cases where functional flexibility is required, a small number of additional tasks closely related to their primary role or alternatively may include employees in practicing a wide range of diverse skills (Kelliher & Desomber, 2005).

Flexible work arrangement also serves as a strategy to organizations in which organizations can reduce the cost in terms of the expenses needed if an employee works in an office arrangement such as the utilities, office supplies and many more. Flexible Work Arrangement provides the employees the freedom to respond in their personal lives' status, take vacation leave, and be improving financially without jeopardizing their employment status. this type of Work the arrangement allows the employees to perform more than one task then they regularly do. By that, they become a functional asset in the organization.

Therefore, it can be presumed that the product may vary with the job design, environment, and psychological state, but on the contrary, it was more than that, productivity is the only means of a measurement of what employees can do, but for us to define the overall productivity we must comprehend what employee wants and needs. Nonetheless, meeting the satisfaction of employees is too challenging to achieve since every person has distinct differences.

Satisfaction is a means to motivate employees where they can be highly active and contented with the company can provide.

Knowing what methodologies in terms of flexible work arrangements to implement in adapting to changes will enable the organization to minimize the risks, sustain operation, and still be competitive. This kind of research will provide the organization with better understanding and factual data that can be used to appropriately address issues and concerns related to employees' productivity and satisfaction arising from the work arrangement scheme. In general, the data that will be gleaned from the research can be used as an input for short or long-term strategic plan to meet the challenges and demands caused by the experienced change.

THE PROBLEM

Statement of the Problem

The study's goal is to determine the factors affecting the employee's productivity and satisfaction concerning work arrangement. The result will serve as the basis for a proposed action plan.

Specifically, this study seeks to answer the following questions:

1. What is the profile of the respondents in terms of:
 - 1.1 Age;
 - 1.2 Gender;
 - 1.3 Civil Status; and
 - 1.4 Length of service
2. What are the factors affecting the employee's productivity and satisfaction with Work from the home arrangement and office arrangement in terms of:
 - 2.1 Implementation of the objectives
 - 2.2 Monitoring the Implementation
 - 2.3 Measuring the result
3. Is there a significant difference between Work from the home arrangement and office arrangement on the factors affecting the respondents' productivity and satisfaction?
4. Based on the result, what action plan may be proposed?

Objectives of the Study

The objectives of the study are the following:

1. To determine the factors affecting the productivity and satisfaction of the employee about work arrangement.
2. To determine if there is a significant difference between Work from the home arrangement and office arrangement on the factors affecting the respondents' productivity and satisfaction
3. To formulate an action plan to resolve employees' issues with productivity and satisfaction related to work arrangements.

Statement of Null Hypothesis

At 0.05 level of significant below is tested:

There is no significance difference between Work from Home Arrangement and Office Arrangement on the Factors Affecting the Respondents' Productivity and Satisfaction during the Covid 19 Pandemic

Significance of the Study

The outcome of the study will be beneficial to the following stakeholders:

Department of Labor and Employment. The result of the study can provide inputs to the Department of Labor and Employment to implement policies and innovative programs that will be both beneficial to the employers and employees.

People Management Association of the Philippines (PMAP). The result of the study may impart factual and vital information that can be adapted to improve the management of employees adapting to Work arrangement.

University of Cebu Lapu-Lapu and Mandaue. The result of this study will serve as a guide in providing the UCLM employees the optimum support.

UCLM Human Resource Department. The development of the study will provide essential details on how to give the employees proper and adequate support and services while engaged in the flexible work arrangement.

The Researchers. The study will allow them to understand the complexities of sustaining productivity and satisfaction when an employee is adapts to change(s) in work arrangements.

Future researchers this study will serve as a guide for further study of similar issues and concerns.

RESEARCH METHODOLOGY

Research Design

This study will utilize the Quantitative descriptive-correlational research design to determine what are the factors affecting the productivity and satisfaction of the employee under the flexible work arrangement.

Below is the schematic diagram of the research flow.

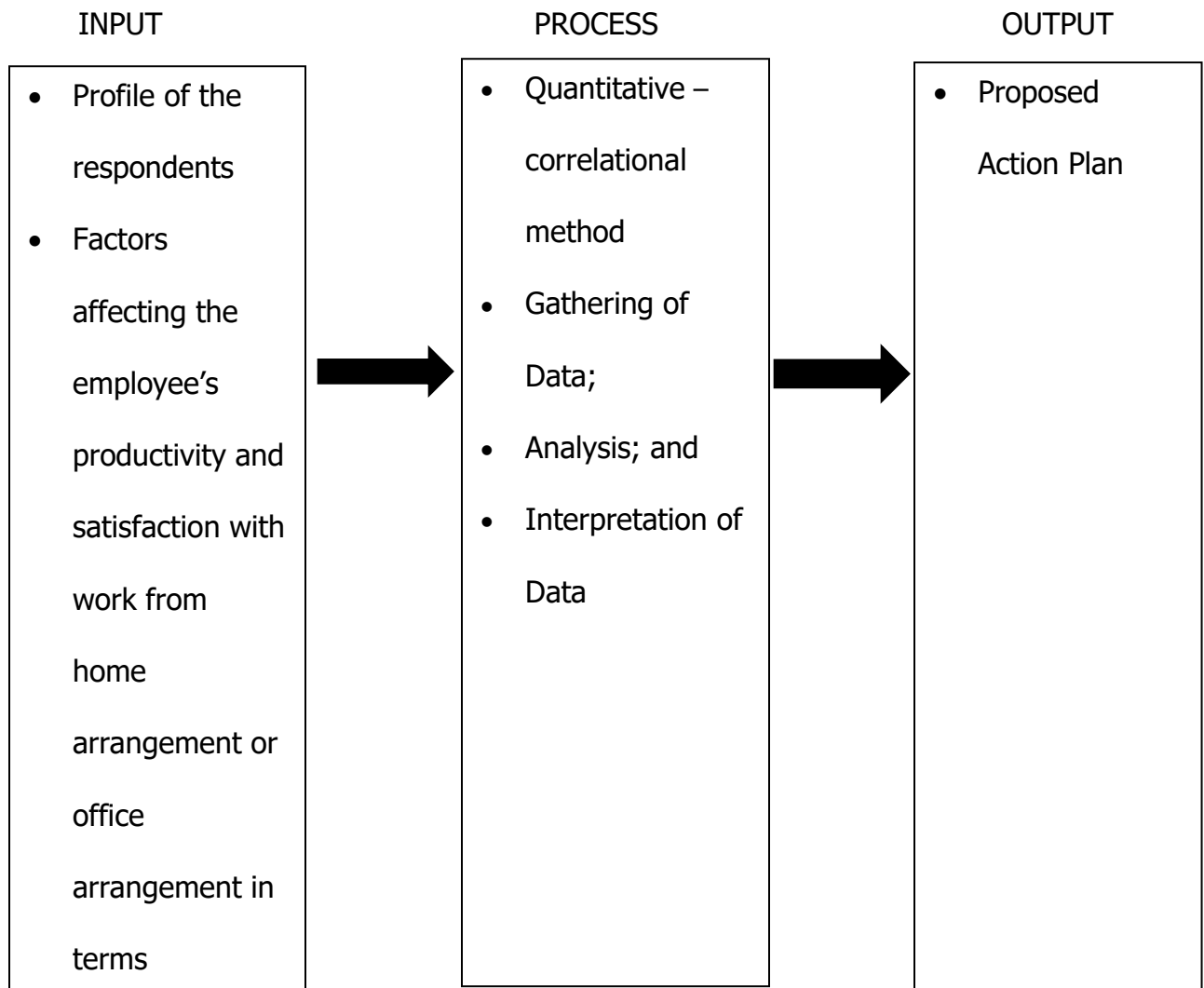


Figure 1: Flow of the Study

Research Environment

This study will be conducted at the University of Cebu Lapu-Lapu and Mandaue (UCLM) campus. It is located at the foot of the old Mactan Bridge that separated Lapu-Lapu and Mandaue. (Appendix A-Location Map).

Research Respondents/Participants

The respondents of this study will be 100 employees (Faculty/Office Staff) of University of Cebu Lapu-Lapu and Mandaue with 50 respondents for each category, the Work from home, and office arrangement.

Research Instruments

The instrument that will be used in this study is a researcher-made questionnaire in Google form (Appendix-B-Questionnaire).

Dry run Procedures

The following steps will be strictly followed when conducting the dry-run of this study:

1. The researchers will formulate a letter of request address to the Campus Director for approval to conduct the dry-run of the survey (Appendix C-Request letter).
2. After the request letter to conduct the dry-run of the research will be approved, the researchers will formulate the research questionnaire and have it validated.

3. Once, validation has been completed and approved, the researchers will make a letter for the selected respondents of the dry-run (Appendix D) and send it through email/messenger along with the questionnaire.
4. Once the data has been gathered from the dry-run, the researchers with the assistance of the statistician will make an analysis and evaluation.
5. If the output is positive, the researchers will ask permission to officially conduct the research, and if not, then the researchers will make the necessary revision and repeat the dry-run

Research Procedures

Gathering of Data

The researchers will send a letter requesting the approval of the UCLM Campus Director to conduct the research (Appendix E). When the request to conduct the research will be granted, the researchers will start distribution of the questionnaires (google forms) to the respondents. The distributed questionnaires will be extensively explained for the respondents to understand the fully nature and the intent of the research. Once all the data had been gathered, the researchers will submit the collated data to the statistician for the treatment.

Data Analysis

The following statistical tools will be used in the study; For the Subproblem no. 1 is the Frequency and simple percentage, subproblem two is the Weighted Mean, and subproblem 3 is the Chi-Square Test of Independence.

Ethical Considerations

In fulfilling the objectives of the study, the researchers will observe the following terms and conditions:

- The start of the research instrument distribution is signaled by the respondent's approval to participate. The respondent must not be subjected to physical, emotional, or psychological harm.
- The respondents' participation in the study will be entirely voluntary, and they have the right to withdraw will no longer be subjected to further convincing in any form. Informed Consent will be strictly observed throughout the study.
- If the respondent establishes or willfully shows a clear sign of no interest in participating and will not provide any statement to withdraw, the researchers will recognize such action as refused to participate, and they will not be subjected to further convincing in any form.
- The researchers will observe the proper manner in approaching the respondents in conducting the study.
- All data that are provided by the respondents and will be gathered in this study will remain confidential, and will be used for the study only, and not to be disclosed in any way.

Trustworthiness of the Research

To establish the reliability and objectivity of the study, the survey will be conducted, and the data collected will undergo standard methods and approaches of interpretation. The gathered data shall be factual and unbiased and supported by the raw data collected from the respondents. The research instrument and the data collated in this study will only be used to determine the factors affecting the productivity and satisfaction of the employees under the flexible work arrangement.

To establish confirmability of the study, the researchers will secure the raw data and other documents needed that will support the analysis. After the treatment, the data will be presented based on facts and the actual result of the

study, the interpretation of data will not be influenced by the researcher's point of view or assumptions.

DEFINITION OF TERMS

The following terms are hereby defined operationally in the context of this study.

Office Arrangement. This refers to the physical set-up in which employees are working in the workplace with the complete facilities and systems.

Productivity. Productivity is not a measure of production or output produced. Measures how well resources are combined and utilized to accomplish specific and desirable results.

Satisfaction. It can be defined as the extent to which employees are happy or content with their jobs and work environment. It measures whether an employee's requirements are met being addressed at work, as well as their general satisfaction with their work experience.

Work Arrangement. Also popularly known as flexible work arrangement refers to as any one of a spectrum of work structures that alters the time and, or a place that works gets done regularly.

Work from Home Arrangement. Can simply be defined as employees working from their homes or any other location of their choice apart from the actual working area.

CHAPTER 2

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presents, analyzes, and interprets data gathered from Work from the home arrangement and office arrangement in the University of Cebu Lapu-Lapu and Mandaue. The data presented is tabular with corresponding analysis and interpretation with their implications.

This chapter contains four parts. The first part shows the tabulation of the profile of the respondents. The second (2nd) part is the tabulation of data on factors affecting the employee's productivity and satisfaction with Work from home arrangement. The third (3rd) part shows the factors affecting the employee's productivity and satisfaction with office arrangement. Lastly, is the tabulation of data in Significant Difference between Work from Home Arrangement and Office Arrangement on the Factors Affecting the Respondents' Productivity and Satisfaction during the Covid 19 Pandemic

Profile of the Respondents

In table 1, age, gender, civil status, length of service, and Work arrangement frequency and percentage were used as a statistical tool to interpret the data gathered.

Table 1
Profile of the Respondents

Indicators	Frequency	Percentage
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A. AGE

• 18-25 years old	35	35.00
• 26-33 years old	36	36.00
• 34-41 years old	13	13.00
• 42-49 years old	6	6.00
• 50 years old and above	10	10.00
• Mean: 2.20		
• Sd: 1.26		

B. GENDER

• Female	56	56.00
• Male	42	42.00
• LGBTQ	2	2.00
• Mean: 1.46		
• Sd: 0.54		

C. CIVIL STATUS

• Single	60	60.00
• Married	39	39.00
• Single Parent	1	1.00
• Mean: 1.42		
• Sd: 0.55		

D. LENGTH OF SERVICE

• Less than a year	9	9.00
• 1 year to 3 years	25	25.00
• 4 to 6 years	28	28.00
• 6 to 8 years	17	17.00
• More than 9 years	21	21.00
• Mean: 3.16		
• Sd: 1.27		

E. WORK ARRANGEMENT

• Report for Work in the office	50	50.00
• Work from Home	50	50.00
• Mean: 1.50		
• Sd: 0.50		

As shown in table 1, under the category of Age, most of the respondents range from 26-33 years old, garnering 36% (36.00), while the least number of respondents ranges from 42-49 years old, garnering 6%. Most of the respondents are females and single. 28% of the respondents serve the University of Cebu Lapu-Lapu and Mandaue for 4-6 years. For the Work from the home and office arrangements, there are 50 respondents for each category.

Factors Affecting the Employee's Productivity and Satisfaction with Work from Home Arrangement

Table 2 shows the data about the factors affecting the employee's productivity and satisfaction with Work from home arrangements. The data below shows the ranking of the indicators with their aggregate mean and interpretation.

Table 2
Factors Affecting the Employee's Productivity and Satisfaction with Work from Home Arrangement

Indicators	Mean	Interpretation	Rank
A. Implementation of Objectives: During the COVID-19 Pandemic			
• I have prioritized the significant goals of my office/department and observed the	2.76	Agree	1

SMART framework.			
• The goal and objectives of the organization are clearly defined and based on the organization-wide plan.	2.72	Agree	2
• My superior discussed with me the departmental goals as the no. 1 priority and delegated the work accordingly	2.72	Agree	2
• The organization ensures that the resources are available	2.60	Agree	3
• The level of implementation of the objectives within my organization have significantly affected my will to be productive.	2.48	Agree	4
Aggregate Mean		2.66	Agree
B. Monitoring the implementation:			
During the COVID-19 Pandemic			
• The organization monitors the actual performance against the planned activities.	2.68	Agree	1
• The organization regularly monitors the progress of the implementation and the overall performance	2.66	Agree	2
• The organization determines if the resources are available, sufficient and appropriately used	2.66	Agree	3
• The organization provides continuous support.	2.64	Agree	4
• The organization's monitoring information is collected in a planned,	2.54	Agree	5

organized, and the routine way such as
daily, monthly or quarterly

Aggregate Mean 2.64 Agree

**C. Measuring the result: During the
COVID-19 Pandemic**

- | | | | |
|--|------|-------|---|
| • The organization provides feedback | 2.66 | Agree | 1 |
| • The organization takes immediate
correction and corrective action plan for
any deviation from the desired goals. | 2.66 | Agree | 1 |
| • The organization evaluates the
outcome/result against the key
performance indicators of the plan | 2.64 | Agree | 2 |
| • The organization has a continuous and
systematic assessment and evaluation
of results | 2.60 | Agree | 3 |
| • The organization regularly reviews the
performance | 2.56 | Agree | 4 |

Aggregate Mean 2.62 Agree

With the given indicators of the factors affecting the employee's productivity and satisfaction the highest aggregate mean is 2.66, which is the implementation of objectives during the Covid 19 pandemic and having the interpretation of *Agree*, which corresponds that the institution implements the goals well and is positive in not affecting the employee's productivity and satisfaction in a work from home arrangement. While the lowest aggregate mean is 2.62, which is the Measuring the result during the Covid 19 Pandemic with an interpretation of *Agree*.

This data reveals that the management technique for organizing the workplace using the flexible work arrangement, in which is the work from home

optimizes the human resources as stated in the Flexible Firm Model. As the institution adapts to the work from home arrangement, the data above shows that employees agree in the indicators given and does not affect their works productivity and satisfaction are given the flexible work from home arrangement and conforms to the theory that maintaining organizational resilience is flexibility.

The concept of two-factor theory also supports the data interpretation above, in which two factors are affecting the employee's productivity and satisfaction, motivation, and hygiene factors, which includes the company policies and administration, relationship with the supervisors, interpersonal relations, and working conditions. These conditions were reflected in the indicators and having it interpreted as *Agree*, which corresponds that the respondents are optimistic and the factors listed does not affect their work performance.

Factors Affecting the Employee's Productivity and Satisfaction with Office Arrangement

Table 3 shows the data about the factors affecting the employee's productivity and satisfaction with office arrangements. The data below shows the ranking of the indicators with their aggregate mean and interpretation.

Table 3

Factors Affecting the Employee's Productivity and Satisfaction with Office Arrangement

Indicators	Mean	Interpretation	Rank
A. Implementation of Objectives: During the COVID-19 Pandemic			
<ul style="list-style-type: none"> My superior discussed with me the departmental goals as the no. 1 priority and delegated the work accordingly 	2.76	Agree	1

• I have prioritized the significant goals of my office/department and observed the SMART framework.	2.62	Agree	2
• The organization ensures that the resources are available	2.62	Agree	2
• The goal and objectives of the organization are clearly defined and based on the organization-wide plan.	2.54	Agree	3
• The level of implementation of the objectives within my organization have significantly affected my will to be productive.	2.46	Agree	4
Aggregate Mean		Agree	
		2.60	

**B. Monitoring the implementation:
During the COVID-19 Pandemic**

• The organization monitors the actual performance against the planned activities.	2.64	Agree	1
• The organization determines if the resources are available, sufficient and appropriately used	2.58	Agree	2
• The organization regularly monitors the progress of the implementation and the overall performance	2.56	Agree	3
• The organization's monitoring information is collected in a planned, organized, and the routine way such as daily, monthly or quarterly	2.46	Agree	4

• The organization provides continuous support.	2.44	Agree	5
Aggregate Mean	2.54	Agree	
C. Measuring the result: During the COVID-19 Pandemic			
• The organization has a continuous and systematic assessment and evaluation of results	2.64	Agree	1
• The organization takes immediate correction and corrective action plan for any deviation from the desired goals.	2.62	Agree	2
• The organization provides feedback	2.56	Agree	3
• The organization evaluates the outcome/result against the key performance indicators of the plan	2.56	Agree	3
• The organization regularly reviews the performance	2.44	Agree	4
Aggregate Mean	2.56	Agree	

The highest aggregate mean is 2.60, which is the implementation of objectives during the Covid 19 pandemic with an interpretation of *Agree*, which corresponds that the institution implements the objectives well and is positive in not affect the employee's productivity and satisfaction in a work from home work arrangement. While the lowest aggregate mean is 2.54, which is the Monitoring the implementation during the Covid 19 Pandemic.

The data unfolds that the Job Characteristic Model by Hackman and Lawler correlates to the interpretation above, in which the theory implies that the five core characteristics affect the outcomes of employee's motivation, satisfaction and performance. Through this model, the indicators which focus on the implementation, monitoring and measuring contributes to the employee's job satisfaction and high-quality version.

The idea of Job characteristic model also reinforces the results above, in which they Agree that the institution has given importance task significance, autonomy, feedback, and variety of skills.

Significant Difference between Work from Home Arrangement and Office Arrangement on the Factors Affecting the Respondents' Productivity and Satisfaction during the Covid 19 Pandemic

This part uncovers the result of the test of the significant difference between Work from Home Arrangement and Office Arrangement on the Factors Affecting the Respondents' Productivity and Satisfaction during the Covid 19 Pandemic.

Table 4
Significant Difference between Work from Home Arrangement and Office Arrangement on the Factors Affecting the Respondents' Productivity and Satisfaction during the Covid 19 Pandemic

Indicators	df	t- Statisti cs	t- Critica l	p- Valu e	Decision on Ho	Interpret ation
A. Implementation of Objectives	98	0.625	1.984	0.709	Ho Accepted	Not Significant
B. Monitoring the	98	0.651	1.984	0.422	Ho	Not

implementation					Accepted	Significant
C. Measuring the	98	0.582	1.984	0.871	Ho	Not
result					Accepted	Significant

Based on the statistics above mention, the result of the interpretation shows that there is no significant difference between work from home and work in the office arrangement. It means that the factors presented doesn't affect the productivity of the employees hence it shows that the institution has good management and provide progress in the overall performance of the employees.

It relatively connects to the theory of Maslow's Hierarchy of Needs Theory, that the satisfaction and productivity of the employees can only be achieve through the motivation to fulfill their needs from psychological needs, safety needs, interpersonal needs, self-esteem needs, and self-actualization. The institution provides and meets the employees' needs and satisfaction that resulted to the data above that, there is no significant difference between Work from Home Arrangement and Office Arrangement on the Factors Affecting the Respondents' Productivity and Satisfaction during the Covid 19 Pandemic.

CHAPTER 3

SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary, findings, conclusions, and recommendations of the study. The aim here is to provide a consolidated and cohesive outline of the Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction with Work Arrangement.

Summary

The study's goal is to determine the factors affecting the employee's productivity and satisfaction about work arrangement. The result will serve as the basis for a proposed action plan.

Specifically, this study seeks to answer the following questions:

1. What is the profile of the respondents in terms of:
 - 1.1 Age;
 - 1.2 Gender;
 - 1.3 Civil Status; and
 - 1.4 Length of service
2. What are the factors affecting the employee's productivity and satisfaction with work from the home arrangement and office arrangement in terms of:
 - 2.1 Implementation of the objectives
 - 2.2 Monitoring the Implementation

2.3 Measuring the result

3. Is there a significant difference between work from home arrangement and office arrangement on the factors affecting the respondents' productivity and satisfaction?

This study applied the descriptive–correlational method, specifically the survey method with the use of researcher-made questionnaire was utilized in the gathering of data for the Work Arrangement: A Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction.

The researcher sought the approval of the Campus Director to conduct the survey. When the request was granted, the researcher used Google Form to disseminate the questionnaires among the respondents. The accomplished questionnaires were collected, and the results were tallied, tabulated, and statistically treated.

FINDINGS

The following are the findings of the study:

1. For the profile of the respondents, the findings revealed the ranges of the age who responded is 26-33 years old; most of the respondents are females and single. The respondents are divided by 50 participants by each category of the work arrangement, which is the work from home and office arrangement.
2. The findings revealed the factors affecting the employee's productivity and satisfaction about their work arrangement, in which in work from home set up shows the least aggregate mean, which is the measuring of results which correspond that in work from home arrangement measuring the results ranks last and needs improvement in planning and applying on how the institution will measure the progress. Compared with office arrangement it reveals the monitoring of the implementation have the least aggregate means among the factors. This corresponds those

employees find the monitoring of the institution in need of attention and improvement. Work from home and office arrangements have different the least aggregate means of the indicators given.

3. The findings revealed that there is no significant difference between Work from Home Arrangement and Office Arrangement on the Factors Affecting the Respondents' Productivity and Satisfaction during the Covid 19 Pandemic. The factors listed which the employees responded a positive result in data gathering shows that it does not affect their productivity and satisfaction was it only varies on their ranking of aggregate mean point the system, which offers the different order of the indicators of work from home and office arrangement.

Conclusion

It can be concluded that, the factors affecting and having the least the aggregate mean of the employee's productivity and satisfaction in work from the home arrangement is the measuring of the results while in an office arrangement is monitoring the implementation. Upon determining the factors affecting employee's productivity and satisfaction during Covid 19 Pandemic it revealed having no significant difference and doesn't affect the productivity and fulfillment of the employees whether it is work from home or in office arrangement. Hence, there is a difference in how it was ranked based on the data gathered on which factors have the most outstanding value in the indicators provided. Recognizing the productivity and satisfaction of the employees is a chance to the management that will give the employees proper and adequate support and services while engaged in flexible work arrangements.

Recommendations

Anchored on the conclusions mention above, the following recommendations are offered:

1. For future researchers to conduct a study on the following:
 - 1.1 Constructive Monitoring System in an Office Arrangement
 - 1.2 Systematic Assessment and Evaluation of result in a Work from Home Arrangement.
2. To enhance how the institution measures the result of the employees who are in work from home arrangement.
3. To enhance the institutions monitoring methods and systems.
4. To adopt the proposed output

PROPOSED OUTPUT

Based on the result of this study, the following are the proposed output:

1. The organization must enhance the methods and procedures in measuring the implementation of work from home arrangement during the COVID 19 pandemic. The organization needs prompt feedback and immediate corrective action and must have a clear standard in evaluating the assessment of the employee's performance.
2. In the monitoring the implementation of the office arrangement the institution must provide continuous support towards to their employees. Enhancement in terms of strict monitoring of progress to oversee the employee's overall performance.
3. The institution must enhance and adapt ways in securing employees' productivity and satisfaction whether in work from home arrangement or in an office arrangement.
4. The organization must secure that the employees are hands on or engaged and involved in every implementation, monitoring and measuring of the results.

INTERVENTION PLAN

RESEARCH TITLE:

WORK ARRANGEMENT: THE FACTORS AFFECTING THE EMPLOYEE'S PRODUCTIVITY AND SATISFACTION

Objectives:

For the institution to know what factors that needs focus and attention to continuously contribute to employee's productivity and satisfaction despite the type of work arrangement.

WORK ARRANGEMENT	INDICATORS <i>(having least aggregate mean based on the result)</i>	POSSIBLE INTERVENTION	PERSON(S) RESPONSIBLE
O F F I C E A R R A N G E M E N T	<i>Monitoring the implementation: During the COVID-19 Pandemic</i> <ul style="list-style-type: none"> The organization monitors the actual performance against the planned 	<ul style="list-style-type: none"> To enhance the institutions monitoring methods and systems. In monitoring of the implementation on the office arrangement the 	<ul style="list-style-type: none"> The University of Cebu Lapu-Lapu and Mandaue Stakeholders The University of Cebu Lapu-Lapu and Mandaue - <i>Human Resource Department</i>

G E M E N T	<p>activities.</p> <ul style="list-style-type: none"> • The organization determines if the resources are available, sufficient and appropriately used. • The organization regularly monitors the progress of the implementation and the overall performance. • The organization's Monitoring information is collected in a planned, organized, and routine way such as daily, monthly or 	<p>institution must provide continuous support towards to their employees.</p> <ul style="list-style-type: none"> • Enhancement in terms of strict monitoring of progress to oversee the employee's overall performance. 	
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	<p>quarterly.</p> <ul style="list-style-type: none"> • The organization provides continuous support. 		
<p>W O R K F R O M H O M E</p>	<p><i>Measuring the result: During the COVID-19 Pandemic</i></p> <ul style="list-style-type: none"> • The organization provides feedback. • The organization takes immediate correction and corrective action plan for any deviation from the desired 	<ul style="list-style-type: none"> • To enhance the ways of how the institution measures the result of the employees who are in a work from home arrangement. • The organization needs a prompt feedback and immediate corrective 	<ul style="list-style-type: none"> • The University of Cebu Lapu-Lapu and Mandaue Stakeholders • The University of Cebu Lapu-Lapu and Mandaue - <i>Human Resource Department</i>

	<p>goals.</p> <ul style="list-style-type: none"> • The organization evaluates the outcome/result against the key performance indicators of the plan. • The organization has a continuous and systematic assessment and evaluation of results. • The organization regularly reviews the performance. 	<p>action</p> <ul style="list-style-type: none"> • Provide set of standards in evaluating the assessment of the employee's performance. 	
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APPENDICES

APPENDICES **APPENDIX A**

November 03, 2021

Dr. Anna Liza B. Son
Campus Academic Director
University of Cebu Lapu-Lapu and Mandaue

Thru: Dr. Ily E. Abella
Dean, College of Business and Accountancy

*Referred to HR for comments.
please attach questionnaire.*

21 11/3/2021

Dear Dr. Son,

Good day!

The undersigned is currently enrolled as fourth-year student of the College of Business and Accountancy program of University of Cebu Lapu-Lapu and Mandaue, taking up Bachelor of Science in Business Administration major in Human Resource Development Management. In partial fulfillment of the requirements for the subject BA 410 - Business Research, we are required to accomplish research on topic related to relevant issues in Human Resource Development Management.


In this regard, we humbly ask permission from your good office to conduct a research study entitled "Work Arrangement: A Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction" to University of Cebu Lapu-Lapu and Mandaue employees (faculty and office staff).

Rest assured that the gathered data will be kept strictly confidential.

Hoping for your positive response.

- I am ok with this


Respectfully yours,


NICOLE PAULA A. OMALE
Lead Researcher

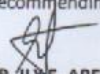
ok 11/4/21

*total Non-teaching - 112
Teaching - 217*


Noted by:


DR. MARLON F. MONTECILLO
Research Adviser

Recommending Approval


DR. ILY E. ABELLA
Dean, College of Business and Accountancy

Approved by:


Dr. Anna Liza B. Son
Campus Academic Director

APPENDIX B

SURVEY QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

Good day! We, the undergraduate students from the University of Cebu Lapu-Lapu and Mandaue, in partial compliance with the course Business Research, are conducting a study entitled "Work Arrangement: A Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction" in the University of Cebu Lapu-Lapu and Mandaue employees (office staff and faculty).

In line with this, we would like to invite you to take part in our study by filling out the survey form below. It will only take five to ten (5-10) minutes to complete the survey. Your responses to the questions will be treated with the utmost confidentiality and at no time will your actual identity be revealed.

This information is provided in compliance with the Philippine Republic Act No. 10173, also known as, the Data Privacy Act of 2012 (DPA) and its Implementing Rules and Regulations (DPA-IRR). This sets out our protection practices designed to safeguard the personal information of individuals it deals with, and also to inform such individuals of their rights under the Act. The information that will be gleaned from this questionnaire will only be used to achieve the intended goal of the study. Personal data shall only be disclosed for authorized recipients.

By answering this survey instrument, you signify consent to the collection, generation, use, processing, storage, and retention of your personal data in accordance to the purpose(s) of the researchers. Thank you very much.

Part 1:

Instruction: Select your answer to the survey

Age

Choose from the age range given below.

- 1- 18-25 years old
- 2- 26-33 years old
- 3- 34-41 years old
- 4- 42-49 years old
- 5- 50 years old and above

Gender

Choose from the given number below your corresponding answer

- 1- Female
- 2- Male

3- Rather not say
Civil status Choose from the given number that best corresponds to your status 1- Single 2- Married 3- Widowed 4- Single parent 5- Separated/Annulled
Length of Service Choose from the given number that best corresponds your answer 1- Less than a year 2- 1 year to 3 years 3- 4 years to 6 years 4- 6 years to 8 years 5- More than 9 years
Part 2 Choose from the given number that best corresponds your answer 1- Report for work in the office full time 2- Full time work from home

Instruction: Please select the appropriate number of your desired level of satisfaction, in which (1) Disagree - if you disagree to the statement given below and have different view/opinion. (2) Neutral - if you have neither a positive nor a negative response towards the given statement below. (3) Agree - if you agree to the statement given below and concur the same opinion/view.	SCALE		
	1	2	3
Implementation of Objectives: During the COVID-19 Pandemic 1. The goal and objectives of the organization are clearly defined and are based on the organization-wide plan.			
2. The level of implementation of the objectives within my organization has greatly affected my will to be productive.			

3. I have prioritized the major goals of my office/department and observes the SMART framework.			
4. My superior discussed with me the departmental goals as no. 1 and delegate the work accordingly			
5. The organization ensures that the resources are available			
<i>Monitoring the implementation: During the COVID-19 Pandemic</i>			
1. The organization regularly monitors the progress of the implementation and the overall performance			
2. The organization provides continuous support.			
3. The organization monitors the actual performance against what was planned			
4. The organization determines if the resources are available, sufficient and are appropriately used			
5. The organizations Monitoring information is collected in a planned, organized, and routine way such as daily, monthly or quarterly			
<i>Measuring the result: During the COVID-19 Pandemic</i>			
1. The organization have a continuous and systematic assessment and evaluation of results			
2. The organization regularly reviews the performance			
3. The organization provides feedback			
4. The organizations evaluate the outcome/result against the key performance indicators of the plan			
5. The organization takes immediate correction and corrective action plan for any deviation from the desired goals.			

APPENDIX C

Pilot Testing Results using SPSS Software

RELIABILITY /VARIABLES=i1 i2 i3 i4 i5 m1 m2 m3 m4 m5 m11 m22 m33 m44 m55
/SCALE('ALL VARIABLES') ALL /MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE /SUMMARY=TOTAL.

**Reliability
Scale: ALL
VARIABLES
Case Processing
Summary**

	Item Statistics		
	Mean	Std. Deviation	N
i1	2.6000	.63246	15
i2	2.6000	.63246	15
i3	2.6000	.50709	15
i4	2.4667	.63994	15
i5	2.2000	.67612	15
m1	2.4667	.63994	15
m2	2.4667	.74322	15
m3	2.5333	.51640	15
m4	2.3333	.61721	15
m5	2.2667	.70373	15
m11	2.3333	.72375	15
m22	2.4667	.63994	15
m33	2.5333	.63994	15
m44	2.1333	.74322	15
m55	2.3333	.61721	15

	Item-Total Statistics				
	Scale Item Deleted	Mean if Item Deleted	Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
i1	33.7333		34.638	.296	.893
i2	33.7333		36.924	-.011	.905
i3	33.7333		34.638	.393	.889
i4	33.8667		31.838	.691	.878
i5	34.1333		31.552	.688	.877
m1	33.8667		32.410	.606	.881
m2	33.8667		31.695	.596	.881
m3	33.8000		34.457	.415	.888
m4	34.0000		33.000	.544	.884
m5	34.0667		30.210	.845	.870
m11	34.0000		29.857	.867	.868
m22	33.8667		33.267	.483	.886
m33	33.8000		32.029	.663	.879
m44	34.2000		29.743	.856	.869
m55	34.0000		34.143	.376	.890
		N	%		

Cases	Valid	15	100.0
	Excluded ^a	0	.0
	Total	15	100.0

Reliability Statistics

Cronbach's	N of Items
Alpha	15
	.890

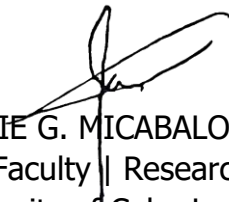
Cronbach's Alpha = 0.890 (Highly Reliable)

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
36.3333	37.238	6.10230	15

Prepared by:




 KINGIE G. MICABALO, CMITAP, D.B.A.
 CBA Faculty | Research & SIPP Coordinator
 University of Cebu Lapu-lapu and Mandaue

Mobile #: 0931-124-8860

Researcher ID: <https://orcid.org/0000-0003-4179-2086>

APPENDIX D

Statistical Results using SPSS Software

FREQUENCIES VARIABLES=age gender civil_status length_service
work_arrangement /STATISTICS=STDDEV MEAN /ORDER=ANALYSIS.

Frequencies

Statistics

		age	gender	civil_status	length_service	work_arrangement
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Mean		2.2000	1.4600	1.4200	3.1600	1.5000
Std. Deviation		1.26331	.53973	.55377	1.26906	.50252

Frequency Table

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years old	35	35.0	35.0	35.0
	26-33 years old	36	36.0	36.0	71.0
	34-41 years old	13	13.0	13.0	84.0
	42-49 years old	6	6.0	6.0	90.0
	50 years old and above	10	10.0	10.0	100.0
	Total	100	100.0	gender	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	56	56.0	56.0	56.0
	Male	42	42.0	42.0	98.0
	LGBT	2	2.0	2.0	100.0
	Total	100	100.0	100.0	

		civil_status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	60	60.0	60.0	60.0
	Married	39	39.0	39.0	99.0
	Single Parent	1	1.0	1.0	100.0
	Total	100	100.0	100.0	length_service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	9	9.0	9.0	9.0
	1 year to 3 years	25	25.0	25.0	34.0
	4 to 6 years	28	28.0	28.0	62.0
	6 to 8 years	17	17.0	17.0	79.0
	More than 9 years	21	21.0	21.0	100.0
	Total	100	100.0	100.0	

work_arrangement

Frequency	Percent	Valid Percent	Cumulative Percent
-----------	---------	---------------	--------------------

	Report for work in the office	50	50.0	50.0	50.0
Valid	Work from Home	50	50.0	50.0	100.0
	Total	100	100.0	100.0	

```
DESCRIPTIVES VARIABLES=wfhi1 wfhi2 wfhi3 wfhi4 wfhi5 wfhm1 wfhm2 wfhm3
wfhm4 wfhm5 wfhm11 wfhm22 wfhm33 wfhm44 wfhm55 i1 i2 i3 i4 i5 m1 m2 m3
m4 m5 m11 m22 m33 m44 m55 /STATISTICS=MEAN STDDEV MIN MAX.
```

Descriptives

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
i1	50	1.00	3.00	2.7200	.57286
i2	50	1.00	3.00	2.4800	.73512
i3	50	1.00	3.00	2.7600	.55549
i4	50	1.00	3.00	2.7200	.53605
i5	50	1.00	3.00	2.6000	.60609
m1	50	1.00	3.00	2.6600	.55733
m2	50	1.00	3.00	2.6400	.63116
m3	50	1.00	3.00	2.6800	.55107
m4	50	1.00	3.00	2.6600	.55733
m5	50	1.00	3.00	2.5400	.61312
m11	50	1.00	3.00	2.6000	.63888
m22	50	1.00	3.00	2.5600	.64397
m33	50	1.00	3.00	2.6600	.59281
m44	50	1.00	3.00	2.6400	.56279
m55	50	1.00	3.00	2.6600	.59281
i1	50	1.00	3.00	2.6200	.56749
i2	50	1.00	3.00	2.5400	.61312
i3	50	1.00	3.00	2.7600	.51745
i4	50	1.00	3.00	2.6200	.60238
i5	50	1.00	3.00	2.4600	.61312
m1	50	1.00	3.00	2.6400	.59796
m2	50	1.00	3.00	2.5600	.61146
m3	50	1.00	3.00	2.5800	.60911
m4	50	1.00	3.00	2.4400	.67491
m5	50	1.00	3.00	2.4600	.67643
m11	50	1.00	3.00	2.5600	.64397
m22	50	2.00	3.00	2.6200	.49031
m33	50	1.00	3.00	2.5600	.64397
m44	50	1.00	3.00	2.6400	.56279
m55	50	1.00	3.00	2.4400	.64397

Valid N (listwise) 50

```
T-TEST GROUPS=groupings(1 2)
/MISSING=ANALYSIS
/VARIABLES=wfh_Implementation
/CRITERIA=CI(.95).
```

T-Test

Group Statistics				
groupings	N	Mean	Std. Deviation	Std. Error Mean

	1.00	50	2.6560	.46430	.06566	wfh_Implementation		
	2.00			50	2.6000	.43142		.06101

Independent Samples Test

	Levene's Test for Equality of Variances	F	Sig.	t-test for Equality of Means	t	df
wfh_Implementation	Equal variances assumed	.140	.709	.625		98
	Equal variances not assumed			.625		97.476

Independent Samples Test

	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Equal variances assumed	.534	.05600	.08963
Equal variances not assumed		.534	.05600

Independent Samples Test

	Lower	Upper
Equal variances assumed	-.12187	.23387
Equal variances not assumed		-.12188

T-TEST GROUPS=groupings(1 2)
 /MISSING=ANALYSIS
 /VARIABLES=wfh_Monitoring
 /CRITERIA=CI(.95).

T-Test

Group Statistics

	groupings	N	Mean	Std. Deviation	Std. Error Mean
wfh_Monitoring	1.00	50	2.6360	.48097	.06802
	2.00	50	2.5360	.54277	.07676

Independent Samples Test

	Levene's Test for Equality of Variances	F	Sig.	t-test for Equality of Means	t	df
wfh_Monitoring	Equal variances assumed	.651	.422	.975		98
	Equal variances not assumed	.975		96.602		

Independent Samples Test

	Sig. (2-tailed)	Mean Difference	Std. Error Difference
wfh_Monitoring	Equal variances assumed	.332	.10000
	Equal variances not assumed	.332	.10000

Independent Samples Test

	Lower	Upper
wfh_Monitoring	Equal variances assumed	-.10353
	Equal variances not assumed	-.10356

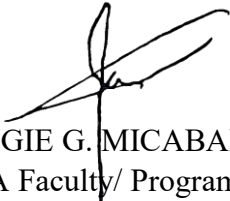
T-TEST GROUPS=groupings(1 2)
 /MISSING=ANALYSIS
 /VARIABLES=wfh_Measuring
 /CRITERIA=CI(.95).

T-Test

Group Statistics							
	groupings	N	Mean	Std. Deviation	Std. Error Mean		
wfh_Measuring	1.00	50	2.6240	.53091	.07508		
	2.00	50	2.5640	.49929	.07061		
Independent Samples Test							
				Levene's Test for Equality of Variances		t-test for Equality of Means	
				F	Sig.	t	df
wfh_Measuring							
		Equal variances assumed	.026	.871	.582	98	Equal variances not assumed
			.582	97.633	assumed		
Independent Samples Test							
				t-test for Equality of Means			
				Sig. (2-tailed)	Mean Difference	Std. Error Difference	
wfh_Measuring	Equal variances assumed				.562	.06000	.10307
	Equal variances not assumed				.562	.06000	.10307
Independent Samples Test							
				t-test for Equality of Means			
				95% Confidence Interval of the Difference			
				Lower		Upper	
		Equal variances assumed	-.14454	.26454	wfh_Measuring		
		Equal variances not assumed			-.14454	.26454	

Prepared by:



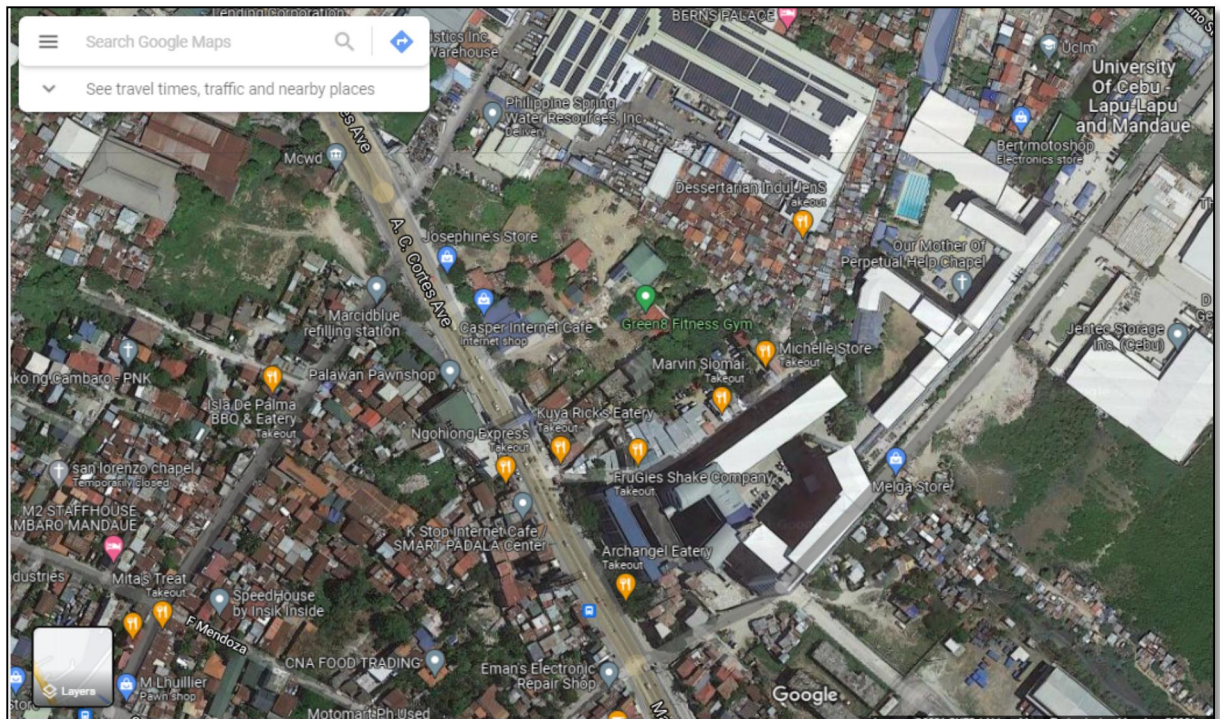

 KINGIE G. MICABALO, CMITAP, D.B.A.
 CBA Faculty/ Program Research Coordinator
 University of Cebu Lapu-lapu and Mandaue
 Mobile #: 0931-124-8860
 Researcher ID: <https://orcid.org/0000-0003-4179-2086>

APPENDIX E

GRAMMARLY RESULT

APPENDIX F

LOCATION MAP



Location Map of University of Cebu Lapu-Lapu and Mandaue.

APPENDIX G
STANDARD FORM 10
ADVISER'S ACCEPTANCE

September 15, 2021

Dr. Marlon F. Montecillo
BSBA Chairperson
University of Cebu Lapu-Lapu and Mandaue

Dear Dr. Montecillo,

Greetings!


In partial fulfillment of the requirements for the subject BA 410 (Business Research) the students who are officially enrolled this 1st Semester of School Year 2021-2022 are required to accomplish a thesis on topics related to the pressing and relevant issues in the field of Human Resource Development Management.

In view of the foregoing, this is to humbly request your service and expertise to serve as the adviser of the following students listed hereunder. Details are as follows:

Approved Thesis Title:	"Work Arrangement: A Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction"
Members of the Group:	1. Nicole Paula A. Omale 2. Mary Grace Oriño 3. Lorejoy Ibale 4. Kimberly Tablada

The Academic Council of the College of Business and Accountancy of this University firmly believes in your knowledge and skills in research and that these will be instrumental to the success of the research endeavors of our students. For the confirmation of your feedback, please fill-out the form at the back portion of this letter.

Thank you for the time that you have accorded to this correspondence and your affirmation to this humble request is greatly appreciated.

Yours in  serving the academic community,

MR. EDWIN COMPRA

Research Instructor

Endorsed by:

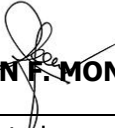



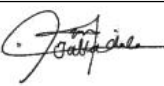

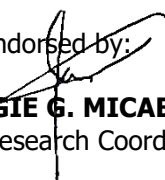

DR. KINGIE G MICABALO

Program Research Coordinator

Recommending Approval:

DR. ILY ABELLA

Dean, College of Business and Accountancy

RESEARCH ADVISER CONFIRMATION SLIP			
Approved Thesis Title: "Work Arrangement: A Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction"		Members of the Group: 1. Nicole Paula Omale 2. Mary Grace Oriño 3. Lorejoy Ibale 4. Kimberly Tablada	
Confirmation: Please check the box that corresponds to your answer.		Reasons/Remarks:	
Accept <input type="checkbox"/>	Don't Accept <input type="checkbox"/>		
 DR. MARLON F. MONTECILLO Signature over printed name of the Adviser (please indicate the date)		Conforme:	Signatures
		1. Nicole Paula Omale	
		2. Mary Grace Oriño	
		3. Lorejoy Ibale	
		4. Kimberly Tablada	
<p>Noted by: </p> <p>MR. EDWIN COMPRA Research Instructor</p>		<p>Endorsed by: </p> <p>DR. KINGIE G. MICABALO Program Research Coordinator</p>	
<p>Recommending Approval: </p>			

DR. ILY ABELLA
Dean, College of Business and Accountancy

APPENDIX H
STANDARD FORM 11
STATISTICIAN/CONTENT EXPERT'S ACCEPTANCE

September 15, 2021

Dr. Kingie G. Micabalo
Program Research Coordinator
University of Cebu Lapu-Lapu and Mandaue

Dear Dr. Micabalo,
Greetings!

In partial fulfillment of the requirements for the subject BA 410 (Business Research), the students who are officially enrolled this 1st Semester of School Year 2021-2022 are required to accomplish a thesis on topics related to the pressing and relevant issues in the field of Human Resource Development Management.

In view of the foregoing, this is to humbly request your service and expertise to serve as the statistician/content expert of the following students listed hereunder. Details are as follows:

Approved Thesis Title:	"Work Arrangement: A Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction"
Members of the Group:	1. Nicole Paula A. Omale 2. Mary Grace Oriño 3. Lorejoy Ibale 4. Kimberly Tablada.

The Academic Council of the College of Business and Accountancy of this University firmly believes in your knowledge and skills in research and that these will be instrumental to the success of the research endeavors of our students. For the confirmation of your feedback, please fill-out the form at the back portion of this letter.

Thank you for the time that you have accorded to this correspondence and your affirmation to this humble request is greatly appreciated.

Yours in serving the academic community,



MR. EDWIN COMPRA

Research Instructor

Endorsed by:





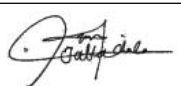

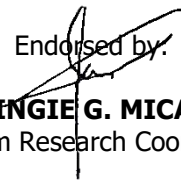

DR. KINGIE G MICABALO

Program Research Coordinator

Recommending Approval:

DR. ILY ABELLA

Dean, College of Business and Accountancy

STATISTICIAN/CONTENT EXPERT'S CONFIRMATION SLIP			
Approved Thesis Title: "Work Arrangement: A Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction"		Members of the Group: 1. Nicole Paula Omale 2. Mary Grace Oriño 3. Lorejoy Ibale 4. Kimberly Tablada	
Confirmation: Please check the box that corresponds to your answer.		Reasons/Remarks:	
Accept <input type="checkbox"/>	Don't Accept <input type="checkbox"/>		
 DR. MARLON MONTECILLO _____ Signature over printed name of the Adviser (please indicate the date)		Conforme:	Signatures
		1. Nicole Paula Omale	
		2. Mary Grace Oriño	
		3. Lorejoy Ibale	
		4. Kimberly Tablada	
<p>Noted by: </p> <p>MR. EDWIN COMPRA Research Instructor</p>		<p>Endorsed by: </p> <p>DR. KINGIE G. MICABALO Program Research Coordinator</p>	
<p>Recommending Approval: </p>			

DR. ILY ABELLA
Dean, College of Business and Accountancy

APPENDIX I
STANDARD FORM - 1S
TITLE APPROVAL FOR STUDENT RESEARCHES

September 15, 2021

To the Academic Council

College of Business and Accountancy

Dear **Academic Council**:

This is to submit to your office five (5) thesis titles prioritized from 1 to 5 on the basis of our preference. Kindly check the appropriate box for the title you favor the most. You may cite the reason(s) for your preference on the box provided for the purpose.

Research Coordinator (Please check your preferred title. You may check more than 1)	Dean (Please check your preferred title. You may check more than 1)	Proposed Research Title
		1. Administration of Human Management: Perceived effect to the job performance
		2. Performance Evaluation in a Work from home set-up
/	/	3. "Work Arrangement: A Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction"
		4. Employees' motivation in work from home set-up
		5. Management Support System: Its influence to the employee

Reason(s) for the preference:

The reason of choosing these research titles especially the first one is first it is relevant to our chosen field as an HRDM students. Second, we want to contribute through doing these researches in our university. Third, we also want to learn on how Human Resource Management really affect and applied in real time situation.

For and on behalf of the group,

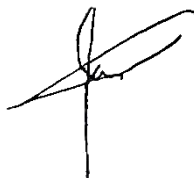
NICOLE PAULA A. OMALE

Lead Researcher

Endorsed By:

MR. EDWIN COMPRA

Research Instructor



Recommending Approval:

DR. KINGIE G. MICABALO

College Research Coordinator

Approved By:

DR. ILY ABELLA

Dean, College of Business and Accountancy

APPENDIX J

STANDARD FORM 12

VALIDATION SHEET FOR RESEARCHER-MADE INSTRUMENT

Name of Evaluator/Validator : **Dr. Kingie Micabalo**
Highest Educational Attainment : **Doctorate Degree**
Number of Years in Teaching : **4 Years**
No. of Years of Industry Experience : **4 Years**
Name of the Tool/Instrument : **Researcher-made questionnaire in Google form**

To the Validator: *Please check the appropriate box for your validation using the points of equivalent below.*

Points of equivalent:

4 - Very Good

3 – Good

2 - Fair

1 - Poor

CRITERIA / INDICATORS	1	2	3	4
1. CLARITY OF DIRECTIONS AND ITEMS – The vocabulary level, language structure and conceptual level of the questions suit to the level of respondents. The directions and items are written in clear and understandable manner.				/
2. PRESENTATION AND ORGANIZATION OF ITEMS – The items are presented and organized in a logical manner.				/
3. SUITABILITY OF ITEMS - The items appropriately represent the substance of the research. The questions are designed to determine the condition, properties and				/

attitudes that are supposed to be measured.				
4. ADEQUATENESS OF ITEMS PER CATEGORY – The items represent the coverage of the research adequately. The number of questions per area category is represented enough of all the questions for the research.				/
5. ATTAINMENT OF PURPOSE – The instrument as a whole fulfils the objectives for which it was constructed.				/
6. OBJECTIVITY - Each item question requires only one specific answer and it measures only one behavior and no aspect of the questionnaire suggested on the part of the researcher.				/
7. SCALE AND EVALUATING RATING SYSTEM – The scale adapted is appropriate for the items.				/

Decision : ☐ / ☐ Accept ☐ Reject ☐ For Revision

Signature of the Validator/Evaluator: _____ Date of Evaluation: December 09,2021

APPENDIX K

STANDARD FORM 2S COMPLIANCE CHECKLIST

Research _____ Proposal Hearing Date:
 _____ / _____ Oral Defense Date: December 05,2021

Project Implementation _____ Project Design Hearing Date:
 _____ Project Evaluation Date:

Feasibility/Capstone _____ Proposal Hearing Date:
 _____ Oral Defense Date:

Researchers/Proponents:

1. Nicole Paula Omale Contact #: 09231010500
 2. Mary Grace Oriño Contact #: 09493923041
 3. Lorejoy Ibale Contact #: 09156084101

4. Kimberly Tablada

Contact #: 09223162485

Adviser : **Marlon F. Montecillio, Ph.D., Ed. D**

Approved Title: **Work Arrangement: A Comparative Study on the Factors Affecting the Employee's Productivity and Satisfaction**

Suggestions/Recommendations/Corrections	Compliance (Indicate Page No.)	Remarks
Create an Intervention Plan	Page no. 39	APPROVED

Approved:


MARLON F. MONTECILLIO, Ph.D., Ed. D

Adviser

Date: 12/10/2021


**LUCILITO ATILLIO, DBA
MBA**

Panelist 1

Date: 12/13/2021


MR. JHUN L. VERIL, CMITAP,

Panelist 2

Date: 12/13/2021


ILY E. ABELLA, DBA

Chairman

Date: 12/13/2021

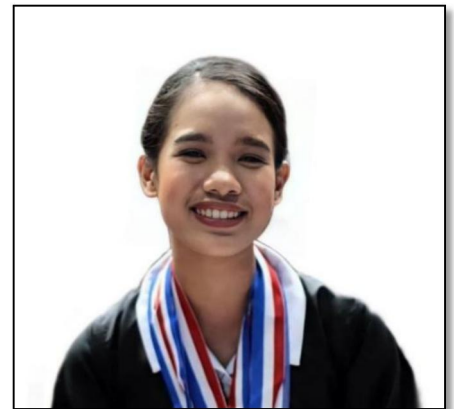
CURRICULUM VITAE

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Personal Data

Birthdate: April 08,1999

Civil Status: Single

Citizenship: Filipino

Educational Background

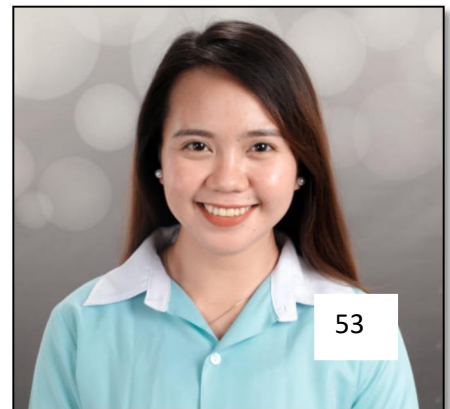
Tertiary	University of Cebu Lapu-Lapu and Mandaue 4 th year
Senior High School (2016-2018)	Babag National High School Completed
Secondary Education(Junior High) (2012-2016)	Babag National High School Completed
Primary Education (2006-2012)	Timpolok Elementary School Graduated

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Personal Data

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Civil Status: Single

Citizenship: Filipino

Educational Background

Tertiary	University of Cebu Lapu-Lapu and Mandaue 4 th year
Senior High School (2016-2018)	University of Cebu Lapu-Lapu and Mandaue Completed
Secondary Education(Junior High) (2012-2016)	Mandaue City Comprehensive National High School Completed
Primary Education (2006-2012)	Subangdaku Elementary School

Name: Lorejoy Ibale

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Personal Data

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Citizenship: Filipino

Educational Background

Tertiary	University of Cebu Lapu-Lapu and Mandaue 4 th year
Senior High School (2016-2018)	University of Cebu Lapu-Lapu and Mandaue Completed
Secondary Education(Junior High) (2012-2016)	Tayud National High School Completed
Primary Education (2006-2012)	Tayud Elementary School

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Personal Data

Birthdate: July 09,1999

Civil Status: Single

Citizenship: Filipino

Educational Background

Tertiary	University of Cebu Lapu-Lapu and Mandaue 4 th year
Senior High School (2016-2018)	Cordova National High School Completed
Secondary Education(Junior High) (2012-2016)	Cordova National High School Completed
Primary Education (2006-2012)	Bangbang Elementary School