

Perceptions on the Level of Digital Capability, Job Satisfaction, and Perceived Productivity During Hybrid Work Arrangement in a Utility Company

Jonathan R. Anillo

anillo.jonathan15@gmail.com
Tanauan City, Batangas, Philippines 4232

Abstract

This study aimed to explore the perceptions on digital capability, job satisfaction and perceived productivity during a hybrid work arrangement. This research focused on exploring the perceptions on job satisfaction, productivity, and digital capabilities in an electric utility company setting where most employees are electrical engineers. A basic research tool of a questionnaire survey was used to gather the necessary data and was distributed to respondents in the sales department of a utility company. Descriptive analysis was processed using the Statistical Package for Social Sciences (SPSS). Frequency and distribution were used to describe the demographic profile of the respondents, while the present mean range and verbal interpretation were utilized to describe the characteristics of the variables. Qualitative data were gathered using interviews with some respondents to support the descriptive analysis. To address the highlighted low perception on complaining about minor work-related issues on perceived productivity, the researcher recommends to create and to implement an employee daily accomplishment report to maintain the employees' continuous performance even when remote working.

Keywords – job satisfaction; perceived productivity; digital capability; hybrid work arrangement

1. Introduction

On December 2019, SARS-CoV2 that is better known as COVID-19, infected several people in Wuhan, China which was initially noticed as pneumonia of an unknown cause. The virus rapidly spread around the globe, which led to the World Health Organization (WHO) declaring it a global pandemic on March 12, 2022. Most people infected by the virus experience mild to moderate respiratory illness, which will recover without needing intensive medical treatment. However, intensive medical attention was needed in some cases that developed serious illnesses, especially for older people and persons with underlying medical conditions. At present, a total number of 631, 935,687 cumulative cases were recorded with 6,588,850 cases of death due to the virus (WHO, 2021).

On the 16th day of March 2020, President Rodrigo Duterte declared a state of calamity that lasted for six (6) months throughout the Philippines due to COVID-19, which placed the entire Luzon under Enhanced Community Quarantine (ECQ). The implemented total lockdown included suspension of travel by land, water, and air due to the continuous increase in the reported local transmissions of the virus.

The Philippine stock exchange index continuously decreased as the number of COVID-19 infections increased. On March 19, 2021, 2 days after the implementation of the Luzon-wide lockdown, the local stock market crashed to an 8-year low that wiped out P1.16 trillion (Rappler, 2020).

As the vaccines were distributed by the government in March 2021, the threat of COVID-19 gradually declined, and the community quarantines were lifted with more relaxed restrictions, thus, resulting in a progressive bounce back of the economy. Companies started to slowly administer report-to-office setup with a limited number of personnel as mandated by the Inter-Agency Task Force (IATF) to ensure that employees sustained observing the health protocols of wearing face masks and social distancing.

To ensure continuous business operation, most of the companies switched to work-from-home (WFH) arrangement during the enhanced community quarantine (ECQ) period, which allowed employees to recommence their respective tasks at home due to the implemented lockdown brought by the threat of transmitting COVID-19. Some firms provided their employees with the necessary equipment, such as laptops and mobile devices, that will help them continuously perform their duties and responsibilities. Technological tools were proven to have a positive effect on remote working, especially in conducting project meetings that were done through online meeting platforms such as Zoom or MS Teams (Afrianty et al, 2022). One of the challenges for the employees brought by the WFH setup was maintaining the level of productivity the same as working in the office during the pre-pandemic period. From the management's perspective, it becomes a very challenging task to monitor and measure employee productivity while working remotely given there is less supervision. Based on a previous study conducted by Domingo (2021), work-from-home arrangement shows negative effects on job satisfaction and a decline in employee productivity. The advantages of working from home such as less transportation expense and more quality time with the family do not directly increase employee productivity. Results also identify that the most significant drawback of performing duties at home is the distraction from the home environment which can influence employees' focus on being productive during remote working (Domingo, 2021).

As the country is now adapting to the new normal, most companies and corporations gradually shift work arrangement from a full work-from-home scheme to a hybrid set up which is a combination of reporting to the office and remote working. Having this new work arrangement, would be helpful for both employees and the management to investigate the effects of a hybrid setup on employee job satisfaction and perceived productivity. By understanding the effect of a hybrid setup on job satisfaction, companies would be able to know the factors that keep employees satisfied and motivated in performing their tasks at the office and during remote working. Investigating the employees' perceived productivity can help the management assess the workers' performance in producing a product or service to ensure the attainment of the company goals. According to Afrianty et al (2021), in order to increase the productivity of an employee during remote working, the company must provide IT training, digital infrastructure, and management support. Moreover, the employee must be digitally oriented and capable of using the tools provided by the company. These factors were evaluated in this study if the necessary equipment is provided by the company. In addition, other factors were studied like team communication, employee perception, and factors that can affect employee job satisfaction and productivity as guided by the study of Domingo (2021).

This study was conducted on company X, which is the largest private-sector electric distribution utility company in the Philippines, covering 36 cities and 75 municipalities. Its franchise area of over 9,685 km² includes 55% of the country's total industrial, commercial, and population centers. The company has a total of 5,993 employees as of April 30, 2023, whereby 1,592 of them are from Customer Retail Service (CRS) which

is mostly comprised of the customer-facing segment. In 2019, it was recorded that there are 238 employees who left the company with 65 of them are coming from the CRS. There was almost the same number of attritions at 230 even during the height of the pandemic in 2020 where 67 are from the CRS segment. During this time, most of the employees have work-from-home schemes and then gradually switch to hybrid work arrangement. In 2021, a significant increase in attrition rate can be seen having a total employee departure of 313, whereby 74 of them are from CRS, even if the company implemented a hybrid work arrangement for the whole year. In 2022, the separation rate remains increasing with a total number of 409 employees who left the company with 115 coming from CRS while the organization is gradually shifting from a hybrid work arrangement to a return-to-office scheme in most of its departments.

This research aimed to explore the perception of the respondents on digital capabilities, employee job satisfaction and perceived productivity during hybrid work arrangement. The result of this study can help identify the effectiveness of employees when in a hybrid work arrangement and can provide recommendations on possible setup where the employee can produce the best output that is expected to be delivered.

1.1. Background of the Study

The effect of COVID-19 has brought an unpredicted and volatile change in labor productivity which resulted in an abrupt decline of 0.6 percent in global output per worker in 2020 - recorded as the first decline since 2009. Lower-productivity sector and low-earner workers such as construction and transportation workers were disproportionately affected by the pandemic, while the high-productivity industry and high-earner employees experienced far less damage. Small businesses were disadvantaged and had trouble operating as there were very limited and insufficient resources. In 2021, a 3.2 percent rebound in the global output per worker was recorded as the communities were almost back to normal operation. However, labor productivity in the least-developed countries continued to decline by 1.6 percent. A typical worker in a high-income country is 13.6 times more efficient which resulted in higher productivity compared to an average worker in a low-income country in 2021 (UN, 2021).

Multiple studies were already conducted to assess the advantages and disadvantages of hybrid work setups in industries, such as the study conducted in the information technology segment (Likitha, 2020), the medical field (Gebregziabher et al, 2020), and the education sector. According to Parajuli (2020), having flexible working hours is the key advantage of remote working in the online teaching field. Remote call center workers in China were reported to have improved satisfaction towards work and the attrition rate was cut by fifty percent (Bloom et al, 2015).

This study focused on investigating the level of digital capabilities, job satisfaction, and perceived productivity in a hybrid work arrangement. In support of the Sustainable Development Goals of the United Nations, the result of this study can help guide the management in selecting applicable work arrangement to be implemented that can increase job satisfaction and productivity to ensure that the organization's goals can be achieved.

1.2. Significance of the Study

Assessing employees' productivity under a hybrid work arrangement is very significant as this setup became the new normal in the post-pandemic period. The results of this study provided additional proof for the continuous support for more flexible and safe working conditions for the employees. This study can

provide the management with substantial information on factors that influence the effectiveness of employees in a hybrid setup by the result of the questionnaire and some key performance indicator from the pre-pandemic period and the post-pandemic period where employees experience hybrid work arrangement. This helped the managers evaluate the employees' productivity and give them the certainty of employee efficiency even without physical supervision during remote working at home.

In support of Goal#8 of the United Nations Sustainable Development Goals (SDG), this study evaluated factors that can affect the employees' productivity to ensure secured employment for continuous and sustainable economic growth. Moreover, the results of this study, under the utility sector, can add relevant information to the studies focusing on the perception on hybrid setups as existing research was mostly conducted in the field of information technology, telecommunications, and finance industries. Furthermore, this study could serve as a useful reference for further studies on the effects of hybrid setup on employee satisfaction and productivity, and are open to ideas for additional factors that can affect an employee in an organization.

As the existing organizational record shows, there is a noticeable increase in the attrition rate from the pre-pandemic year 2019 up to the post-pandemic year 2023. This study might be helpful for the management to examine factors that can be improved to increase employee job satisfaction which can possibly affect the company turnover rate. It was revealed by previous researchers Alam & Asim (2019) that job satisfaction has a negative correlation with the turnover intention which is also supported by the study of Gebregziabher et al (2020) that was conducted among nurses in Ethiopia. This result implies that the higher the level of job satisfaction an employee has, the lower the chance of an employee leaving the company.

1.3. Research Frameworks

A research model used by Afrianty et al (2021) implies that organizational and individual factors are the key aspects that need to be present in a remote work setup for the employees to be productive. Afrianty et al (2021) highlighted the need to provide employees with proper IT training, digital infrastructure, and management support to function effectively, especially during remote working. On the other hand, employees must be responsible for being digitally-oriented to maximize the support, equipment, and means that the management will supply. The result of the study highlighted the importance for employees of having a solid digital orientation to be able to manage disturbance in the workplace and sufficient digital capability to utilize the resources that the company provided during remote working.

In the study conducted by Domingo (2021), the relationship between work-from-home and perceived productivity was tested being the independent and dependent variables, respectively. Job satisfaction serves as the intervening variable that influences perceived productivity. The result of the study shows that employees have a higher chance of dissatisfaction while working at home. Findings also show that not all employees who see the work-from-home arrangement as beneficial have higher productivity levels. This recent study concludes that work-from-home arrangement negatively affects employees' job satisfaction which resulted in a decline in the level of productivity (Domingo, 2021).

1.4. Objectives of the Study

The study aimed to evaluate the perception on the level of digital capability, job satisfaction, and perceived productivity during hybrid work arrangement and achieved the following specific objectives:

1. To define the level of digital capabilities provided during hybrid work arrangement
2. To explore the employees' perception on perceived productivity during a hybrid work arrangement
3. To investigate the employees' perception on job satisfaction during a hybrid work arrangement
4. To provide recommendations on how to increase employees' perception on the level of digital capability, job satisfaction, and perceived productivity during hybrid work arrangement

2. MATERIALS AND METHODS

The study utilized a descriptive inferential research design in assessing the level of digital capability, job satisfaction, and perceived productivity during a hybrid work arrangement. Basic information about the respondents was gathered as part of the study to identify the demographic profile of the respondents.

Frequency and distribution analysis were used to describe the demographic profile of the target population which includes information about the age, gender, civil status, educational attainment, average working hours, level of position, and mode of commuting to work. The present mean range and verbal interpretation were used to acquire the average data that described the characteristics of the variables.

Table 1 shows the mean range and verbal interpretation that was used to describe the level of perception on every item for each variable.

Table 1. Present mean range and verbal interpretation

Mean Range	Verbal Interpretation
4.20 – 5.00	Very High
3.40 – 4.19	High
2.60 – 3.39	Moderate
1.80 – 2.59	Low
1.00 – 1.79	Very Low

Total enumeration sampling was used for this study as the target population is the whole sales department of a utility company that handles corporate and national government accounts. All respondents experienced both work arrangement of reporting to the office and remote working. In addition, the results in measuring the perception on digital capability, job satisfaction, and productivity can be more precise as the target population shares the same workspace, corporate department, and current work arrangement.

The questionnaire was composed of four parts which include the demographic profile of the respondents, factors related to the digital capability during hybrid setup, perceived work productivity, and job satisfaction survey. The demographic profile contains 8 basic information-gathering questions on the personal details of the respondents such as name, age, civil status, educational background, and company tenure. The questions related to the digital capability during hybrid setup are composed of 16 items of Likert scale-type questions that were based on the recent study of Domingo (2021). The perceived productivity survey is composed of 18 questions based on the Individual Work Performance Questionnaire by Koopman that was used by Domingo (2021). Results on items number 14 to 18 were reverse coded since these questions are negative in nature regarding perceived productivity. The job satisfaction survey contains 12 questions in a Likert scale-type based on the survey questionnaire used by Frack (2022). The researcher subjected the formulated

questionnaire to validity and reliability tests as these include combined questions from two survey questionnaires of Domingo (2021) and Frack (2022) that are related to hybrid work arrangement prior to the actual data gathering from the whole target population. Parts II, III, and IV are Likert scale-type of question which are answerable by strongly disagree, disagree, neutral, agree, and strongly agree.

Table 2 shows the questionnaire specifications and the number of items each part has for every perception.

Table 2. Questionnaire Specification

Part	Variable	Item No.
I.	Demographic profile	2-8
II.	Perception on Digital Capability during hybrid work arrangement	9-24
III.	Perceived productivity	25-42
IV.	Perception on Job satisfaction	43-54

A principal component analysis (PCA) was run on a 46-question questionnaire that measured digital capability, job satisfaction, and job productivity. The overall Kaiser-Meyer-Olkin (KMO) measure was 0.814 with individual KMO measures all greater than 0.5 classifications of 'acceptable' according to Kaiser (1974). Bartlett's test of sphericity was statistically significant ($p < .001$), indicating that the data was likely factorizable. A reliability test was conducted to assess if a certain data collection technique and analytic procedures generate consistent findings. Cronbach's Alpha analysis was used to test the reliability of the instrument that was formulated. The questionnaire was answered by 30 participants from the other sales department of the same company to test its reliability.

Table 3 shows the alpha value of each variable.

Table 3. Reliability Test

Variable	Cronbach's Alpha	N of Items
Digital Capability during Hybrid Work Arrangement	0.922	16
Perceived Productivity	0.912	18
Job Satisfaction	0.951	12

Hybrid work arrangement, perceived productivity, and job satisfaction have an alpha value of 0.922, 0.912, and 0.915, respectively. Furthermore, the overall Cronbach's Alpha value is computed as 0.962 which indicates that the survey instrument is highly reliable. Having passed the reliability test, the questionnaire was distributed to the target population for the actual data gathering.

To further support the survey results, an interview was conducted among 15 respondents who were chosen randomly. The questions given focused on the 2 highest and lowest perceptions on digital capability, perceived productivity, and job satisfaction. Interviewees' insights and recommendations were collected and summarized that will support the descriptive analysis.

The target population of this research was composed of 115 employees in the sales department of a utility company that experienced the combination of work-from-home and report-to-office setup. A total of 111

responded to the survey out of 115 employees in the department. The respondents are responsible for the largest portion of the total sales of the utility company since they are handling the conglomerates, industrial, and national government accounts.

2.1 Ethical Considerations

This research study complied with the code of ethics of research of The PNHR Act of 2013 (RA 10532). The researcher sought approval from the higher management and acquired approval before conducting any activity related to the research study. An acceptance form for a survey questionnaire sampling was the initial part of the survey, which explains the scope, procedure, and purpose of the activity. To ensure the confidentiality of the respondents, filling up the name on the survey questionnaire was optional, and only the researcher has a complete access to the results of the survey, which will be used only for this study.

3. RESULTS AND DISCUSSION

3.1. Descriptive Statistics

Table 4 shows the demographic profile of the 111 respondents based on age, gender, civil status, educational attainment, average working hour per week, tenure in the company, and mode of transportation to work.

Table 4. Demographic Profile of Respondents

Profile	Category	Frequency n=111	Percent (%)
Age	21 to 30 years old	49	44.1
	31 to 40 years old	33	29.7
	41 to 50 years old	17	15.3
	51 to 60 years old	12	10.8
Gender	Male	70	63.1
	Female	41	36.9
Civil status	Single	57	51.4
	Married	52	46.8
	Separated	2	1.8
Highest educational attainment	Associate's or Technical Degree	1	0.9
	Bachelor's Degree	101	91
	Master's Degree	9	8.1
Average working hour per week	31 to 40 hours	36	32.4
	41 to 50 hours	43	38.7
	51 to 60 hours	21	18.9
	More than 60 hours	11	9.9
Tenure/ level of position	Entry Level (less than 5 years)	41	36.9
	Mid Level or Intermediate (5-9 years experience)	16	14.4

Mode of transportation to work	Senior Level (10 or more years experience)	42	37.8
	Executive	12	10.8
	Walk	3	2.7
	Bike / E-bike / Motorcycle	11	9.9
	Jeepney / UV / Bus	14	12.6
	MRT / LRT / PNR	1	0.9
	Personal Car	58	52.3
	Company Shuttle	24	21.6

The result shows that almost half (44.10%) of the total respondents have ages ranging from 21 to 30 years old while there are 12 respondents with age ranging from 51 to 60. 63.10% of the 111 are males while 41 are females. In addition, 51.40% are single, and 101 of the respondents have a bachelor's degree as their highest educational attainment while there is one respondent who graduated with an associate degree. Furthermore, 100% of the respondents has full-time employment status whereby 36 of them are working 31 to 40 hours per week and 37.80% are already at Senior Level in the company. More than half (52.30%) of the respondents use their personal car in reporting to the office.

Based on a recent study by Ma (2021) on teleworkers in the U.S., age, gender, educational level, and working experiences can influence the employee's ability to work remotely. It was mentioned that males may find it interesting to work in the office while the females preferred remote working. However, some women state that they were less productive during remote working due to the distractions brought by household chores and childcare (Feng and Savani, 2020).

Table 5 shows the respondents' perception on digital capabilities during hybrid work arrangement.

Table 5. Perception on digital capabilities during hybrid work arrangement

Digital Capabilities during hybrid work arrangement	Mean	Std. Deviation	Interpretation	Rank
I have all the equipment such as laptop and remote tools I need to complete my work to my usual ability.	4.70	0.63	Very High	1
I have a separate and suitable space at home for work.	4.00	1.10	High	9
I am able to accomplish my work targets each day.	4.31	0.75	Very High	4
I feel there is adequate communication from my teammates.	4.26	0.76	Very High	6
I feel there is adequate communication from my team leader.	4.32	0.83	Very High	3
It is easy to "turn off work mode" at the end of the day.	2.86	1.49	Moderate	14
I take regular breaks.	3.44	1.19	High	12
I feel productive at home as I am in the office.	3.72	0.94	High	10
I agree to continue working remotely even after the pandemic.	4.04	0.95	High	8
I look forward returning to the office.	3.42	1.00	High	13
I have multiple and effective means of communicating to my colleague and customers	4.31	0.75	Very High	5
I have stable internet connectivity during remote working.	4.05	1.07	High	7
I have cash allowances for my internet connection from the company.	2.06	1.43	Low	16

I have other activities to keep me motivated.	3.67	1.10	High	11
I prefer the full-time reporting in the office as my permanent work arrangement.	2.80	1.17	Moderate	15
Hybrid work arrangement is beneficial to me.	4.36	0.89	Very High	2
Overall	3.77	0.47	High	

The results in Table 5 indicated a high perception of respondents to digital capability during hybrid work arrangement. Most of the respondents said that the company has provided tools and equipment such as a laptop to be used during hybrid work arrangement to complete their work. Furthermore, they said that hybrid work arrangement is beneficial for them and felt that there is adequate communication from their team leader.

All the interviewees concurred with the statement that the company provided tools and equipment that are necessary to perform remote work. The company has provided mobile phones with unlimited data subscriptions and laptops equipped with Virtual Private Networks (VPN) to ensure that employees can access company websites, applications, and software that are needed to continuously perform during remote working. VPN allows the employee to remotely access the shared drives, database, and system used by the company and helps secure the company's digital assets from unwanted data phishing and information hacking. Furthermore, the interviewees recommended that the company should provide updated tools such as laptop equipped with higher specifications to avoid problems such as slow interface, difficulty in connecting to Wi-Fi, not functioning camera, and more.

The results are supported by the recent study of Tran (2022). The study highlighted that high satisfaction on work tools and other resources can bring a potential positive effect on job satisfaction. In addition, an introduction on the tools to be used is crucial during work orientation to guide employees in the process and technicalities of works.

On the other hand, having a cash allowance for employees' internet connection during hybrid work arrangement received the lowest perception for the level of digital capability. Respondents also implied that they have a low perception on the preference of having full-time reporting in the office as their permanent work arrangement. In addition, most of the respondents disagree that they can easily "turn off work mode" at the end of the day.

All of the respondents in the interview confirmed that the company does not provide cash allowance for the employees' internet connection as this will incur huge costs for the company as added by two of the respondents. However, employees were given company-issued mobile phones equipped with unlimited data that can be used to share Wi-Fi connections by tethering. But one of the interviewees mentioned that since they are living in rural areas, the signal of their cellular phones does not have good strength for them to continuously and efficiently perform the task at home. They opted to upgrade their internet subscription just to maintain the same level of performance while working remotely. This result is contrary to the recent study of Santos (2023) that gave importance on the cash incentives including medical-related benefits for the company to improve employee productivity. Workers are satisfied with the equipment support given by the company to be used during remote working.

Table 6 shows the employee perception on productivity with verbal interpretation and ranking based on their respective means.

Table 6. Perceived Productivity

Perceived Productivity	Mean	Std. Deviation	Interpretation	Rank
I managed to plan my work so that I finished it on time during hybrid work arrangement.	4.00	0.93	High	11
I kept in mind the work result I needed to achieve during hybrid work arrangement.	4.22	0.79	Very High	1
I was able to set priorities during hybrid work arrangement.	4.14	0.81	High	4
I was able to carry out my work efficiently during hybrid work arrangement.	4.02	0.90	High	10
I managed my time well during hybrid work arrangement	4.04	0.95	High	9
On my own initiative, I started new tasks when my old tasks were completed during hybrid work arrangement.	4.14	0.88	High	4
I took on challenging tasks when they are available during hybrid work arrangement.	4.00	0.88	High	11
I worked on keeping my job-related knowledge up to date during hybrid work arrangement.	4.13	0.85	High	6
I worked on keeping my work skills up to date.	4.14	0.75	High	3
I came up with creative solutions for new problems during hybrid work arrangement.	4.09	0.80	High	7
I took on extra responsibilities during hybrid work arrangement.	3.85	0.96	High	16
I continually sought new challenges in my work during hybrid work arrangement.	3.93	0.87	High	14
I actively participated in meetings and/or consultations during hybrid work arrangement.	4.09	0.79	High	7
I complained about minor work-related issues at work during hybrid work arrangement. (R)	3.67	1.05	High	18
I made problems at work bigger than they were during hybrid work arrangement. (R)	3.88	1.04	High	15
I focused on the negative aspects of situation at work instead of the positive aspects during hybrid work arrangement. (R)	4.20	0.91	Very High	2
I talked to colleagues about the negative aspects of my work during hybrid work arrangement. (R)	3.70	1.09	High	17
I talked to people outside the organization about the negative aspects of my work during hybrid work arrangement. (R)	3.97	1.03	High	13
Overall	4.01	0.56	High	

The table exhibits the high perception of the respondents to the perceived productivity with an over-all mean of 4.01. The result shows the respondents' high perception of keeping in mind the work results that they needed to achieve in a hybrid work arrangement. Furthermore, respondents do not focus on the negative aspects of the situation during a hybrid work arrangement and continuously work on keeping work skills always up to date. Meanwhile, the result shows that the respondents have the least perception in complaining about minor work-related issues at work, talking to colleagues about the negative aspects of work, and taking extra responsibilities during hybrid work arrangement.

Based on the results of the interview, all respondents affirmed the statement that they always keep in mind the work result they needed to achieve during a hybrid work arrangement. In having a hybrid work arrangement, employees can manage their time well and complete tasks that need to be accomplished for the

day or for the whole span of a work week. One of the respondents shared that it is important to take notes and keep in mind all the tasks and work outputs to accommodate and complete all requests by the customer and colleagues. Another interviewee added that it is also helpful to have a checklist of all the concerns and tasks that need to be completed daily to ensure that no issue is left unsolved, and all projects are settled. These results are supported by the study of Masuda et al (2017) conducted in Spain that explains the availability of remote working which can be considered as a type of support by the management to accomplish goals. Perceptions on goal support will lead to higher interaction and progress to achieving the goal.

Meanwhile, the survey result shows that complaining about minor work-related issues at work, talking to colleagues about the negative aspects of work, and taking extra responsibilities during hybrid work arrangement received the least perception. The result of the interview shows that there is no need among employees to complain on minor issues as there are more important things to accomplish. Managing work properly and concentrating on accomplishing tasks that need to be done will help lessen possible complaints. Moreover, seeking assistance from colleagues, managers or other departments such as IT, finance, or Human Resource can resolve minor issues and avoid further complications. These results are supported by Ma (2021) with the study conducted in the U.S. that gives emphasis on the importance of having a well-managed communication process between employees and managers in order to deal with conflicts or motivate employees. In addition, job satisfaction, efficiency, and productivity can be improved with the help of a good communication process.

Table 7 shows the employees' perception on job satisfaction with verbal interpretation based on their respective mean.

Table 7. Perception on job satisfaction

Job Satisfaction	Mean	Std. Deviation	Interpretation	Rank
I was satisfied with my work arrangement prior to COVID-19 pandemic	3.71	1.07	High	11
I was satisfied with my work arrangement during COVID-19 pandemic	3.96	1.01	High	6
I think the company has worked hard to keep employees safe during COVID-19	4.47	0.81	Very High	1
In most ways my job is close to my ideal during hybrid work arrangement	4.01	0.89	High	5
The conditions of my job are excellent during hybrid work arrangement	4.07	0.86	High	3
I am satisfied with my job during hybrid work arrangement	4.13	0.81	High	2
So far, I have achieved the important things I want in my job during hybrid work arrangement	4.07	0.85	High	3
If I could live my life over, I would change almost nothing.	3.47	1.12	High	12
I am satisfied when working remotely.	3.91	0.84	High	7
My performance when working remotely is excellent.	3.89	0.81	High	9
I am a strong performer while working remotely.	3.77	0.88	High	10
I perform well as an individual contributor on my assigned tasks while working remotely.	3.9	0.83	High	8
Overall	3.95	0.67		

An over-all mean of 3.95 for job satisfaction indicates high perception with respondents agreeing that the company has worked hard to keep employees safe during the COVID-19 pandemic with a mean of 4.47. Furthermore, respondents believe that they are satisfied with their job (4.13) and that the conditions of their

job are excellent during hybrid work arrangement (4.07). However, the employees have the least perception on changing almost nothing in life if given the chance (3.47). In addition, results show less perception on respondents' satisfaction with the work arrangement before the COVID-19 pandemic (3.71) and being a strong performer while working remotely (3.77).

Based on the results of the interview, all respondents agreed that the company provided the necessary support for the employees during the COVID-19 pandemic. The company was able to implement the needed work settings for its employees such as work-from-home arrangement during the total lockdown period and the gradual shifting to hybrid work arrangement. During this period, employees were able to perform their duties with all of their work equipment provided by the company. Some respondents added that the company has provided vitamins as well as PPEs such as facemasks, alcohol, face shield, and rubber gloves that were used during site inspection to ensure that employees are protected once they leave their houses. A communication chatbot was accessed by all employees and declared their daily health condition which also helps the management monitor their employees. One of the respondents shared that the company doctors did close monitoring of employees who were infected by the virus. Furthermore, employees received the exact salary even during work-from-home arrangement, unlike other companies that only provide half of the salary when employees were not able to report to the office. This result is supported by Wang et al (2021) with a study conducted in Hong Kong stating that personal protection equipment (PPE) must be provided by the company to their employees. It would be difficult for the employees to acquire face masks and hand sanitizer amidst the COVID-19 pandemic due to supply shortage and over-priced resellers (Wang et al, 2021).

For the perception on the statement that: 'If they could live their life over, they would change almost nothing', all the interviewees agree that they were satisfied with the hybrid work arrangement as they can work remotely while being with their family. One of the respondents added that if given a chance, hybrid work arrangement should have been the permanent work scheme from the day that he is hired. In addition, it becomes easier to monitor the family members' condition especially when living with older parents and grandparents with health conditions and taking maintenance medicines. This perception was supported by Wu et al (2022) with the study conducted in the U.S. revealing that employees spending more time with family members during remote working has a positive effect on the family relationship. However, some employees stated that they were less productive during remote working due to distraction from childcare and household chores (Feng and Savani, 2020).

3.2. 3.2. Recommendations

Based on the results of the data gathering, there are key items that can be considered to improve the existing guidelines for hybrid work arrangement and possibly increase job satisfaction and productivity. The following are the possible recommendations on how to improve existing policies and guidelines to improve the effectiveness of hybrid work arrangement.

The management should consider providing cash allowances to employees with hybrid work arrangement. Incurred additional expense on stable and high-speed internet connection and electricity will be an additional expense to employees. Moreover, the company can provide updated laptops with higher specification to maximize the resources given to the employees to address additional concerns on provided tools and equipment that was highlighted in the results of the interview.

To address the concerns on complaints about minor work-related issues at work during hybrid work arrangement, it is recommended to enhance communication with colleagues and be goal-oriented to set priorities that are aligned with achieving the company's objectives to avoid dwelling on these conflicts. To further improve the focus on accomplishing priorities, management can create a task monitoring tool that lets the employee log all the activities accomplished within the day. Included in the details to be logged is the duration of time spent to accomplish a certain task, concern status, and other important remarks. This can help the management keep track of the progress of an employee on a task and even monitor their workload. From the employee's perspective, this can help them be more productive and keep track of all their handled assignments to avoid delays and unfinished tasks.

Based on insights collected during the interview for the statement "If I could live my life over, I would change almost nothing", it is recommended to extend the implementation of a hybrid work arrangement or even make it the permanent work scheme for the company. The management can improve the rules and regulations in implementing hybrid work arrangement by first, creating a work calendar with a fixed schedule of when a person or team will report to the office and days, they will have remote working. Moreover, tools and equipment to be used by employees can support remote working to ensure continuous operation. This work calendar can help the team improve communication and interaction as they will be reporting to office in the same schedule.

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Appendix A. Research Questionnaire

Greetings!

I am Jonathan R. Anillo, a graduate student at De La Salle Lipa under the Master of Business Administration program. This 10-minute survey will help evaluate the effects of hybrid work arrangement on job satisfaction and perceived productivity. A hybrid work arrangement is a combination of reporting to the office and a work-from-home setup that was implemented after the lockdown period. Your cooperation and insights on this survey are greatly valuable for the research study. This survey questionnaire was based on the survey questionnaire of recent studies conducted by of Saarenoksa (2021), Frack (2022), and the Individual Work Performance Questionnaire by Domingo (2021).

By voluntarily participating in this survey, you give consent to the proponent about your personal information. The data collected will only be utilized for research purposes and will not be used for other activities nor be shared with other parties. Your personal information and response to the questions are assured to be kept confidential at all times. You have the right to seek a copy of your personal information provided in this survey, as well as request for modification of this information if necessary. For any inquiries and concerns, please contact me at 0999 886 0119 or send me an email at jonathan_anillo@dls.edu.ph.

1. Name: (Optional)
2. Please select your age range

- a. 20 years old and below
 - b. 21 to 30 years old
 - c. 31 to 40 years old
 - d. 41 to 50 years old
 - e. 51 to 60 years old
3. Please select the gender you identify with
 - a. Male
 - b. Female
4. Civil Status
 - a. Single
 - b. Married
 - c. Separated
 - d. Widowed
5. Highest Level of Education Completed
 - a. High School Diploma
 - b. Associate's Degree or Technical Degree
 - c. Bachelor's Degree
 - d. Master's Degree
 - e. Doctorate
6. What is your average number of hours worked per week?
 - a. 0-10
 - b. 11-20
 - c. 21-30
 - d. 31-40
 - e. 41-50
 - f. 51-60
 - g. 60+
7. What level position do you have?
 - a. Entry Level (Less than 5 Years)
 - b. Mid-Level/Intermediate (5-9 years experience)
 - c. Senior Level (10 or more years experience)
 - d. Executive
8. How do you go to work?
 - a. Walk
 - b. Bike/ E-bike/ Motorcycle
 - c. Jeepney/ UV/ Bus
 - d. MRT/ LRT/ PNR
 - e. Personal Car
 - f. Company shuttle/ company car

Question about hybrid work arrangement

Please read the following statements and indicate if you strongly disagree, disagree, neutral, agree, or strongly agree in every item. All responses will be confidential and please respond honestly.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9. I have all the equipment such as laptop and remote tools I need to complete my work to my usual ability.					
10. I have a separate and suitable space at home for work.					
11. I am able to accomplish my work targets each day.					
12. I feel there is adequate communication from my teammates.					
13. I feel there is adequate communication from my team leader.					
14. It is easy to “turn off work mode” at the end of the day.					
15. I take regular breaks.					
16. I feel productive at home as I am in the office.					
17. I agree to continue working remotely even after the pandemic.					
18. I look forward returning to the office.					
19. I have multiple and effective means of communicating with my colleague and customers					
20. I have stable internet connectivity during remote working.					
21. I have cash allowances for my internet connection from the company.					
22. I have other activities to keep me motivated.					
23. I prefer the full-time reporting in the office as my permanent work arrangement.					
24. Hybrid work arrangement is beneficial to me.					

Questions on perceived productivity

Please read the following statements and indicate if you strongly disagree, disagree, neutral, agree,

or strongly agree in every item. All responses will be confidential and please respond honestly.

During hybrid work arrangement...	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
25. I managed to plan my work so that I finished it on time during hybrid work arrangement.					
26. I kept in mind the work result I needed to achieve during hybrid work arrangement.					
27. I was able to set priorities during hybrid work arrangement.					
28. I was able to carry out my work efficiently during hybrid work arrangement.					
29. I managed my time well during hybrid work arrangement.					
30. On my own initiative, I started new tasks when my old tasks were completed during hybrid work arrangement.					
31. I took on challenging tasks when they are available during hybrid work arrangement.					
32. I worked on keeping my job-related knowledge up to date during hybrid work arrangement.					
33. I worked on keeping my work skills up to date.					
34. I came up with creative solutions for new problems during hybrid work arrangement.					
35. I took on extra responsibilities during hybrid work arrangement.					
36. I continually sought new challenges in my work during hybrid work arrangement.					
37. I actively participated in meetings and/or consultations during hybrid work arrangement.					
38. I complained about minor work-related issues at work during hybrid work arrangement.					
39. I made problems at work bigger than they were during hybrid work arrangement.					
40. I focused on the negative aspects of situation at work instead of the positive aspects during hybrid work arrangement.					
41. I talked to colleagues about the negative aspects of my work during hybrid work arrangement.					

42. I talked to people outside the organization about the negative aspects of my work during hybrid work arrangement.					
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Questions on job satisfaction

Please read the following statements and indicate if you strongly disagree, disagree, neutral, agree, or strongly agree in every item. All responses will be confidential and please respond honestly.

During hybrid work arrangement...	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
43. I was satisfied with my work arrangement prior to COVID-19 pandemic					
44. I was satisfied with my work arrangement during COVID-19 pandemic					
45. I think the company has worked hard to keep employees safe during COVID-19					
46. In most ways my job is close to my ideal during hybrid work arrangement					
47. The conditions of my job are excellent during hybrid work arrangement					
48. I am satisfied with my job during hybrid work arrangement					
49. So far, I have achieved the important things I want in my job during hybrid work arrangement					
50. If I could live my life over, I would change almost nothing.					
51. I am satisfied when working remotely.					
52. My performance when working remotely is excellent.					
53. I am a strong performer while working remotely.					

54. I perform well as an individual contributor on my assigned tasks while working remotely.					
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Appendix B. Guide Questions for Interview

1. "I have cash allowances for my internet connection from the company". Respondents disagree with this statement. What are your insights and recommendations?
2. "I prefer the full-time reporting in the office as my permanent work arrangement." Respondents show a moderate perception of this statement. What are your insights and recommendations?
3. Respondents agree with the statement, "Hybrid work arrangement is beneficial to me." What do you are the reasons that they agree with this statement? Give possible recommendations for further improving the condition.
4. "I have all the equipment such as laptop and remote tools I need to complete my work to my usual ability." Respondents have a very high perception of this statement, what are your insight on this statement? Please give any recommendations for further improvement.
5. "I complain about minor work-related issues at work during hybrid work arrangement". Kindly share your understanding of this statement.
6. "I talk to colleagues about the negative aspects of my work during hybrid work arrangement." Please give your view on this statement.
7. "I focused on the negative aspects of the situation at work instead of the positive aspects during hybrid work arrangement." Share your insights for this statement.
8. "I kept in mind the work result I needed to achieve during the hybrid work arrangement." Kindly share your understanding on this statement.
9. "If I could live my life over, I would change almost nothing". Relative to job satisfaction during hybrid work arrangement, how can you say so? Provide recommendation.
10. "I was satisfied with my work arrangement prior to the COVID-19 pandemic". Do you agree or disagree? Why?
11. "I am satisfied with my job during the hybrid work arrangement". Do you agree or disagree? Why? Please provide sample situations/ past experiences.

12. How do you think the company has worked hard to keep employees safe during COVID-19? Please provide any recommendations to further improve this concern.