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# Effectiveness of Work-From-Home Scheme and Productivity Performance Among Non-Teaching DepEd Personnel in the Midst of a Pandemic

Ellaine E. Ingotan[1]

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**Abstract: This study examines the effectiveness of the work from home (WFH) arrangement and productivity performance among non-teaching personnel in the Division of Valencia City, DepEd Region X, during the Covid-19 pandemic. The research utilized a descriptive method, employing a questionnaire to gather data from ninety (90) respondents. The study focused on assessing the respondents' profile, work arrangement, accessibility, productivity, and innovations implemented by the Division Office to track employee performance. The findings revealed that the WFH arrangement, in compliance with basic health protocols, yielded positive results, indicating the successful adaptation of the office to the new normal. Additionally, the study identified the demographic factors of gender and civil status as having a significant influence on the effectiveness and productivity of the WFH arrangement. Based on these findings, the study recommends continued WFH arrangements, enhancing remote work support, implementing targeted training, monitoring and evaluating the arrangement, considering hybrid work models, providing family support, and fostering a positive work culture. These recommendations aim to optimize productivity, employee well-being, and organizational performance in the context of remote work.**

***Keywords:*** *Pandemic, Work from Home Scheme, Productivity Performance, Non-Teaching Personnel.*

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## I. INTRODUCTION

➢ *The Problem*

The productivity and performance of employees in their workplace are greatly influenced by various factors, including their work environment, personal life, and external circumstances. The quality of an employee's output is shaped not only by internal factors within the workplace but also by external elements. These external factors may include the global economy, public health issues, and peace and order incidents, which can all culminate into a challenging situation such as a pandemic.

Over the course of several years, the Philippine economy has been confronted with numerous incidents that have had a profound impact on the lives of Filipino citizens residing in the areas directly affected. One such incident that occurred relatively recently is the Marawi Siege. In June 2017, the Islamic State claimed responsibility for an attack in the southern Philippines, where they allegedly killed and wounded ten Filipino soldiers on June 23rd. This incident came after a faction of the group, led by Isnilon Hapilon, pledged allegiance to the Islamic State in 2014.

The 2017 siege of Marawi City, located in Lanao del Sur province, was a significant event in which a coalition of Islamic State-linked militants took control of the city and resisted military attempts to recapture it for a prolonged five-month period. The siege resulted in the destruction of a substantial part of the city, and tragically, approximately 1,200 lives, including that of Hapilon, were lost.

Even a year after the initial conflict began between the Philippines military and the homegrown ISIS outfit seeking to establish a caliphate, the aftermath of the Marawi siege continues to have a profound impact on the city's residents. A reported 230,000 people, or a majority of the population, remain displaced, illustrating the massive scale of community displacement caused by the siege. The Asian Development Bank (ADB) in 2018 examined the impact and losses resulting from the Marawi siege, highlighting the significant consequences, particularly in terms of displacement of communities.

According to the Bangon Marawi Comprehensive Rehabilitation and Recovery Program, a significant total of 369,196 individuals were displaced during the crisis. These

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internally displaced persons (IDPs) sought refuge in emergency shelters primarily located in Lanao del Sur, Lanao del Norte, and Iligan City. However, due to overcrowding in these shelters, many families chose to opt for a home-based arrangement by seeking assistance from close relatives and friends.

The economic consequences of the conflict had a considerable impact on ARMM's economic growth in 2017 and 2018. The displacement of farmers and the destruction of crops, as well as the damage to schools, hospitals, and markets, significantly hindered the region's economic prospects and resulted in an increase in poverty in Lanao del Sur. The crisis led to a contraction of the regional economy, a rise in unemployment, and a surge in food prices during the early emergency relief phase.

Agriculture, being one of the primary sectors affected, suffered extensive damage due to the destruction of agricultural machinery and equipment, including privately-owned rice mills that served Marawi and Lanao del Sur. Moreover, crops were devastated in the towns of Butig and Piagapo as military and rebel forces engaged in gunfighting on open farmlands.

In the social sector, the housing subsector experienced the most significant impact, followed by education and health. The destruction of private homes in the Most Affected Area (MAA) had severe consequences, particularly for Maranao traders who relied on their homes doubling as shops. The obliteration of houses also led to a crippling of trading activities in the City, exacerbating the overall devastation on both private and public offices throughout the province of Marawi.

The Philippines faced another devastating catastrophe known as Bagyong Yolanda (Typhoon Yolanda). On November 7th, 2013, this powerful typhoon struck the country with gusts of up to 235 mph, making it one of the strongest storms ever recorded. While the Philippines is accustomed to tropical storms, Typhoon Yolanda's unprecedented impact caught the nation off guard, especially given its geography of over 7,000 islands, rendering it highly susceptible to strong winds and storm surges.

Unfortunately, many inhabitants reside in areas with inadequate infrastructure and housing, exacerbating the danger posed by Typhoon Yolanda. The aftermath of this calamity was tragic, resulting in the loss of thousands of lives, displacing 4.1 million people from their homes, and leaving 6 million workers without means to sustain their livelihoods.

The typhoon wreaked havoc on vital sources of income for the Philippines, such as coconut farms across the islands. Over a million coconut farmers found themselves without any means of sustenance, as their farms took years to recover from the extensive damage caused by the storm. Additionally, the local fisheries, which employ 1.6 million people, also suffered greatly, impacting one of the country's most crucial economic sectors.

Many families lost everything during Typhoon Yolanda and faced immense struggles in the aftermath of the storm. The lack of viable options for transitional and permanent housing prolonged their displacement, and even now, many families are still grappling to recover from the devastation. Such displacements significantly hamper the productivity of the affected settlers and have severe implications for the economy of the impacted regions.

Presently, humanity is confronted with an intricate and far-reaching crisis in the form of the COVID-19 Global Pandemic. In recent months, the outbreak caused by the SARS-CoV-2 coronavirus has plunged the world into chaos. In a bid to safeguard lives, numerous countries have taken drastic measures, virtually shutting down and implementing quarantines, while mandating nonessential workers to remain at home. This situation has compelled organizations and workers across various industries to undergo a complete transformation in terms of physical presence, productivity, and collaboration. They have had to swiftly adapt to one of the most challenging and abrupt disruptions since the second world war.

The researcher intends to look into the impact of the Pandemic on the non-teaching personnel in DepEd, Division of Valencia City, particularly concerning their working conditions and the effectiveness of the innovations and changes made to ensure their health and safety during these challenging times. Additionally, the study seeks to assess the accessibility of the implemented innovations in the office, considering the diverse living situations of each employee.

- *Conceptual Framework*

Enhanced and effective productivity involves accomplishing tasks efficiently and effectively – focusing on the right tasks. Successful individuals typically possess this defining characteristic, and productivity has also been linked to both workplace and overall happiness. Research has shown that happier individuals tend to be more productive, while productive individuals tend to experience greater happiness (Bellet, Neve, & Ward, 2019).

Villaraza & Angangco (2020) note that the COVID-19 pandemic has triggered a paradigm shift in the work culture of the Philippines. Previously, long office hours were the norm, but the enactment of the Enhanced Community Quarantine (“ECQ”) made employers in non-essential industries realize that work can be carried out beyond the office setting, such as through Work-From-Home (“WFH”) arrangements. These WFH arrangements have gained widespread acceptance and are expected to persist even after the ECQ is lifted. Consequently, it becomes crucial to explore how WFH arrangements align with labor laws and how they can ensure the productivity of every employee under this scheme.

According to Tadacao (2018), the practice of off-site work arrangements in the Philippines is not new. Even prior to the emergence of COVID-19, employers had the authority to decide where their employees should carry out their duties, whether in the office, in the field, at home, or elsewhere.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26sep973

However, the global impact of the coronavirus has intensified the discussion around the necessity for "social distancing" and remote work to prevent the spread of the virus. As a result, both multinational companies and government offices have adopted the work-from-home scheme, directing employees from various sectors to form skeleton workforces and identify those who can work from home.

The rising popularity of remote work setups can be attributed to various factors, such as the swift progress in technology, challenges posed by urban congestion and traffic, and an increasing aspiration for improved work-life balance. While there are various terms such as teleworking, telecommuting, or work-from-home used to describe off-site work, they all share the common theme of work being performed away from the employer's premises.

In a conventional work setup, employees benefit from a focused and stimulating environment designed to enhance workplace productivity. It is understandable that some individuals are not naturally inclined to work alone from home, where they lack the presence of colleagues, face-to-face meetings, and may encounter numerous distractions, leading to potential declines in productivity.

Figure 1 illustrates that the success of the Work from Home scheme for non-teaching personnel relies heavily on several situational factors. These include the quality of the living situation, the specific work arrangement adopted, the level of innovation incorporated, the methods of implementation, accessibility to resources, and overall productivity.

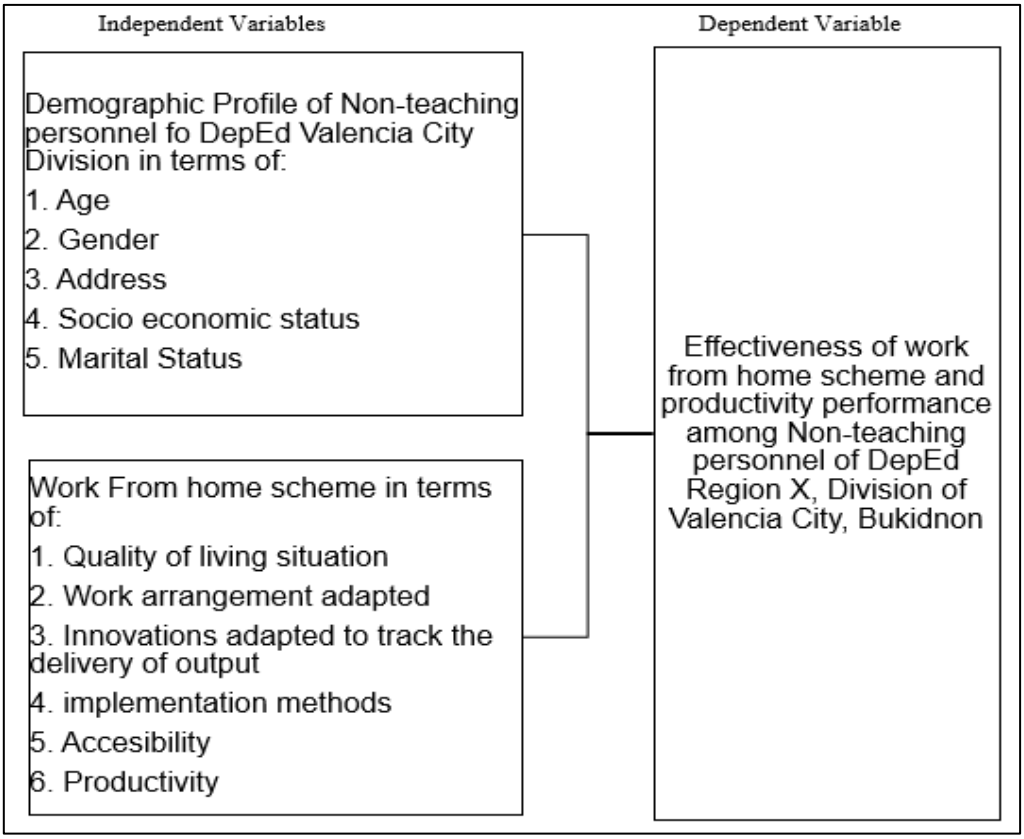


Fig 1 The Schematic Diagram of the Study Showing the Relatedness of the Effectiveness of Work from Home Scheme and Productivity Performance Among Non-Teaching Personnel of DepEd Region X, Division of Valencia City, Bukidnon

➢ *Statement of the Problem*

This research aims to evaluate the effectiveness of the work-from-home scheme and its impact on the productivity performance of Non-teaching personnel within the DepEd Region X, Division of Valencia City, during the Covid-19 pandemic. The study seeks to address the following specific questions:

- What are the demographic characteristics of the non-teaching personnel in DepEd Valencia City Division who are affected by the work-from-home scheme? This includes factors such as a) age; b) address; c) marital status; and d) quality of living situation.
- How effective is the work-from-home arrangement adopted by the Non-teaching personnel of DepEd Valencia City Division in terms of complying with basic health protocols? This will be assessed based on factors like a) quality of living situation, b) work arrangement adapted, c) accessibility, and d) productivity.
- To what extent has the Division Office implemented innovations to monitor the productivity and output delivery of its employees during the WFH arrangement, and how effective are these innovations?
- Which demographic factors have a significant influence on the effectiveness and productivity of non-teaching personnel during the implementation of the work-from-home arrangement?

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26sep973

➢ *Delimitation of the Study*

This research primarily focuses on evaluating the effectiveness of the work-from-home scheme and its impact on the productivity performance of Non-teaching personnel within DepEd Region X, Division of Valencia City, during the Covid-19 pandemic.

The study is specifically limited to the Administrative Operations of the Division, specifically examining how they handle the implementation of necessary innovations and changes in work arrangements during calamities, pandemics, and health and security incidents. The respondents will consist of personnel from three departments within the Division office, namely the Curriculum Implementation Division, School Governance and Operations Division, and Office of the Schools Division Superintendent. A total of 80 personnel was included in the study, excluding Job Order and Casual personnel, as well as the Schools Division Superintendent and the Assistant Schools Division Superintendent.

To gather data for this study, a questionnaire was used, adapted from the online survey conducted by the Department of Education Central office on the Effectiveness of the Work from Home (WFH) arrangement. The collected data was analyzed using frequency count, mean, standard deviation, and T-test to derive insights and draw conclusions.

➢ *Significance of the Study*

The significance of the study lies in its potential to provide valuable insights and benefits to various stakeholders:

- *Government Agencies.* The findings of this study can serve as a crucial assessment of the implementation and effectiveness of the Work from Home (WFH) scheme in government agencies. It will offer policymakers and administrators valuable information to refine and optimize the telecommuting arrangements in compliance with the Telecommuting Act (Republic Act No. 11165). This can lead to improved work policies and better utilization of remote work options in future crises or special situations.
- *Employees and Workers*. The study's outcomes will directly impact employees and workers across different sectors. Understanding the effectiveness of the WFH scheme and its impact on productivity performance can help employees adapt to new work arrangements more effectively and enhance their overall job satisfaction. This knowledge may also lead to improved work-life balance and increased job flexibility, contributing to the well-being and productivity of the workforce.
- *Businesses and Employers*. Private enterprises can benefit from the study's findings by gauging the success and challenges of implementing WFH arrangements. It can help them optimize their remote work policies, streamline operations, and enhance productivity in a remote work setting. The study can also offer insights into better resource allocation and identify best practices to support a remote workforce in the long run.
- *Telecommuting Advocates:* For advocates of telecommuting and flexible work arrangements, the study's results can be instrumental in showcasing the benefits and impact of remote work on productivity performance. It can support the case for further adoption of WFH schemes, promoting a more flexible and adaptable work culture.
- *Researchers and Academia.* The study's contribution to the field of research can be significant. It can serve as a foundation for future studies on remote work, productivity, and the implications of the Telecommuting Act. Researchers can build upon this study to explore related areas and investigate more profound aspects of remote work arrangements.
- *Society at Large.* As remote work becomes increasingly prevalent, society as a whole stand to benefit from the knowledge gained through this study. A deeper understanding of the WFH scheme's impact on productivity can contribute to more informed policies and practices that can enhance workplace dynamics and economic resilience in the face of future challenges.

➢ *Definition of Terms*

To facilitate better understanding of the study, the following terms are defined either theoretically and/ or operationally.

- *Clientele.* Clientele refers to individuals who seek the services of any professional advisor (Landau, 1988). In the context of this study, it pertains to individuals who have utilized the services provided by the non-teaching personnel in the division office.
- *COVID 19.* The etiology of the infectious disease commonly referred to as coronavirus disease 2019 (COVID-19) can be attributed to the viral pathogen scientifically identified as severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The initial detection of the phenomenon occurred in December of the year 2019 within Wuhan City, in Hubei, China. Subsequently, this occurrence has resulted in an ongoing worldwide pandemic.
- *Effectiveness of the job*. Effectiveness on the job refers to the provision of conducive working conditions that allow individuals to perform their tasks at their best potential.
- *Non-teaching personnel.* Non-teaching personnel are individuals within the DepEd, specifically in the division office, whose roles are associated with office work and hold positions that are non-teaching in nature.
- *Pandemic.* A pandemic is an outbreak of a disease that spreads over a wide geographic area and affects an exceptionally high proportion of the population. It refers to a disease that becomes prevalent on a global scale.
- *Work from home arrangement*. The work from home arrangement is an alternative innovation mandated by the Civil Service Commission for government offices to implement social distancing and observe basic health protocols among government employees in response to the COVID-19 pandemic. This arrangement allows employees to carry out their duties remotely from their homes rather than reporting to their regular workplace.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26sep973

## II. REVIEW OF RELATED LITERATURE

This chapter provides a comprehensive review of related literature and studies focusing on the impact of work-from-home arrangements as the emerging alternative norm in public service. It examines how this new mode of work affects employee productivity and its influence on their professional and personal life aspects. The literature review delves into the existing research and scholarly works that shed light on the implications of remote work arrangements in the context of public service, considering both the benefits and challenges faced by employees in maintaining productivity and work-life balance.

- *Demographic Profile: Gender, Address, Socio Economic Status, Marital Status and Quality of Living Situation*

Despite the extensive research on working from home, there remains a limited number of studies that specifically explore the effects of this arrangement concerning gender, address, socioeconomic status, marital status, and the Quality of Living situation of employees under the WFH scheme. Deshpande (2020) highlights that the COVID-19 pandemic and the subsequent lockdowns have brought about significant transformations in various aspects of work and life worldwide. It is evident that these shifts may persist throughout the entire duration of the pandemic until a vaccine is widely available and distributed, or they might be repeatedly invoked as countries face cycles of pandemic spikes, followed by lockdowns, relaxations, and subsequent spikes.

Amidst these changes, one crucial shift is the widespread adoption of work-from-home (WFH) arrangements by a significant portion of the working population fortunate enough to retain paid employment. As the workplace extends into the home, it raises questions about the gendered implications of WFH. Do men and women experience the effects of remote work differently? Are the gendered implications of WFH influenced by income class, nature of work, and the level of formality or informality in work settings? Additionally, how does the integration of paid work, previously conducted outside the home, interact with unpaid work, which has always been an integral part of domestic life? Exploring these aspects will offer valuable insights into the impact of WFH on individuals and households, as well as the potential implications for gender dynamics and work-life balance.

Powell and Craig (2015) conducted a study to investigate the impact of working from home on time allocation, with a specific focus on the relationship between remote work, gender, and time use. The research explored how the amount of time spent on paid work, unpaid work, and recreational activities varies based on whether employees work from home rarely, occasionally, or regularly. The study also examined patterns of multi-tasking, time fragmentation, and scheduling flexibility.

The results revealed that there is a connection between working from home and the distribution of time spent on paid and unpaid work. However, this relationship was found to be influenced by the frequency of working from home and the gender of the employees. The study indicated that working from home does not necessarily lead to more time being available for recreational activities. However, it may help women manage the balance between work and family responsibilities more effectively.

The concept of work-life balance, as defined by Crosbie and Moore (2004), has become a relatively recent concern. This has been driven by growing apprehensions regarding demographic shifts, particularly in the workforce's gender and age composition (European Commission, 2002; Labour Market Trends, 2001). Additionally, within the UK, there is heightened awareness of the long working hours culture (Dean, 2002; Hyman et al., 2002), leading to increased concerns over health, occupational stress, and challenges in balancing work and childcare responsibilities.

The rise of flexible working patterns has also been influenced by technological advancements, enabling businesses to operate beyond traditional office settings and at lower costs, allowing work to be conducted at unconventional times or even during holidays (The Observer, 2002). There is a financial incentive to promote flexible work arrangements, which is evident in materials targeting the commercial or public sector. However, this financial aspect remains less transparent when it comes to promoting the benefits to employees and workers in general.

It is crucial, therefore, to critically assess the prevailing notion that pursuing work-life balance solely yields positive outcomes (Hyman et al., 2002). This calls for a more balanced and nuanced perspective to consider potential challenges and drawbacks associated with flexible work arrangements.

- *Work Arrangement Adapted*

Prior to the complete implementation of the Telecommuting Act, it may become necessary to review its guidelines due to emerging challenges brought about by the sudden shift to remote work as a response to the COVID-19 pandemic. The government implemented measures, including the enhanced community quarantine (ECQ), which mandated people to work from home to prevent the transmission of coronavirus disease 2019 (COVID-19). As a result, issues and implications related to remote work arose, prompting the need for a reevaluation of the Act's guidelines to address the new circumstances effectively.

In 2016, a Global Forum was convened to exchange experiences related to telework in the Information and Communications Technology Services (ICTS) and financial services sector. Although the term "telework" was coined in the early 1970s, various other terms have been used to describe this phenomenon, including "telecommuting," "work from home," "e-work," "virtual work," "remote work," "distance working," "distributed work," "work shifting," or "flexible working." In the Global Forum, a consensus was reached, defining telework as "regular work performed by a worker within an employment relationship, away from the employer's generally recognized work premises."

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Despite the different terms used, the common thread among them is that work is conducted outside the employer's premises. This can take place at any location outside the traditional work premises, such as shared office centers, hubs, or even a home-based setting (ILO, 2016). Off-site work allows individuals the flexibility to work in environments that suit their job requirements or personal circumstances. Employers can opt to establish work-from-home arrangements even without specific legislation.

Nonetheless, the Philippines has recently passed the Telecommuting Act, which may initially appear to comprehensively address all work-from-home arrangements. However, upon closer examination, there is more complexity and nuance within the Telecommuting Act and work-from-home arrangements than is immediately apparent.

According to Hamilton (2002), off-site work arrangements, such as telecommuting and telework, offer both benefits and challenges to both the organization and its employees. However, the specific advantages and difficulties associated with these arrangements depend on factors such as the organizational culture, management styles, and individual personalities of the employees involved.

Labor Advisory No. 9-20 was released by DOLE or the Department of Labor and Employment in 2020, preceding the implementation of the Enhanced Community Quarantine (ECQ). The purpose of this advisory is to encourage the implementation of alternative work arrangements, specifically Work-From-Home (WFH) setups, as effective strategies to mitigate the difficulties presented by the COVID-19 pandemic. When the ECQ was enforced, all non-essential establishments had to close their physical office premises, leading some to resort to WFH arrangements. However, it is important to note that not all WFH arrangements fall under the scope of the Telecommuting Act.

The Telecommuting Act specifically applies to work done from an alternative workplace using telecommunication and/or computer technologies. Additionally, the Act highlights the importance of telecommuting initiatives being carried out voluntarily, ensuring that both employers and employees agree to participate in such programs. During the ECQ, various WFH arrangements were implemented, which may not have necessarily involved telecommunication and/or computer technologies. Additionally, the adoption of these arrangements was not entirely voluntary, as they were implemented in response to the Philippine government's directive to combat the pandemic. Therefore, the specific provisions of the Telecommuting Act may not directly apply to all WFH arrangements implemented during the ECQ period.

The cited literature offers valuable insights into the origins and planned implementations of theories regarding Work from Home arrangements. It sheds light on the variables relevant to the present study and their connection to the current global situation. These findings served as guiding principles for the researcher in conceptualizing the current study.

- *Innovations Adapted to Track the Delivery of Output*

According to Crowhurst (2019), one of the drawbacks of working remotely is dealing with technical issues. While the flexibility of remote work can be advantageous, challenges arise when encountering Wi-Fi disruptions or computer malfunctions. In such instances, seeking assistance from IT support might lead to frustrations as their priority could be logging the job rather than promptly getting the employee back online to resume their work.

Crepon, Duguet, and Mairesse (1998) conducted a study focusing on French manufacturing firms to explore the connections between research, innovation, and productivity. Their findings revealed that larger firms, as measured by the number of employees, had a higher probability of participating in research and development (R&D) activities. However, the study did not find a significant relationship between research capital intensity and firm size. Additionally, the researchers identified a positive correlation between innovation output and research capital intensity, as well as between innovation output and firm productivity.

- *Accessibility*

Because of the continuing effects of the COVID-19 crisis, numerous companies and organizations in the Philippines are contemplating telecommuting, also known as work from home, as a viable alternative to sustain their regular operations. Instead of commuting to the office, employees "travel" via telecommunication links, utilizing tools like telephone, online chat programs, video meetings, emails, and Virtual Private Network (VPN) solutions for remote access to IT networks. While this approach is beneficial, it also poses risks related to remote access connections.

Shapiro (2020) points out that due to COVID-19, a growing number of employees are teleworking, which has advantages such as increased accessibility in home environments compared to onsite offices. Moreover, it allows people to avoid crowded public transportation during rush hours. However, telework presents new challenges for employers, particularly regarding digital accessibility for their remote employees. Some employees may lack the necessary resources at home that they traditionally use at the office, and offsite access to company intranets or communication portals may not be fully accessible to them. As work increasingly relies on online resources, issues with accessibility of digital content become more prominent and problematic.

Similarly, Bairret (2020) emphasizes the crucial role of accessibility and community in ensuring a successful work-from-home experience. The importance of accessibility is magnified when considering all other "from home" experiences that people are currently facing. Businesses worldwide, as they plan for a post-COVID environment, need to understand the opportunities and limitations of accessibility to make essential decisions that impact their teams and customers. Awareness around accessibility and its continued growth are critical factors in shaping the future of work and customer interactions.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26sep973

➢ *Productivity*

Rolloos (1997) defined the productivity as, "productivity is that which people can produce with the least effort". Productivity is also defined by Sutermeister (1976) as, "output per employee hour, quality considered". Dorgan (1994) defines productivity as, "the increased functional and organizational performance, including quality". Over the past few months, offices have embraced a host of communication, collaboration and cybersecurity tools—and that's just the tip of the iceberg. Accurately assessing productivity extends beyond mere quantity counts of products made, sold, or services performed. For instance, in a toy factory, a worker might produce 100 toys daily, but if a majority of those toys turn out to be defective and unsellable, the productivity level remains low, and valuable work time and materials are squandered. By measuring employee productivity and engaging in constructive discussions with them, you communicate your expectation for them to take pride in their work, strive for excellence, and actively pursue individual goals that align with the company's objectives.

Roelofsen (2002) conducted comprehensive scientific research, which provides compelling evidence that enhancing the working environment leads to a reduction in complaints and absenteeism, while simultaneously boosting productivity. Notably, the indoor environment plays a pivotal role in influencing job stress and job dissatisfaction, making it a critical factor in determining overall productivity levels.

These studies reviewed defined the factors necessary in assessment of the effectiveness of Work from Home scheme, as well as the productivity performance of the employees under the arrangement considering the health security brought by the COVID-19 Pandemic. These related studies were of great value to the researcher since they complemented and supplemented the present investigation the different literature reviewed helped in the conceptualization of the study.

## III. METHODOLOGY

In this chapter, a thorough and comprehensive description is presented, covering various aspects of the research. These include the research design, the location where the study was conducted, the subjects or respondents involved, the sampling procedure used, the research instruments utilized, details regarding questionnaire administration, the scoring process, and the statistical methods applied to analyze the gathered data.

➢ *Research Design*

This study employed a descriptive method to comprehensively assess and determine the effectiveness of the work-from-home (WFH) scheme and productivity performance among non-teaching personnel of the Department of Education (DepEd) in the Division of Valencia City during the pandemic. Descriptive research is particularly suitable for gaining an in-depth understanding of the current situation and obtaining a detailed portrayal of the variables under investigation (Creswell, 2014).

➢ *Research Locale*

This research was carried out among non-teaching personnel working at the Division Office of DepEd Valencia City, located in Lapu-lapu St., Poblacion, Bukidnon. Under the oversight of the School's Division Superintendent, the Division Office is structured into three primary divisions: the Office of the Schools Division Superintendent (OSDS), the Curriculum Implementation Division (CID), and the School Governance and Operations Division (SGOD). The Office of the School's Division Superintendents is further subdivided into four sections: Information & Communications Technology (ICT), Administrative, Legal, and Finance. In total, there are 12 section heads and chiefs along with 78 staff members working within the Division Office.




Fig 2 Map of Poblacion, Valencia City, Bukidnon

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➢ *The Subject-Respondents*

The participants of this study encompass all non-teaching personnel working in the DepEd Division of Valencia City during the Calendar Year 2020-2021. This includes both Division heads and all staff members within this Division. In total, there are 2 Chiefs, 10 section heads, and 78 staff members. Table 1 displays the distribution of respondents in the study.

Table 1 Distribution of Respondents

| Office/Department/Section | Chief/Head of Office | Staff | 100% total |
|---|---|---|---|
| Office of the Schools Division Superintendent | | | |
| Office of the Assistant Schools Division Superintendent | | 1 | 1 |
| Information & Communications Technology (ICT) | 1 | | 1 |
| General Services Section | 1 | 1 | 2 |
| Human Resource Section | 1 | 7 | 8 |
| Supplies Section | 1 | 3 | 4 |
| Records Section | 1 | 1 | 2 |
| Legal | 1 | | 1 |
| Accounting and Finance Section | 1 | 12 | 13 |
| Budget Section | 1 | 2 | 3 |
| Cashiering Section | 1 | 6 | 7 |
| Curriculum Implementation Division | 1 | 3 | 4 |
| Public Schools District Supervisors | | 10 | 10 |
| Education Program Supervisor | | 10 | 10 |
| Schools Governance and Operations Division | 1 | 2 | 2 |
| School Management Monitoring & Evaluation | | 2 | 2 |
| Human Resources & Development Section | | 2 | 2 |
| Planning & Research Section | | 2 | 2 |
| Social Mobilization & Networking | | 2 | 2 |
| Education Facilities Section | | 3 | 3 |
| Youth Formation Section | | 2 | 2 |
| School Health Section | 1 | 7 | 8 |
| TOTAL | **12** | **78** | **90** |

➢ *Sampling Procedure*

A total of 90 respondents, including section heads, division Chiefs, and staff members in the DepEd Division of Valencia City, were considered for this study. Purposive sampling was used to select 100% of the total population as respondents, ensuring a comprehensive representation of the non-teaching employees of DepEd, Division of Valencia City, as of July 2020. Table 1 on the previous page provides the actual number of respondents and the sampling distribution.

According to Gay (1996), the minimum acceptable sample sizes vary depending on the type of research being conducted. For descriptive research, 10% of the population may be sufficient, while for smaller populations, a sample size of 20% may be required. In this study, the research used a 100% sample size, which is highly acceptable as a representative and comprehensive sample, ensuring a thorough understanding of the non-teaching personnel in the Division of Valencia City.

➢ *Research Instrument*

The primary data-gathering tool utilized in this study was based on the questionnaire used in the online survey conducted by the DepEd Central Office, specifically the Human Resource - Employee Welfare Division & Personnel Division, for the Assessment on the Effectiveness of Work from Home (WFH) Arrangement in 2020. The researcher made necessary modifications to tailor the questionnaire to suit the present study's specific objectives and problems. The instrument was carefully designed to assess the effectiveness of the work-from-home arrangement and productivity performance of non-teaching DepEd personnel.

The questionnaire consisted of four distinct categories: work arrangement/implementation, innovation adapted to track the delivery of output, accessibility, and productivity. Each category contained indicators that allowed the researcher to comprehensively evaluate the effectiveness of the WFH arrangement and the productivity levels of the non-teaching DepEd personnel.

The questionnaire was structured in three parts. Part 1 aimed to gather the demographic profile of the respondents, capturing essential information such as gender, address, age, civil status, educational attainment, years of service, designation, and office location. Part II constituted the core of the questionnaire, containing the indicators used to assess the effectiveness of the WFH arrangement and productivity performance across the four categories.

The provided instructions in the questionnaire made it a self-administering tool, allowing respondents to provide their responses independently. Respondents were instructed to indicate their answers by checking, encircling, or filling in the appropriate blanks corresponding to each item. This method facilitated a user-friendly and convenient data collection process.

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➢ *Administration of the Questionnaire*

The researcher obtained a letter of endorsement from the Dean of the Graduate School of Valencia Colleges, Inc. in the City of Valencia. This endorsement letter was attached to the official request sent to the Office of the Schools Division Superintendent, seeking permission to conduct the survey.

To ensure a comprehensive data collection process, the researcher personally administered the distribution and retrieval of the questionnaires while strictly adhering to the basic health protocols. In order to account for all distributed questionnaires, respondents were requested to provide their office and designation, while having the option to withhold their name if they preferred.

The researcher maintained a list of respondents, facilitating easy tracing and follow-up, if required. During the distribution, the purpose of the study was thoroughly explained, and the respondents were assured that their honest answers would not only benefit them personally but also contribute to the organization as a whole. Moreover, respondents were guaranteed strict confidentiality, with their answers being used solely for the purpose of the study.

➢ *Scoring Procedure*

The questionnaire utilized a 5-point scale for scoring the items. The researcher established the range of mean values and their corresponding qualitative descriptions. The respondents' answers were grouped and categorized based on the following scale: (5) Always, (4) Oftentimes, (3) Sometimes, (2) Seldom, and (1) Not at All. For negative statements, responses were scored in reverse to account for the difference in the statement's direction.

Upon gathering all the data, the mean score was computed, providing a quantitative measure of the respondents' perceptions and experiences related to the study's objectives.

➢ *Scoring Procedure in Determining the Mean Value*

| Scale | Mean Values | Qualitative Description |
|---|---|---|
| 5 | 4.20- 5.00 | Always (A) |
| 4 | 3.40 – 4.19 | Oftentimes (O) |
| 3 | 2.60 – 3.39 | Sometimes (SO) |
| 2 | 1.80 – 2.59 | Seldom (SE) |
| 1 | 1.00 – 1.79 | Not at All (NA) |

➢ *Treatment of Data*

To address the research questions, diverse statistical tools were employed for data analysis. To analyze problems 1 and 5, frequency count and percentage distribution were utilized to determine the percentage of respondents' profiles.

To evaluate the average effectiveness of the Work from Home scheme and the productivity performance of non-teaching employees in the DepEd Division of Valencia City, the mean and standard deviation were calculated for problems 2, 3, and 4.

To further evaluate the effectiveness of the Work from Home scheme and its impact on productivity performance, Regression Analysis was employed, enabling a more in-depth examination of the relationships between variables and identifying potential predictors or factors influencing the outcomes.

## IV. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter provides a detailed analysis and interpretation of the data collected for the study, focusing on the effectiveness of the work-from-home scheme and productivity performance among non-teaching DepEd personnel during the challenging circumstances of the pandemic in the calendar year 2020. The presentation sequence follows the statement of the problem as outlined in Chapter 1.

The demographic profile of the respondents was an essential aspect of the data gathered, encompassing information such as gender, age, civil status, educational qualification, designation, and years of service. Table 2 displays the demographic profile of the respondents, providing valuable insights into the characteristics of the participants in the study.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26sep973

Table 2 Demographic Profile of Respondents

| | | Frequency | Percentage (%) |
|---|---|---|---|
| *Gender* | Female | 57 | 63.33 |
| | Male | 33 | 36.67 |
| | Total | 90 | 100% |
| *Civil Status* | Single | 32 | 36.36 |
| | Married | 54 | 61.36 |
| | Widow | 2 | 2.27 |
| | Total | 88 | 100% |
| *Age* | 18 – 24 years old | 0 | 0 |
| | 25 – 39 years old | 48 | 53.33 |
| | 40 – 60 years old | 39 | 43.33 |
| | 60 and up | 3 | 3.33 |
| | Total | 90 | 100% |
| *Educational Qualification* | Bachelor's Degree | 50 | 55.56 |
| | Master's Degree | 26 | 28.29 |
| | Doctorate | 14 | 15.56 |
| | Total | 90 | 100% |
| *No. of Years in Service* | 1 – 5 years | 42 | 46.67 |
| | 5 – 10 years | 21 | 23.33 |
| | 10 – 15 years | 6 | 6.67 |
| | 15 and up | 21 | 23.33 |
| | Total | 90 | 100% |
| *Living Condition* | Alone | 1 | 1.1 |
| | Parents | 6 | 6.7 |
| | Children | 20 | 22.2 |
| | Partner | 63 | 70.0 |
| | Total | 90 | 100% |
| *Housing type* | Apartment | 4 | 4.4 |
| | Terraced | 1 | 1.1 |
| | Duplex | 3 | 3.3 |
| | Cottage | 13 | 14.4 |
| | Bungalow | 69 | 76.7 |
| | Total | 90 | 100% |

The table illustrates that the respondents were predominantly female, accounting for 63.33% of the total, while males represented 36.67%. This suggests that females have a higher likelihood of securing stable and permanent careers. In terms of civil status, two respondents did not provide an answer, leaving a total of 88 responses. Among these, the majority, or 61.36%, were married. Being married implies a sense of responsibility and maturity in handling both family and workplace challenges and changes.

Regarding age distribution among the 90 non-teaching personnel of DepEd, Division of Valencia City, the age range of 25-39 accounted for the highest percentage, at 53.33%. The next significant age group was 40-60 years old, comprising 43.33% of the respondents. The age range of 60 years old and above constituted 3.33% of the total respondents. The age range of 25-39 is considered the prime working age, where individuals have likely settled into their permanent careers and are actively progressing in their career paths.

Among the ninety (90) non-teaching personnel in DepEd, Division of Valencia City, their educational qualifications span from Bachelor's to Doctor's Degree level. The majority, representing 55.56% of the respondents, have completed their Bachelor's degree. Following this, 28.29% of the respondents hold a Master's degree, while 15.56% have obtained a Doctor's degree. The distribution of educational qualifications among the non-teaching personnel emphasizes the importance of continuous learning and professional development in a government office. Advancement and promotion often require individuals to enhance their educational credentials, making it essential for government employees to stay proactive in seeking training and knowledge to prepare for unforeseen challenges such as a pandemic.

Regarding the length of service, the largest percentage, 46.67%, belongs to those who have served between 1 to 5 years. This indicates that a significant number of respondents have recently started their permanent careers in government service. The data suggests that the non-teaching personnel are relatively new to their roles and responsibilities within the organization.

In terms of living conditions, a considerable proportion of the respondents, 70.0%, are currently living with their partners, which aligns with the fact that most of them are married, as indicated in Table 2. This highlights the impact of

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the pandemic on the work schedule of government offices, with many non-teaching staff members having to support their families. The respondents not only face concerns for their own well-being while performing their work but also feel the responsibility to ensure the safety and comfort of their families during these challenging times.

According to Table 2, the housing type among the ninety (90) respondents varies from Apartment to Bungalow. Remarkably, a significant majority, 76.7%, indicated that they reside in bungalow-type houses. This finding suggests that a large proportion of the non-teaching personnel in the Division have already established their permanent residency within the city. Their choice of a bungalow-type dwelling implies a long-term commitment to their living arrangements, as they have invested in a permanent and more comfortable home.

Effectiveness of the WFH arrangement adopted by the Non-teaching personnel of DepEd Valencia City Division in compliance to the basic health protocols in terms of a) Quality of living situation, b) work arrangement adapted, c) accessibility, d) productivity.

Table 3 Effectiveness is the WFH Arrangement Adapted by the Non-Teaching Personnel in Compliance of the Basic Health Protocols in Terms of Quality of Living Situation

| Indicator | Mean | SD | QD |
|---|---|---|---|
| 1. **I am happy with the house I live in** | 4.89 | 0.32 | A |
| 2. **I am satisfied with the hygiene around the house** | 4.82 | 0.46 | A |
| 3. **My neighbors are good** | 4.57 | 0.74 | A |
| 4. **I am satisfied with the food that I eat** | 4.73 | 0.60 | A |
| 5. **I have a decent paying job** | 4.82 | 0.57 | A |
| 6. **I hang out with my friends** | 3.46 | 0.80 | O |
| 7. **I am satisfied with my personal safety** | 4.76 | 0.48 | A |
| 8. **I pursue at least one hobby** | 3.92 | 0.95 | O |
| **Overall Mean** | 4.50 | 0.38 | A |

Legend: n = 90

| Scale | Mean Values | Qualitative Description |
|---|---|---|
| **5** | 4.20- 5.00 | Always (A) |
| **4** | 3.40 – 4.19 | Oftentimes (O) |
| **3** | 2.60 – 3.39 | Sometimes (SO) |
| **2** | 1.80 – 2.59 | Seldom (SE) |
| **1** | 1.00 – 1.79 | Not at All (NA) |

As depicted in Table 3, the non-teaching personnel of the Division rated all eight basic health protocols as "always" in terms of the quality of their living situation.

Among the six basic health protocols related to the quality of living situation, the highest mean rating, 4.89 with a standard deviation of 0.32, was for the statement "I am happy with the house I live in." This finding aligns with the observations of Deshpande (2020) that the COVID-19 pandemic and subsequent lockdowns have caused significant shifts in various aspects of work and life globally. These changes are likely to persist throughout the pandemic, leading to a widespread adoption of work-from-home (WFH) arrangements for many individuals fortunate enough to retain paid employment. It also suggests that having a comfortable work-from-home environment contributes to their overall happiness and satisfaction.

The next two highest mean ratings, both at 4.82 with standard deviations of 0.57, were for the statements "I am satisfied with the hygiene around the house" and "I have a decent paying job." This indicates that the non-teaching personnel are generally content with the cleanliness of their living environment and are satisfied with their current employment conditions.

Furthermore, the mean rating for the statement "I am satisfied with the food that I eat" was 4.73 with a standard deviation of 0.60, indicating that the respondents are generally content with their food choices.

Lastly, the mean rating for the statements "My neighbors are good" and "I am satisfied with my personal safety" was 4.76 and 4.76, respectively, with standard deviations of 0.48. This suggests that the non-teaching personnel have positive perceptions regarding the behavior of their neighbors and feel secure in their living environment.

The basic health protocol with the lowest rating among the non-teaching personnel in terms of the quality of living situation under the WFH arrangement is "I have hung out with my friends," with a mean of 3.46 and a standard deviation of 0.80. This finding may be attributed to the fact that social interactions, including hanging out with friends, have been limited during the pandemic due to the need to maintain social distancing and prevent the spread of COVID-19.

Social interactions and maintaining a work-life balance are indeed vital components of living a healthy and fulfilling life, as emphasized by Crosbie and Moore (2004) in their definition of work-life balance. However, the pandemic has

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necessitated a shift in priorities, and individuals have been encouraged to adhere to strict health protocols, including social distancing, to protect themselves and others from the virus.

While the WFH arrangement has provided some flexibility and convenience in terms of work, it has also resulted in a reduction of in-person social activities. Numerous individuals have been compelled to discover alternative methods for staying connected with friends and loved ones, resorting to virtual gatherings and online communication platforms.

The lower rating for the statement "I have hang out with my friends" suggests that the non-teaching personnel have recognized the importance of adhering to health protocols, even if it means sacrificing some aspects of their social life. This demonstrates their commitment to ensuring their safety and the well-being of others during these challenging times.

The findings presented in Table 3 align with The Observer's statement from 2000, which highlights that recent developments, such as the COVID-19 pandemic, have heightened concerns over health, fitness, occupational stress, and the challenges of balancing work and childcare responsibilities.

The overall mean score in Table 3 is 4.50 with a standard deviation of 0.38, indicating that the respondents generally rated their quality of living situations as conducive to the effective implementation of the Work from Home (WFH) arrangement during the pandemic while adhering to the basic health protocols. The sudden outbreak of the pandemic required a swift adjustment to a new normal, catching everyone off guard. This prompted various organizations, including the DepEd Division of Valencia City, to adapt their work arrangements to prioritize the health and safety of their employees, particularly the non-teaching personnel.

The shift to the WFH environment has proven to be crucial in enabling the non-teaching personnel to perform their job functions effectively. The findings show that the respondents have positively evaluated their living situations, affirming that their homes provide a suitable and comfortable setting to carry out their work responsibilities amidst the challenges posed by the pandemic.

These results indicate that the implementation of the WFH arrangement has been well-received by the non-teaching personnel, as it allows them to fulfill their work duties while ensuring their safety and well-being during this unprecedented time. The WFH arrangement has become a vital solution to strike a balance between work and personal life while adapting to the new realities brought about by the pandemic.

Table 4 Effectiveness is the WFH Arrangement Adopted by the Non-Teaching Personnel in Compliance with the Basic Health Protocols in Terms of Work Arrangement Adapted/Implementation

| Indicator | Mean | SD | QD |
|---|---|---|---|
| 1. **Work from Home arrangement is being implemented in our office.** | 4.62 | 0.51 | A |
| 2. **Our Office provided the employees the official guidelines (e.g., Department/Office Memo) on the implementation of the WFH scheme** | 4.97 | 0.23 | A |
| **Each employee has given the liberty to choose their schedule in their convenience providing they will report to office 8 hours a day, 3days a week** | 4.42 | 0.72 | A |
| **The office tracks the attendance and working hours of employee thru Submission of Attendance Report** | 4.48 | 1.12 | A |
| **The office tracks the attendance and working hours of employee thru Call/SMS** | 3.88 | 1.51 | O |
| 6. **The office tracks the attendance and working hours of employee thru Teleconference/Online Meeting** | 3.01 | 1.39 | SO |
| **I can say that the WFH arrangement as a response to crises such as COVID-19 Pandemic is very effective** | 4.46 | 0.71 | A |
| 8. **I can say that the WFH implementation in the office is very effective** | 4.47 | 0.71 | A |
| 9. **I am very satisfied with the current WFH implementation of the office** | 4.47 | 0.86 | A |
| **Overall Mean** | 4.31 | 0.61 | A |

Legend: n = 90

| Scale | Mean Values | Qualitative Description |
|---|---|---|
| **5** | 4.20- 5.00 | Always (A) |
| **4** | 3.40 – 4.19 | Oftentimes (O) |
| **3** | 2.60 – 3.39 | Sometimes (SO) |
| **2** | 1.80 – 2.59 | Seldom (SE) |
| **1** | 1.00 – 1.79 | Not at All (NA) |

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According to the data presented in Table 4, the overall mean rating for the effectiveness of the Work from Home (WFH) arrangement adapted by the non-teaching personnel in compliance with the basic health protocols, as assessed by the respondents, is 4.31. This mean rating is qualitatively described as "always," indicating a high level of satisfaction with the implementation of the WFH arrangement in the DepEd Division of Valencia City.

Among the nine items related to the WFH arrangement, six indicators received the highest mean ratings in terms of work arrangement adaptation and implementation within the office. These indicators are as follows: "Our Office provided the employees the official guidelines (e.g. Department/Office Memo) on the implementation of the WFH scheme" received a mean of 4.97 and a standard deviation (SD) of 0.23; "Work from Home arrangement is being implemented in our office" obtained a mean of 4.62 and SD of 0.51; "The office tracks the attendance and working hours of employees through Submission of Attendance Report" received a mean of 4.48 and SD of 1.12; "I can say that the WFH implementation in the office is very effective" obtained a mean of 4.47 and SD of 0.71; "I am very satisfied with the current WFH implementation of the office" received a mean of 4.47 and SD of 0.86; and "I can say that the WFH arrangement as a response to crises such as COVID-19 pandemic is very effective" obtained a mean of 4.46 and SD of 0.71.

These high mean ratings suggest that the non-teaching personnel in the DepEd Division of Valencia City highly appreciate and find the WFH arrangement effective, particularly with regard to the implementation measures and guidelines set by the office. It is evident that the employees are satisfied with the WFH arrangements put in place in response to the COVID-19 pandemic and other crises, as it enables them to work efficiently while adhering to the basic health protocols and ensuring their safety.

Among the indicators listed, the one that received the lowest mean rating of 3.01 and a standard deviation (SD) of 1.39 from the non-teaching personnel is "The Office tracks the attendance and working hours of employees through Teleconference/Online Meeting." This low mean rating may be attributed to the fact that many non-teaching personnel rely solely on mobile data as their internet connectivity in their respective homes. Due to the pandemic and the suspension of on-site activities, setting up wired internet connections at home is not a feasible option and is considered a health risk by some. Despite this challenge, the non-teaching personnel have shown remarkable adaptability and still manage to effectively perform their tasks even with limited internet connectivity.

According to the assessment made by the non-teaching personnel, Table 10 shows an overall mean of 4.31 with a standard deviation (SD) of 0.61. From the responses of the non-teaching personnel in the study, it is evident that they perceive the implementation of the Work from Home (WFH) arrangement to be highly effective. This perception is attributed to the fact that they are well-informed about the WFH guidelines issued by the office and that their attendance and working hours are actively monitored by their respective Division chiefs through the submission of Attendance Reports.

As pointed out by Hamilton (2002), off-site work arrangements like telecommuting and telework offer both advantages and challenges for organizations and employees. However, these outcomes can differ depending on factors such as organizational culture, management styles, and individual personalities. In the case of the DepEd Valencia City Division, it is evident that they have effectively handled and managed the implementation of the Work from Home (WFH) arrangement for their non-teaching personnel.

Likewise, a significant indicator that received a high rating in determining the effectiveness of the WFH arrangement adopted by the non-teaching personnel, in compliance with the basic health protocols, is the provision of each employee with the flexibility to choose their work schedule according to their convenience, while ensuring that they complete 8 hours of work per day, three days a week, and report to the office. This particular indicator aligns well with the statement by ILO (2016), which highlights that off-site work allows individuals the freedom to work in an environment that suits their job requirements and personal circumstances, enabling personnel to perform tasks more comfortably and efficiently.

Table 5 Effectiveness is the WFH Arrangement Adopted by the Non-Teaching Personnel of DepEd, Division of Valencia City in Compliance with the Basic Health Protocols in Terms of Accessibility

| Indicator | Mean | SD | QD |
|---|---|---|---|
| 1. **I personally have a dedicated workspace where I can work at home** | 4.24 | 0.87 | A |
| 2. **I have internet connection at home** | 3.82 | 1.49 | O |
| 3. **I can access internet connection at home by mobile data** | 4.18 | 0.95 | A |
| **I can access internet connection at home by DSL Internet Service (wired or WI-FI)** | 3.26 | 1.76 | SO |
| **I can access internet connection at home by Fiber Optic Internet Service (wired or Wi-Fi)** | 3.12 | 1.60 | SO |
| 6. **I am not experiencing any problems with my internet connectivity** | 3.51 | 1.07 | O |
| 7. **I have computer/laptop at home that can be used to perform my office task provided by the Office** | 4.36 | 1.40 | A |
| **Overall Mean** | 3.79 | 0.87 | O |

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Legend: n = 90

| Scale | Mean Values | Qualitative Description |
|---|---|---|
| **5** | 4.20- 5.00 | Always (A) |
| **4** | 3.40 – 4.19 | Oftentimes (O) |
| **3** | 2.60 – 3.39 | Sometimes (SO) |
| **2** | 1.80 – 2.59 | Seldom (SE) |
| **1** | 1.00 – 1.79 | Not at All (NA) |

Table 5 provides insights into the effectiveness of the WFH arrangement, adapted by the non-teaching personnel of DepEd, Division of Valencia City, in compliance with the basic health protocols, particularly in terms of accessibility.

Based on the ratings provided by the non-teaching personnel respondents, it is evident that they mostly rated the overall mean as "oftentimes," indicating that the implementation of the WFH arrangement is fairly effective in terms of accessibility.

Among the indicators assessed, the highest-rated one is that each personnel has access to a computer/laptop provided by the Office, with a mean of 4.36 and SD of 1.40. Following closely is the availability of a dedicated workspace at home, with a mean of 4.24 and SD of 0.87, and access to internet connection at home through mobile data, with a mean of 4.18 and SD of 0.95. On the other hand, the indicator with the lowest rating is the experience of challenges in accessing internet connection at home through DSL internet service (wired-WIFI) or Fiber Optic Internet Service, with an overall mean of 3.79 and SD of 0.87. Despite this, the non-teaching personnel of DepEd, Division of Valencia City have demonstrated preparedness in ensuring effective task delivery through accessible means, although the variability in internet connectivity based on their residence location has been a factor.

These findings are consistent with the observations of Shapiro (2020) who noted that as a consequence of the COVID-19 pandemic, teleworking has become a beneficial option for many employees, as their homes are likely to be arranged with accessibility in mind, and it allows them to avoid navigating public transportation during rush hour. However, it also highlights the importance of employers addressing digital accessibility challenges for remote employees, especially for those who were not accustomed to working remotely before the pandemic. Similarly, Bairret (2020) emphasized the significance of accessibility and community in successful WFH experiences, acknowledging the need for continued growth in awareness to ensure effective adaptations to remote work scenarios. Nonetheless, despite the challenges faced, the non-teaching personnel have shown resilience and adaptability in their WFH arrangements, effectively performing their assigned tasks.

Table 6 Effectiveness is the WFH Arrangement Adopted by the Non-Teaching Personnel in Compliance with the Basic Health Protocols in Terms of Productivity (Professional and Personal Life)

| Indicator | Mean | SD | QD |
|---|---|---|---|
| 1. **In adapting the WFH scheme I am very productive** | 4.01 | 0.61 | A |
| 2. **I have a lot of thing/task that I have to do** | 3.62 | 1.11 | O |
| **During the WFH scheme implementation, I feel like I have more time to perform leisure and recreational activities WITHOUT sacrificing my work assignments** | 3.69 | 0.80 | O |
| 4. **I have pursued at least one hobby while I'm in the WFH arrangement** | 3.18 | 1.10 | SO |
| 5. **I often missed deadlines during the WFH arrangement** | 2.87 | 1.54 | SO |
| 6. **I usually accomplished 90 – 100% of my tasks during WFH arrangement** | 4.50 | 0.67 | A |
| 7. **I rate the quality of my work output submitted, excellent** | 4.24 | 0.77 | A |
| 8. **I think the assigned task among employees are necessary and equitable** | 4.50 | 0.50 | A |
| 9. **Based on my experience, one of the advantages of Implementing WFH arrangement is that I can manage my own time** | 3.94 | 1.19 | O |
| 10. **Based on my experience, one of the advantages of Implementing WFH arrangement is that I have less expenses** | 4.33 | 0.70 | A |
| 11. **Based on my experience, one of the advantages of Implementing WFH arrangement is that I have less travel time to/from work** | 4.37 | 0.79 | A |
| 12. **Based on my experience, one of the advantages of Implementing WFH arrangement is that I have more time for Personal Projects** | 3.30 | 1.00 | SO |
| 13. **Based on my experience, one of the advantages of Implementing WFH arrangement is that I have improved my work-life balance** | 4.13 | 0.62 | A |
| 14. **One of the challenges that I have faced during the WFH arrangement is managing work and personal time** | 4.00 | 0.69 | A |
| . **One of the challenges that I have faced during the WFH arrangement is the level of competencies/skills needed to accomplish tasks** | 3.88 | 0.73 | O |

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/26sep973

| | | | |
|---|---|---|---|
| 16. **One of the challenges that I have faced during the WFH arrangement is lack of face-to-face interaction with supervisor/colleagues** | 3.73 | 1.04 | O |
| 17. **One of the challenges that I have faced during the WFH arrangement is the access to essential work equipment** | 3.67 | 0.94 | O |
| **Overall Mean** | 3.88 | 0.39 | O |

Legend: n = 90

| Scale | Mean Values | Qualitative Description |
|---|---|---|
| **5** | 4.20- 5.00 | Always (A) |
| **4** | 3.40 – 4.19 | Oftentimes (O) |
| **3** | 2.60 – 3.39 | Sometimes (SO) |
| **2** | 1.80 – 2.59 | Seldom (SE) |
| **1** | 1.00 – 1.79 | Not at All (NA) |

Table 6 provides an overview of the overall assessment, which indicates that the non-teaching personnel of DepEd, Division of Valencia City rated the effectiveness of the WFH arrangement as "oftentimes" in terms of productivity while complying with the basic health protocols.

Out of the seventeen indicators assessed, two indicators obtained the highest mean rating: "I usually accomplish 90 – 100% of my tasks during the WFH arrangement" with a mean of 4.50 and SD of 0.67, and "I think the assigned tasks among employees are necessary and equitable" with a mean of 4.50 and SD of 0.50. Following closely are indicators related to the advantages of the WFH arrangement, such as "I have less travel time to/from work" with a mean of 4.37 and SD of 0.62, and "I have less expenses" with a mean of 4.33 and SD of 0.70. Additionally, respondents highly rated the quality of their work output as "excellent" with a mean of 4.24 and SD of 0.77.

These findings imply that the non-teaching personnel have effectively accomplished their tasks and recognize the fairness and necessity of the assigned work. These results align with the statements of Dorgan (1994), Rollos (1997), and Sutermeister (1976) that emphasize productivity as a measure of employee engagement, performance, and alignment with company goals. Amidst the challenges brought about by the pandemic and the work-from-home arrangement, the non-teaching personnel have demonstrated unwavering dedication to their tasks and the high standard of their work output.

On the other hand, the indicator with the lowest rating is "I often missed deadlines during the WFH arrangement" with a mean of 2.87 and SD of 1.54. This may be attributed to the constraints and adjustments brought about by the pandemic, as indicated in the research by Roelofsen (2002) which highlights how improving the working environment can positively impact productivity and reduce absenteeism.

Overall, the respondents assessed that they are more productive in their professional life than in their personal life under the WFH arrangement, with an overall mean of 3.88 and SD of 0.39. The WFH arrangement has enabled the non-teaching personnel to effectively perform their tasks from the comfort and safety of their homes, leading to increased productivity in their professional roles. However, they may have faced challenges in managing their personal lives, particularly in recreational activities outside of their homes, due to the restrictions imposed by the pandemic.

Table 7 Extent of the Innovations Adopted by the Division Office to Track the Productivity and Delivery of Output of its Employee and the Effectivity of Such Innovation

| Indicator | Mean | SD | QD |
|---|---|---|---|
| 1. **The office tracks the work progress/outputs of employees thru Submission of Accomplishment Reports on a daily, weekly or monthly basis** | 4.76 | 0.57 | A |
| 2. **The office tracks the work progress/outputs of employees thru Reporting of Accomplishments during Video Conference Meetings** | 3.02 | 1.49 | SO |
| **The office tracks the work progress/outputs of employees thru Online tracking deliverables (e.g. google docs, sheets, drive)** | 3.57 | 1.09 | O |
| **No tracking mechanism implemented by the office during the implementation of WFH scheme** | 2.80 | 1.47 | SO |
| 5. **The employees work assignment/tasks were assigned thru Agreed Work Plan** | 4.20 | 0.90 | A |
| **The employees work assignment/tasks were assigned thru Instruction given thru call/SMS/Email/Apps** | 4.03 | 1.34 | A |
| **The employees work assignment/tasks were assigned thru Teleconference/Online Meeting** | 2.94 | 1.49 | SO |
| **Overall Mean** | 3.62 | 0.76 | |

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Legend: n = 90

| Scale | Mean Values | Qualitative Description |
|---|---|---|
| **5** | 4.20- 5.00 | Always (A) |
| **4** | 3.40 – 4.19 | Oftentimes (O) |
| **3** | 2.60 – 3.39 | Sometimes (SO) |
| **2** | 1.80 – 2.59 | Seldom (SE) |
| **1** | 1.00 – 1.79 | Not at All (NA) |

Table 7 presents the extent of innovations adopted by the Division Office to track the productivity and delivery of output of its employees, as well as the effectiveness of these innovations, as rated by the non-teaching personnel. The overall assessment shows that the effectiveness is rated as "oftentimes."

Among the indicators assessed, the highest-rated indicator is "The Office tracks the work progress/outputs of employees through the submission of Accomplishment Reports on a daily, weekly, or monthly basis," with a mean of 4.76 and SD of 0.57. This is followed by "The employees' work assignments/tasks were assigned through Agreed Work Plan," with a mean of 4.20 and SD of 0.90, and "The employees' work assignments/tasks were assigned through instruction given through call/SMS/Email/Apps," with a mean of 4.03 and SD of 1.34. Conversely, the least-rated indicator is "No tracking mechanism implemented by the Office during the implementation of WFH scheme," with a mean of 2.80 and SD of 1.24.

Overall, Table 7 obtained a mean rating of 3.62 and SD of 0.76. Despite the challenges faced with internet connectivity, the Division Office innovatively developed a secure and successful mechanism to track personnel productivity and the effectiveness of the WFH arrangement. These findings align with the study conducted by Crepon, Duguet, and Mairese (1998), which highlights the positive relationship between innovation output and firm productivity.

These results also support the statement made by Crowhurst (2019) about the extent of innovations adapted to track the delivery of output while working remotely. Although there are challenges, such as technical difficulties due to internet connectivity issues, the non-teaching personnel of DepEd, Division of Valencia City effectively coped with these downsides and made the necessary adjustments to ensure the effectiveness of the WFH arrangement. The internet connectivity issue, despite being a challenge, played a major role as an innovation for the successful implementation of the Work from Home scheme.

Table 8 Regression Analysis Showing the Demography have Great Influence on the Effectivity and Productivity of Non-Teaching Personnel in the Implementation of WFH Arrangement (N =90)

| **Model** | **Unstandardized Coefficients** | | **Standardized Coefficients** | **t** | **p** |
|---|---|---|---|---|---|
| | **B** | **Std. Error** | **Beta** | | |
| (Constant) | 5.512 | .164 | | 33.666 | .000 |
| Gender | -.331 | .056 | -.429 | -5.914 | .000 |
| Civil Status | -.546 | .070 | -.567 | -7.826 | .000 |
| R = .739 R Square = .546 F = 52.323 p = 0.000 | | | | | |

Table 8 presents the Regression Analysis, revealing that the demographic profile of non-teaching personnel has a significant influence on the effectiveness and productivity of the WFH arrangement implementation. The findings suggest that Gender and Civil Status significantly influence the success of the work-from-home arrangement. Specifically, Gender has a beta weight value of -0.429 with a p-value of 0.000, while Civil Status has a beta weight value of -0.567 with a p-value of 0.000. These findings show that the majority of the non-teaching personnel being married and living with their partners and children might affect their ability to multitask and balance office tasks with household responsibilities while working from home.

This rejects the null hypothesis, which stated that there are no demographic variables influencing the effectiveness and productivity of non-teaching personnel in the implementation of the WFH arrangement.

The R Square value of 0.546 indicates that 54.60% of the effectiveness and productivity of non-teaching personnel in the WFH arrangement can be attributed to the combination of the demographic variables Gender and Civil Status. This finding aligns with the study conducted by Powell and Craig (2015), which explored the effects of working at home on time use, gender, and work-life balance. Their results showed that working at home had an association with time spent in paid and unpaid work, and this relationship differed based on the regularity of working at home and gender. While working at home didn't necessarily create more time for recreational activities, it did help women in balancing work and family responsibilities.

Nevertheless, it is crucial to acknowledge that 45.40% of the effectiveness and productivity of non-teaching personnel in the work-from-home arrangement may be influenced by variables not accounted for in the regression model. This indicates the presence of additional factors that impact the success of the WFH arrangement beyond Gender

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and Civil Status alone. Subsequent research endeavors could delve into these additional variables to gain a comprehensive understanding of the various factors that contribute to the effectiveness of work-from-home arrangements among non-teaching personnel.

The results of the relationship between the variables are represented by the equation: Y = 5.512 + (-0.331)X1 + (-0.546)X2, where Y represents the effectivity and productivity of non-teaching personnel in the implementation of the WFH arrangement, X1 stands for Gender, and X2 represents Civil Status. The equation indicates that even though non-teaching personnel, particularly the female gender, have to balance responsibilities at work and home, they have managed to thrive and adapt effectively during the challenges posed by the pandemic.

Despite facing the demands of both their professional and personal lives, the non-teaching personnel, especially the female employees, have demonstrated resilience and efficiency in their work while embracing the WFH arrangement. This finding highlights the ability of individuals to navigate through the difficulties brought on by the pandemic and maintain productivity in their roles, regardless of their gender and civil status.

## V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In this chapter, a comprehensive summary of the study's findings is presented, accompanied by the corresponding conclusions and recommendations derived from the obtained results. It offers a condensed and insightful overview of the research outcomes, allowing for a clear understanding of the implications and potential applications of the study's findings.

### ➢ *Summary*

This study focused on evaluating the effectiveness of the work from home scheme and productivity performance among non-teaching personnel in the Division of Valencia City, DepEd Region X, during the Covid-19 pandemic. Specifically, it aimed to describe the respondents' profiles based on age, address, marital status, and quality of living situation. Additionally, it assessed the effectiveness of the WFH arrangement in terms of quality of living situation, work arrangement adaptation, accessibility, and productivity.

Furthermore, the study examined the innovations implemented by the Division Office to track employee productivity and the extent of their effectiveness. Moreover, it analyzed the influence of demographic factors on the effectiveness and productivity of non-teaching personnel in the WFH implementation. To gather data, the study utilized a descriptive research method and employed a questionnaire as the data collection tool. The research involved ninety (90) non-teaching personnel as respondents. The data analysis included frequency count, mean, standard deviation, and regression analysis as the statistical treatments utilized in the study.

### ➢ *Findings*

The following is a summary of the study's findings:

The majority of respondents were female, married, aged between 25-39 years old, held a Bachelor's Degree, had 1-5 years of service, lived with partners, and resided in bungalow-type housing.

The WFH arrangement implemented in compliance with basic health protocols, in terms of quality of living situation, work arrangement, accessibility, and productivity, received positive ratings from the non-teaching personnel of DepEd Valencia City Division, indicating a successful adaptation to the new normal.

The innovations adopted by the Division Office to track productivity during WFH were highly effective for the non-teaching personnel.

The demographic factors of gender and civil status had a significant combined influence on the effectivity and productivity of non-teaching personnel in the WFH arrangement implementation. This implies that the demographic profile, particularly gender and civil status, greatly impacts the effectiveness of the Division's work from home arrangement.

### ➢ *Conclusions*

Derived from the results, the subsequent conclusions were drawn.

The implementation of the work from home (WFH) arrangement among non-teaching personnel in DepEd Valencia City Division during the COVID-19 pandemic was effective. The majority of respondents positively rated the quality of living situation, work arrangement, accessibility, and productivity aspects of the WFH scheme. The Division Office's innovations to track productivity were also successful in supporting remote work.

The demographic factors of gender and civil status significantly influenced the effectivity and productivity of the WFH arrangement. It is evident that female respondents, who were predominantly married, showed remarkable adaptability in juggling work and household responsibilities during the WFH period.

The study findings indicate that the work-from-home (WFH) arrangement could be a feasible and efficient alternative for non-teaching personnel in comparable environments, particularly in times of emergencies such as pandemics.

Overall, the study's findings provide valuable insights for educational institutions and other organizations seeking to optimize work arrangements and maintain productivity amidst challenging circumstances.

### ➢ *Recommendations*

Drawing upon the study's findings and conclusions, the following recommendations are put forward:

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DepEd Valencia City Division should consider continuing the work from home arrangement for non-teaching personnel, as the study showed its effectiveness in maintaining productivity during the pandemic. This arrangement provides flexibility and can be beneficial even beyond emergency situations.

The Division Office should invest in further improving remote work support, such as providing better internet connectivity and equipping employees with necessary tools like laptops or computers. These enhancements can boost efficiency and minimize challenges faced by personnel.

The division office may offer training programs on time management, remote collaboration tools, and work-life balance to help employees optimize their WFH experience. Such training can help them better handle their responsibilities and maintain productivity.

Division heads and key personnel are advised to conduct regular monitoring and evaluation of the work-from-home (WFH) arrangement's effectiveness to identify areas that need improvement and to proactively address any potential issues.

DepEd may consider investigating the feasibility of implementing hybrid work models, which offer employees the flexibility to work from both home and the office.

DepEd may continue to acknowledge the challenges faced by employees in balancing work and family responsibilities during WFH. Consider offering support programs, such as childcare assistance or flexible schedules, to alleviate some of the burdens.

Heads of offices should maintain a supportive and communicative work culture to foster camaraderie and team spirit, even in a remote work environment. Encourage regular virtual meetings and team-building activities to keep employees connected.

These recommendations hope to guide DepEd Valencia City Division to build upon the positive outcomes of the WFH arrangement and ensure continued productivity and employee well-being in the face of future challenges.

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