

WORK ENVIRONMENT, WORK-LIFE BALANCE, JOB ATTITUDES AND PRODUCTIVITY OF TELECOMMUTING EMPLOYEES IN THE PHILIPPINES

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ABSTRACT

Telecommuting has been a critical response to the COVID-19 Pandemic (Denham, 2021). This paper aimed to determine the extent of the work environment, work-life balance, job attitudes, and productivity of telecommuting employees in the Philippines. To determine the significant relationship between work environment, work-life balance, job attitudes, and productivity. This study is anchored on the social exchange theory. The researcher utilized a descriptive and correlational research design and was conducted on the 300 employees of the telecommuting company. The findings indicated that employees perceived a very great extent in the work environment, work-life balance, job attitudes, and productivity. Findings show a significant relationship between work environment and work-life balance, same with the work environment, and job attitude, none among other variables. In conclusion, employees recognized the company's effort in implementing a conducive telecommuting work environment that allows them to manage their work-life balance resulting in positive job attitudes and productivity. Any changes in the employees' work environment affect employees' work-life balance and vice versa—the same conclusion regarding work environment and job attitude.

Keywords: Telecommuting, Work Environment, Work-Life Balance, Job Attitudes and Productivity, Descriptive Correlational Research, Philippines.

1. INTRODUCTION

The work environment is critical to employee performance (Suwaidi, 2019). It becomes one of the motivations for someone to work (Utari & Nasri, 2021). A healthy work environment is safe, empowering, and satisfying (Wei et al., 2018).

Work environment and settings impact work-life balance (Kusuma & Nandi, 2021). Ascertaining employees' practical work and life balance becomes relevant as human needs evolve in the dynamic environment in which they operate (Babatunde et al., 2020). Work-life balance is vital to a healthy work environment (Kohll, 2018; Pramanik et al., 2020).

Work-life balance is an idea that includes prioritizing between lifestyle and work along with balancing career and lifestyle together, which seems challenging (Nurumal et al., 2017). Prioritizing one aspect over the other can stress one's life and exposes some side effects on employees, such as unclear boundaries between work and life (Asfahani, 2021; Palumbo, 2020; Palumbo et al., 2020; Vittersø et al., 2003; Weitzer et al., 2021).

The balance of work and life becomes a factor that influences employee job attitudes in the organization (Dewi et al., 2020; Lestari & Margaretha, 2021; Lucia-Casademunt et al., 2015; Sari & Seniati, 2020; Saxena, 2018; Silaban & Margaretha, 2021; Talukder, 2018).

Job attitudes are concerned with the total attitudes toward the various aspects of the working condition of individual perception (Pageni, 2020). Employees' inherent feelings and beliefs greatly determine how they cope and perceive the surrounding environment, obligating themselves to the intended motion and behavior (Cherry, 2019; Ramlee et al., 2016). Attitudes at work operate with different personal resources and individual dispositions to facilitate work-related functioning (Peláez-Fernández et al., 2021; Vacharkulksemsuk & Fredrickson, 2013).

Productivity is a buzzword that has characterized this lockdown (Chattopadhyay, 2021). An employee with a positive attitude is well aware of business dynamics and can fine-tune to the organizational environment, leading to holistic development in the performance and productivity of the entire organization (Ejeh Abba, 2019; Onwubiko, 2019; Rahiman & Kodikal, 2017). Employees with a positive attitude towards work are fully committed to the organization and positively influence their productivity (Ahmed et al., 2017).

Literature has emphasized a direct link between work environment and job attitudes (Langer et al., 2019). Slight changes in the work environment positively affect work outcomes through work attitudes (Berta et al., 2018). With changing times, attitudes have changed (Muthulakshmi, 2018). A program must be developed and integrated into the business operations to attain work-life balance, resulting in an enhanced employee job attitude (Green, 2018). The

attitude is affected mainly by the work-life balance that significantly affects productivity (Chris et al., 2016; Diab & Suifan, 2016; Pitriyani & Halim, 2020).

In 2005 a company was established in one of the vastly developed cities in the Philippines, similar to the BPO in nature; the main difference is that it operates locally on a five-day-a-week eight-hour-per-day basis. Through the years, the company grew and can be considered to have passed the test of time. Like other companies in the Philippines, the case company is tested once again with the emergence of the Covid-19 pandemic. The company employed a telecommuting practice to protect employees from a pandemic surge.

Telecommuting is a remote work-from-home coined in the early 1990s (Irawanto, 2020). A "Telecommuting Act" was passed, allowing employers to implement work from home for their employees (Ramos & Tri Prasetyo, 2020). It has been a critical response to the Covid-19 Pandemic (Denham, 2021).

The researcher has a great interest in telecommuting. In this new age, with the advancement of technology, it has become an alternative solution, if not the answer, for the ongoing crisis brought on by the Covid-19 Pandemic. This study may benefit the case company to help improve its telecommuting policies, arrangements, and strategies.

Objectives of the Study

This paper aimed to determine the extent of the work environment, work-life balance, job attitudes, and productivity of telecommuting employees in the Philippines.

To determine the significant relationship between work environment, work-life balance, job attitudes, and productivity.

2. LITERATURE REVIEW

This study explained the work environment, work-life balance, job attitudes, and productivity through Social Exchange Theory. SET is a significant concept for understanding people's reactions, used in management and related fields (Cropanzano et al., 2017; Menes & Haguian III, 2020). Blau (1964) asserts that the fundamental premise of the SET is human interaction; therefore, the theory focuses on the social relations and personal ties among the actors that shape the exchange of resources and benefits. When employers show concern for employees, social exchange associations multiply, which, thus, produces beneficial outcomes (Thomas & Gupta, 2021). Employees will reciprocate positively when their organizations treat them well (Blau, 1964; Mostafa & Andrews, 2018).

Work Environment

The work environment is a universal belief established by employees regarding the extent to which the organization values them, their contributions, and their well-being (Eisenberger et al., 1986; Jeong & Kim, 2021). From a SET perspective, employees seem to express more appreciation of the organization's support by exhibiting positive behaviors toward the organization (Nasidi et al., 2019).

Work-Life Balance

Different industries have different levels of work-life balance (Crompton & Lyonette, 2006; Ting Liu et al., 2021). The demands and pressures of effort make it complex to stretch time for balancing work-life activities (Verma, 2016). Employees' ability to deal with work, family obligations, and personal life is crucial for both company and employees' family members (Lonska et al., 2021).

Job Attitudes

SET explains workers' attitudes (Chang et al., 2020). The beliefs and feelings that determine how employees perceive their environment commit themselves to intended actions, and ultimately behave are called attitudes (Cabrera & Estacio, 2022). Positive working attitudes among employees are significant in achieving the organization's goals (Peranginangin & Nevi, 2019).

Productivity

Based on the SET, social exchange is seen as a two-sided, mutually contingent, and mutually rewarding process involving interdependent interactions dependent on someone else's actions (Blau, 1964; Bos-Nehles & Meijerink, 2018; Emerson, 1972). For employees to be enthusiastic about their duties, companies must consider factors that affect productivity (Wandari & Mujiati, 2021). In an organizational context, treating employees will add value to their performance by increasing their productivity (Gamage & Wickramaratne, 2021).

3. METHODOLOGY

The researcher used the Descriptive Correlational Research Design. The total population of the study was 357 employees of the telecommuting company encompassing the tele-collectors, team leaders, and supervisors from the eleven (11) branches nationwide of the case company. The researcher used a simple random sampling technique to determine the study's sample size of 300 based on the population.

The researcher used an adapted-modified instrument to gather data and serve as the primary data source. The instrument was subjected to content validations using the Content Validity Index based on Lawshe Validity Model (1975). The instrument got a CVI of 0.97 for the work environment, 0.99 for work-life balance, 0.99 for job attitude, and 0.98 for productivity; all the result indicates that the instrument is valid. Cronbach's Alpha was utilized to determine the reliability of the instrument. The test yielded identical ratings of 0.81 for the work environment, work-life balance, job attitude, and productivity, all within the reliability index of 0.70 to 0.99. Therefore, the research instrument is reliable. Ethical considerations were followed and applied, such as social consideration, informed consent, the vulnerability of the research participants, risk and benefits, privacy and confidentiality, justice, transparency, data protection, qualification of the researcher, adequacy of facilities, and community involvement. Mean and standard deviation was used to determine the extent of work environment, work-life balance, job attitudes, and productivity among telecommuting employees of the case company in the Philippines. At the same time, Pearson's correlation coefficient was applied to determine the significant relationship between work environment, work-life balance, job attitudes, and productivity.

4. RESULTS AND DISCUSSION

Work Environment

When taken collectively, it indicates that in terms of work environment, co-worker support yields the highest mean score of 3.96 with a standard deviation of 0.098, while organizational support is the lowest with a 3.54 average score with a standard deviation 0.122. All are interpreted to a very great extent.

The result suggests that co-worker support placed the highest in the work environment. Data implies that employees highly regard their co-workers' support and value cooperation and help from their co-workers. It means that in performing their duties, their co-employees are very much willing to help, resulting in high employee motivation. Some employees said that their work becomes much easier because of the support of their co-workers. They emphasize that despite the challenges brought by changes in the work environment and difficulties in reaching their target quota, their respective teams are always there to support them.

Coworker support can influence one's perception of the working environment (Norling & Chopik, 2020; Sloan, 2012). Rodjam et al. (2020) cited that the more satisfied employees are with their work environment, the better they perform. Olaniyan et al. (2020) stated that workplace support positively impacts and reduces negative variables. Tamminga et al. (2019) emphasized that support in the workplace can help employees, which is an essential aspect of their quality of life and benefits society.

Work-Life Balance

All the work-life balance dimension results generated a great extent interpretation; employees rated the most on longer working hours with a rating average of 3.97 and a standard deviation of 0.103. In contrast, job stress got an average score of 3.93 and a standard deviation of 0.140, the lowest.

The result infers that longer working hours placed the highest responses across the work-life balance dimension. It reflects that employees work longer hours in doing their job. It also means that employees work extended hours to achieve their target quota. Some employees said they work longer hours, especially if the given quota is challenging. They added that they work longer when assigned to difficult locations. Employees cited that even with the advent of telecommuting, they rendered additional hours to ensure they could help their teams achieve their monthly targets.

Longer working hours and meeting of targets that the employers demand always lead to the employee's family discords, lower performance, ill health, and low morale (Anyim et al., 2020). Irawanto et al. (2021) highlighted that work-life balance could positively and negatively affect employee performance. The company must offer a work-life balance program to motivate employees and commit to optimally working (Wolor et al., 2020).

Job Attitude

Employees generated an identical rating of 3.98 across all aspects, with standard deviations of 0.079, 0.086, 0.077, and 0.090 in all facets, which were interpreted to a very great extent interpretation.

Data assumes that employees have a very remarkable job attitude. It indicates that employees have a positive perspective toward their work and organization. It further shows that employees are fully committed, involved, trustful, and proud of their organization. Some employees are enthusiastic in saying they have a very positive attitude towards their job. They cited that they are focused and committed to their work, helping their team achieve their goals. Employees said they are trustful and proud of their company, especially their employers, for all their help.

The attitude influences or drives the person's behavior (Cherry, 2019). Attitude toward work is a tendency based on individuals' work evaluations (Akçay et al., 2016). Research indicates that organizational commitment results from employees' attitudes (D'souza & Poojary, 2018). Ozyilmaz et al. (2018) cited that when employee trust in an

organization is high, employee self-efficacy has greater potential to positively influence job satisfaction, task performance, and behaviors.

Productivity

The result shows that employees rated highly on employee morale, with a mean average of 3.98 and a standard deviation of 0.076. In contrast, employees' health got the lowest, with a mean of 2.97 and a standard deviation of 0.225. Data is interpreted to a very great extent except for employees' health which is interpreted to a great extent.

Facts surmise that employees have very high morale. It highlights that the productivity of employees is associated with employee morale. The higher the employees' esteem, the more they perform better. Some employees said they have high morale because their employers and the organization never falter in motivating them. They said that day in, and day out, the organization never ceases to afford financial and emotional support that resonates in their morale. They said their employers and managers could afford non-work-related activities such as team building and company outings to bolster employee morale.

The employees' statements reflect the study of Shaban et al. (2017), which concluded that low morale and motivation affect productivity and competitiveness; it recommends that management increase productivity by increasing employee satisfaction. High morale leads to success, and low morale brings defeat in its wake (Raja & Kumar, 2015). Employers must create pleasant environmental conditions to enhance workplace relationships and bolster employee morale (Muskita & Kazimoto, 2017). Fox (2022) demonstrates that team-building activities can strengthen the relationship between employees and raise the confidence of the entire group.

Collectively

Across all dimensions, the ratings are interpreted to a very great extent, with a mean of 3.97 and a standard deviation of 0.045 for job attitude ranked the highest, and productivity got the lowest with a rating of 3.71 average scores and 0.072 standard deviations.

When taken collectively, job attitude placed the highest answers among employees. It validates that employees conduct their job with utmost care and priority. Telecommuting employees posit a culture of positivity among individuals and within the organization in the conduct of work. Based on the informal conversation with employees, they stated that the COVID-19 pandemic had taught them humility and a gracious heart. They mentioned that the pandemic opened their eyes to the reality that they must strive more to reciprocate all the support their employers and the company have given them. Despite the new telecommuting challenges, they remained positive and thankful that they still had a job.

Attitude toward work affects not only job performance but even the job satisfaction of employees (Abdalkrim & Elhalim, 2017). The right attitude is the greatest asset because it considerably influences the organization's performance; experts estimate an organization's success stems from 80 percent attitude and 20 percent talent (Hari Haji et al., 2021). Management must be able to change the attitude of employees toward their work to improve their performance level (Borst et al., 2020).

Table 1. Extent of Work environment, Work-Life Balance, Job Attitudes, and Productivity when taken collectively (n=300)

Main Variables	Sub Variables	Mean	Std. Deviation	Interpretation
Work Environment	Organizational support	3.54	0.122	Very Great Extent
	Managerial Support	3.92	0.157	Very Great Extent
	Co-Worker Support	3.96	0.098	Very Great Extent
	Mean	3.80	0.073	Very Great Extent
Work-Life Balance	Job Stress	3.93	0.140	Very Great Extent
	Role Overload	3.94	0.157	Very Great Extent
	Long Working Hours	3.97	0.103	Very Great Extent
	Work-Family Conflict	3.96	0.109	Very Great Extent
	Mean	3.96	0.086	Very Great Extent
Job	Organizational Pride	3.98	0.079	Very Great Extent

Attitudes	Organizational Commitment	3.98	0.086	Very Great Extent
	Trust	3.98	0.077	Very Great Extent
	Job Involvement	3.98	0.090	Very Great Extent
	Mean	3.98	0.045	Very Great Extent
Productivity	Employees Health	2.97	0.225	Great Extent
	Job Satisfaction	3.97	0.091	Very Great Extent
	Employee Morale	3.98	0.076	Very Great Extent
	Job Commitment	3.91	0.136	Very Great Extent
	Mean	3.71	0.072	Very Great Extent

Work Environment & Work-Life Balance

In table 2, the researcher found that work environment and work-life balance are significantly associated, with a correlation coefficient value of 0.135 and a p-value of 0.020.

Data implies that work environment and work-life balance are significantly associated, prompting the researcher to reject the null hypothesis. It further suggests that employees' current telecommuting work environment dramatically affects their work-life balance. It can be inferred that any changes in employees' work-life balance influence their work environment. Employees said that when the company started the implementation of telecommuting, they encountered difficulties and limitations that affected their routines and how they do things. They describe that conflicts in the work and family domain arise occasionally, but the good thing is that they have already adjusted and know what to do in such cases.

The result is aligned with the study of Bagaskara et al. (2021), which states that the work environment has a significant positive relation to work-life balance. For employees in a work-from-home scenario, the work environment changes substantially due to various reasons, such as social, economic, and cultural scenarios, which are different than usual (Attygalle & Abhayawardana, 2021). The relationship between work environment and work-life balance is pervasive; individual employees have their preferences and standards for aspects of their work-life balance, as the work environment can be a preference for everyone (Anila & Krishnaveni, 2016).

Work Environment & Job Attitude

Results suggested that work environment and job attitude have a significant relationship with a p-value of 0.028 and a coefficient of 0.127.

The result suggests that work environment and job attitude are also significantly correlated. Thus, the researcher rejected the null hypothesis. That work environment affects the job attitude of employees. The same can be said that job attitude is a byproduct of the work environment. Employees agree that the work environment affects their attitude and perspective toward their job. One of the employees mentioned that working at home triggers some distractions towards work. Another employee collaborated with this statement by citing that the nature of the work environment affects their job attitude. Such as, when the work environment is so humid or hot or if the space is limited, it affects them, triggering negative related attitudes such as pausing one work.

The result echoes the study of Yusuf & Metiboba (2018) that emphasized the significant relationship between work environment and job attitude. When the organization offers desirable support, it may be viewed as signaling the intent to make a long-term investment in human capital, which encourages employees to reciprocate by showing positive job attitudes (Bednarska, 2017).

Work Environment & Productivity

Results indicate no significant association with a correlation coefficient value of 0.073 and a p-value of 0.205, more significant than 0.05.

In contrast, work environment & productivity was found to have no association. Thus, the researcher accepted the null hypothesis. On the other hand, data suggests that the employees' performance and productivity remain the same or unaffected regardless of the work environment. Employees substantiated the result by saying that no matter their work environment, they will still strive to be as productive as ever. They said that whether it is telecommuting or in the office, they will still exert the same effort to generate desirable results.

The result contrasts with the study of Prasetyo et al. (2021) that the work environment influences employees' work productivity. The same conclusion was provided by the study of Massoudi & Hamdi (2017), which found that employees' satisfaction with the overall workplace environment leads to productivity.

Work-Life Balance & Job Attitude

The same findings for work-life balance & job attitude show no significant relationship between variables, as indicated by the p-value of 0.092 and correlation coefficient value of 0.097.

The result also surmises that work-life balance has no relation to job attitude. Therefore, the researcher acknowledged the null hypothesis of this study. It indicates that work-life balance does not affect job attitude. The result can be established that irrespective of what happens between work and non-work domains, the attitude of employees remains the same. Based on the informal conversation with the employees, they said that their job attitude remains the same: they are very much engaged and motivated in doing their job. They emphasized that since telecommuting occasionally, work and family conflict arises, but it does not affect them; their attitude remains the same; it does not deter them.

The data refute the assertion that work-life balance positively correlates with attitude (Jeong & Lee, 2020). Talukder (2018) further supported that work-life balance was positively associated with employee attitudes.

Work-Life Balance & Productivity

Data provided no significant association with a p-value of 0.280 and a correlation coefficient of -0.063.

The result suggests that work-life balance & productivity. It prompted the researcher to accept the postulated null hypothesis of this study. Data also inferred that productivity is not affected or influenced by the changes in an employee's work and non-work domains. It can also be implied that an outstanding work-life necessarily translate to productivity. Some employees said that conflicts due to work and non-work obligations do not affect their productivity. They said that they are thankful that they are still working. Regardless of some factors triggered by non-work related, they concentrate on performing and doing their job.

The result is in agreement with the study of Wolor et al. (2021) that said working from home does not affect work productivity. However, it is in contrast to the results from the study that revealed a significant effect of work-life balance on employees' productivity (Abioro & Faderera, 2018).

Job Attitude & Productivity

Calculations infer no significant correlation, as shown by a 0.243 p-value and correlation coefficient value of 0.068.

Data implies that the association between job attitude & productivity has not been proven in this study. Therefore, the researcher accepted the postulated null hypothesis of this study. The result suggests that job attitude is not affected or influenced by any aspect of productivity. It can also be understood that an exceptional job attitude does necessarily translate to productivity. Employees emphasized that their job attitude remains the same and their effort in doing their job remains the same. They acknowledge that they cannot reach their quota from time to time, which is the measurement of their productivity. They said that they maintain the same perspective and drive.

This study concludes that job attitudes are essential for employee productivity (Lohela-Karlsson et al., 2022). Cabrera & Estacio (2022) found that attitude-related factors positively affect employee performance and productivity.

Table 2. Significant Relationship between Work Environment, Work-Life Balance, Job Attitudes, and Productivity

Correlates	n	r	P-value	Significant @ 0.05
Work Environment and Work-Life Balance	300	0.135	0.020	Significant
Work Environment and Job Attitude	300	0.127	0.028	Significant
Work Environment and Productivity	300	0.073	0.205	Not Significant
Work-Life Balance and Job Attitude	300	0.097	0.092	Not Significant
Work-Life Balance and Productivity	300	-0.063	0.280	Not Significant
Job Attitude and Productivity	300	0.068	0.243	Not Significant

5. CONCLUSION

In conclusion, based on the result, employees recognized the company's effort in implementing a conducive telecommuting work environment that allows them to manage their work-life balance resulting in positive job attitudes and productivity, as indicated by their very great extent responses. Any changes in the employees' work environment affect employees' work-life balance and vice versa. The same conclusion regarding work environment and job attitude can be assumed that any shifts in one affect the other. Lastly, the researcher concludes that even though the organization is doing an excellent job with its telecommuting practices, there is still room for improvement, especially regarding employees' health.

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