



## THE INFLUENCE OF ALTERNATIVE WORK ARRANGEMENTS ON THE PRODUCTIVITY AND PERFORMANCE OF DEPED ANTIPOLO PERSONNEL: A LITERATURE REVIEW

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### Abstract

This paper reviews literature and studies on alternative work arrangements and its influence on the productivity and performance of employees. Alternative work arrangements was vital to the health situation that we are in now. There are different definition of alternative work arrangements. Both gender has opposing view on this kind of work arrangement. Alternative work arrangement also influences productivity and performance of employees.

### Index Terms

*Alternative Work Arrangement, Employee Productivity, Performance, Work Arrangement*

## I. INTRODUCTION

Since the outbreak of COVID-19 in the Philippines, many offices has been subjected to alternative work arrangements. This paper reviews literature regarding alternative work arrangements. This is done to present evidences on the effect of this kind of arrangement on the productivity and performance of a work personnel. It is important to recognize this effect especially in the work environment of the author in order to improve and deliver quality service to the clients.

## II. RESULTS

### *Alternative Work Arrangements*

Alternative work arrangements are temporary in nature and must be adopted only for as long as the Public Health Crisis exists. As part of their business continuity plans and instead of terminating employees or closing down businesses, the Department of Health (“DOH”) directs and the Department of Labor and Employment (“DOLE”) highly encourages employers to develop work arrangements that will reduce the number of people in the workplace and the need to travel. These include work from home arrangements for employees whose tasks can be done at home and among employees who are at high risk (those aged more than 60 years, or of any age with co-morbidities or pre-existing illnesses such as hypertension, diabetes, cancer, or with immunocompromised health status, or with high risk pregnancy) (Platon Martinez Law, 2020).

As has been lightly touched upon up to this point, the COVID-19 pandemic has undoubtedly impacted the way individuals, both nationally and internationally, view the overall prospect of alternative work arrangements, while shaping their personal experiences in relation to this matter. With mandates for millions upon millions of employees across the globe to work remotely, workers were thrown into a jarring situation with little choice, much uncertainty, and a lack of means to figure out how to carry on, both professionally “at work” and personally in an equally altered home life (Clark, 2020).

The literature tends to find that all else equal, workers like flexibility in where and, to a lesser extent, when they work. Several observational studies find that people with alternative work arrangements generally have higher job satisfaction (Golden et.al., 2013), while Bloom et al. (2015) finds that being randomly selected to be able to work from home increases job satisfaction.

McNamara et. al. (2012) define AWAs as “the ability of workers to make choices influencing when, where, and for how long they engage in work-related tasks”. Meanwhile, , with regard to AWA dimensions, Katz and Kreuger (2018) define AWAs as “temporary help agency workers, on-call workers, contract company workers, and independent contractors of freelancers”.

Flexible, non-standard or alternative work arrangements are options that allow work to be accomplished outside of the traditional boundaries of a standard organization of work in terms of different dimensions: amount, distribution of working time and place of work (Kattenbach et al., 2010)

With respect to remote work, alternative work arrangement become a likely predictor of positive or increased job satisfaction due to the increased individual autonomy and flexibility granted in attending to personal needs (Morganson et. al., 2010).

Men’s adoption of alternative work arrangements is much lower in other developed nations, including Australia where such stereotypically-oriented traits still prevail and have constrained accepted roles for men and women with AWAs. These deviations across gender lines also stem from the very way AWAs are pitched universally, i.e. as an organizational privilege and an individual choice, which offers “no challenge to organizational culture nor [alters] the narrative around men's [AWA] uptake” (Borgkvist et. al., 2018).

McNamara, et al. (2012) conversely found through their studies that there was only limited support that access to/utilization of AWAs was impeded across lines of gender, among other factors.

Carleton and Kelly (2019) additionally found through their recent study that while women chose alternative work arrangements ultimately for different reasons than men, gender had no apparent impact on the alternative work arrangements element of job satisfaction.

### *Productivity and Performance*

An aggregate assessment of alternative work arrangements benefits from across approximately 900 academic papers and journals from the 1970s throughout 2009 revealed, on average, business-case support for alternative work arrangements based on individual performance or productivity improvements in 31% of all works cited (Koivisto and Rice, 2016).

Another unique, positive measure of performance in relation to AWAs comes by breaking down “performance” into classifications of task performance and contextual performance. Specifically, task performance describes “activities that provide indirect support for the organization’s core technical processes”, or those that align with formal reward systems. Conversely, contextual performance pertains to “individual effort not directly related to main task functions”, that is, activities that may go formally unrecognized but ultimately shape the “social, and psychological contexts” of the organization (Salolomo and Agbaeze, 2019).

Gajendran, et al. (2014) noted how specifically for those less formally-measured contextual performance matters, remote workers were on-average ranked as higher performing when measured by their supervisors, compared to traditional in-office workers. Similar positive findings were also noted on the task performance side, particularly when a higher degree of autonomy within the alternative work arrangement was conveyed by employees.

Self-reported performance and other benefits are gathered and measured, and cases where others who themselves are engaged in AWA arrangements are asked to evaluate arrangements in relation to other employees. And, for those less inclined to form boundaries between their remote work and personal life arrangements, elements such as procrastination (without formal monitoring), and childcare/home responsibilities can become performance burdens once blended with remote work employment (Allen, et al., 2015).

Alternative work arrangements may facilitate work-life balance, they are not necessarily worker-friendly. Many jobs have irregular schedules, whereby workers cannot anticipate their work schedule from one week to the next; many workers are on-call or work during evenings, nights, and weekends. The emergent gig economy, while still small (Ferrell and Greig 2016).

Improving employee productivity has been one of the most important objectives for several organizations. This is because higher levels of employee productivity provide an organization and its employees with various advantages. For instance, higher productivity leads to favourable economic growth, large profitability and better social progress (Sharma and Sharma, 2014). Additionally, employees who are more productive can obtain better wages/ salaries, better working conditions, and favourable employment opportunities. Moreover, higher productivity tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Hill et al., 2014).

Duru and Shimawua (2017) investigated the effect of work environment on employee productivity using Edo City Transport Service whether inadequacy of the various conditional factors can affect productivity of employee. The objective of this study therefore geared towards ascertaining whether the nature of work environment lead to low productivity, absenteeism and lateness among employees. With the objective of the study in mind, this research project work focused on examining the effect of work environment. To achieve the study objectives and for the purpose of this seminar paper, secondary data were collected and analyzed as well. From the research findings, if good office environment is provided for employees, it will go a long way to enhance their morale and performance. Also, if office is neat, noiseless, properly arranged well lighted and ventilated, employees will feel a sense of belonging and this will make them to work efficiently and effectively. Good physical working environment inspires workers to spend more time in their various offices, employees responded emotionally better towards the provision of good office environment by not absenting themselves unnecessarily from work, lateness to work and other negative attitude will be drastically reduced. Good working environment increase individual output therefore

leading to growth of the organization. Based on the research study findings, the researcher recommended the followings: The organization should map out program for provision of good work environment to increase productivity and of promoting occupational safety and health of workers. The organization should ensure that the office of its workers is always clean, tidying up and properly arranged for easy movement and comfortable to the workers and customers.

Halkos and Bousinakis (2010) aimed to investigate the effects of stress and job satisfaction on the functioning of a company. It seeks to focus on factors affecting stress and job satisfaction such as number of work hours, good relations between management and employees, good function of the group and work related to employees' area of education. A random sample of 425 employees in the private and public sector and two stage cluster sampling is first used to collect primary data. Factor analysis is used next to identify the responsible factors for the correlation among a large number of qualitative and quantitative variables and their influence on productivity. Logistic regression is used next presenting many useful elements concerning the function of stress, satisfaction and supportive elements on productivity. As expected, increased stress leads to reduced productivity and increased satisfaction leads to increased productivity. When work begins to overlap with workers' personal life this implies a negative effect on productivity. Quality work is more related to conscientiousness and personal satisfaction than work load. Energetic and active individuals affect productivity positively.

Employees have been given increasing autonomy to work from home, from virtual offices, and during travel. Understanding why autonomy affects work behaviors has relied to date on self-reported data in which employees may consciously or unconsciously misattribute their own causal actions. Johannsen and Zek (2020) designed a neuroscience experiment to investigate the mechanisms through which greater autonomy affects individual and team performance and if this had an effect on mood. Participants (N = 100) were shown a three-min video that described the productivity impact of greater autonomy at work (treatment) or the productivity benefits of work-flow management software. Electrodermal responses were captured to measure physiologic effort and were related to the video stimuli, productivity, and mood. The treatment group had a 5.2% ( $p = 0.047$ ) greater average productivity and 31% ( $p = 0.000$ ) higher positive affect after the video than the control group average. Productivity was directly related to the physiologic effort put into the task for both the treatment and control groups, but the video prime did not increase effort compared to the control. The impact of physiologic effort on productivity continued to hold when controlling for participants' intrinsic motivation. We also found that individual productivity was associated with an increase in positive affect, while group productivity increased positive affect only for those in the treatment group. Our findings indicate that increased perceived autonomy can significantly improve individual and group productivity and that this can have a salubrious impact on mood, but the neurologic mechanism through which this occurs remains to be identified.

Ali et al. (2013) found that the productivity of employees will increase by keeping working conditions and working environment up to certain threshold level and subsequently will decrease if work load will increase from above certain threshold level.

Sekar (2011) argues that the relationship between work, the workplace and the tools of work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to maximize employee productivity center around two major areas of focus: personal motivation and the infrastructure of the work environment.

More real income can be attained if employee productivity is taken as an important practice. This means that the firm can meet its (perhaps growing) obligations to suppliers, customers, shareholders, workers, and governments (taxes and regulation), and still remain competitive or even improve its competitiveness in the market place (Chen et. al., 2015).

Since the customer is always king, and the happier they are, the more the organization gets productive. Therefore, the organization should strive to satisfy the employees, customers and management, so that the organization can be more productive and grow. This is also achieved by the organization utilizing the capacity of the human resource for more productivity. As a result, employees will be happier and healthier, which will result to a productive company. For a business to succeed in business, it has to concentrate on productivity in the workplace. (Ajala, 2012).

Mesthrige and Chiang (2019) analyse the impact on employee productivity of adopting the activity-based working (ABW) a form of new work practices (NWP). A study of this nature has never been made in Asia. A mixed methods design was used, which combined a comprehensive literature review, three interviews with senior professionals and a questionnaire survey with 37 office occupiers all from one international real estate consultancy firm in Hong Kong, as a case study, to analyse the impact of ABW on employee productivity. Findings suggest that ABW influences employee productivity to a certain degree. Though both physical and behavioural working environmental factors influence employee productivity in general, the latter factors were relatively more influential. Interestingly, though space-per-employee has been reduced under the ABW, this has not affected employee performance negatively. However, findings indicate that distraction elements (e.g. interruptions, overcrowding and noise) do have a negative influence on employee performance.

Maduka and Okafor (2014) looked into the importance of motivation in the management of people at work, no system moves smoothly without it, and no organization achieve its objective without motivating its human resources. The study therefore is to study and come out with the effect and ways of motivating worker in organization, hence comparative study of Manufacturing firms in Nnewi, Chicason group Nig Ltd, Ibeto group of company Nig Ltd, Capital Oil and Gas Nig Ltd, Cultix Cable Nig Ltd, and Innoson Motors Nig Ltd. Descriptive and inferential statistics were used in the analysis of the data. Necessary literatures were reviewed. During the analysis of the data it was discovered that the goal of motivation is to cause people to put fourth their best efforts with enthusiasm and effectiveness in order to achieve and hopefully surpass organizational objective. It is evidence that workers of manufacturing firms in Nnewi are poorly motivated; hence low productivity. Findings from the research on productivity of manufacturing firm's staff are reported. Two sets of questionnaires were employed in the study. One set was administered on management staff and the other on junior staff. The study reveals that salaries paid to junior staff in the company were very below the stipulations of Nigerian National Joint Industry Council. It further shows that the junior staff is rarely promoted and the junior staff prefers financial incentives than non financial incentives. The study recommended that increase in salary via promotion; overtime allowance and holiday with pay should be used as motivational tools.

Alternative work arrangements, specifically job sharing, compressed workweeks and flextime, have their share of benefits as well as risks. While most research points toward the arrangements being a positive for organizations, it cannot be understated that each company and its employees are unique, and therefore each situation must be considered carefully. The people, the job, and the industry are all important considerations to examine before any judgment is made as to whether flexible work arrangements should be utilized. However, if an employer carefully examines the benefits and risks of an arrangement, and takes the time

to see how the arrangement would fit with the organization, job, and employees, the results can be very positive for employers. They can experience a boost in employee morale and satisfaction, which in many cases leads to greater loyalty. When employees are satisfied with their jobs, they tend to work hard, often meaning more productivity and in turn, higher profits for employers. Alternative working arrangements will only continue to grow and, if used correctly, both employees and employers will be the benefactors (Lutz, 2012).

Berkery et al. (2017) highlight that HRM practices that increase workforce flexibility may boost productivity and innovativeness, and ultimately could lead to increased financial performance, which can manifest itself as increased profitability.

Employer-driven arrangements are expected to be found predominantly with positive effects on organizational performance in order to justify its purpose (increased productivity). However, previous findings are mixed, or suggests that their effects on organizational performance are predominantly negative. Weekend work, shift work and overtime have a positive relationship with turnover, while, interestingly, no significant association with organizational performance was found (Stavrou & Kilaniotis, 2010).

Empirical studies, which analyze the characteristics of employees, who work from home, find that employees, who work from home, and those, who always stay in the office, systematically differentiate. The SOEP provides the possibility to control for observable individual, job and firm specific heterogeneity, for instance socio-economic background or working conditions. Though, unobserved characteristics can also cause self-selection into the working location. In order to reduce endogeneity biases, we additionally use a two-stage least squares estimation approach (Noonan and Glass, 2012).

Dutcher (2012) investigates how working from home influences individual productivity by conducting a real-task laboratory experiment at a US university. He also considers the nature of the job task by distinguishing between creative and boring tasks. He finds that working from home increases productivity of individuals when doing creative tasks. Though, he finds that working from home has a negative influence on productivity if the task is too boring.

Bloom et al. (2015) conduct a field experiment in a large Chinese travel agency to analyze the effect of working from home on employees' performance. Call center agents are randomly assigned to the two working locations; home and office. They measure overall performance as number of phone calls and length of phone calls. They find that working from home increases overall performance of employees. They explain their finding by higher productivity associated with a quieter working atmosphere and also by higher work effort as employees tend to have fewer breaks. However, the results of both experimental studies apply to subgroups. Thus, a transfer to the whole working population is difficult.

Any effective and successful business understands the importance of productivity in the workplace. Being productive can help the firm increase and utilize the capacity of the human resources it has. Productivity in the workplace will often translate into good customer service and interaction. This total client experience is the key to satisfying customers and clients, and almost all highly productive companies use this to gain customer loyalty. When a customer is loyal to your business, they will share their experience with others, which is a marketing advantage coming out of high levels of productivity.

Work environment plays an important role in an organization. Most of the problems faced by employees are related to working environment. The level of productivity can be increased through developing a conducive working environment in the organization. The basic objective of this study is to measure the impact of working environment on

productivity of employees. The organizations like banks and insurance companies were selected for conducting this research study. A closed ended questionnaire was developed to get feedback from target audience and different statistical methods were used to derive results from the collected data. It was observed that the factors like supervisor support, relation with co-workers, training and development, attractive and fast incentives and recognition plans, adequate work load at work place are helpful in developing a working environment that has positive impact on employee's level of productivity in the organizations (Awan and Tahir, 2015).

Employee performance is related to quality, financing, knowledge management, effectiveness and the developmental growth of the organization as a whole (Platis et. al., 2015).

Ghazi et. al. (2013) conducted a study which revealed that the high levels of motivation and satisfaction that is needed to increase performance amongst employees is attained through prioritizing hygiene factors. Hygiene factors characterize an employee's work environment and can lead to job dissatisfaction, which affects performance, if organizations don't apply them appropriately.

The actions that individuals perform that have a contribution in achieving organizational goals can also be defined as job performance (Campbell and Wiernik, 2015). The employees of an organization are the most important determinant of organizational success, hence organizations continuously strive to stay informed of the status of their employee satisfaction so that both organizational objectives and increased productivity is achieved (Indermun and Bayat, 2013).

Awan et al. (2014) highlighted that the performance of employees was greatest when they are satisfied with job security, reward systems at work and with their pay packages. Shmailan (2016) agreed that employee performance can be attributed to the strong influence of job satisfaction as satisfied employees are better performers who add to the ultimate success of an organization.

Productivity is increased through flexible work arrangements by choosing to work when offices are the quietest or to work from home as concentration levels peak when there is no disturbance or interference from the external environment. Shockley et al. (2012) found that employees are more productive when they work outside their boundaries of the normal office work.

Cairn (2013) looked at flexible work arrangements considering the motivational theory constructed by Maslow such that Flexible work arrangements is seen as a benefit that fell in the lower end of the hierarchy towards security, the removal of the benefit of Flexible work arrangements from this lower level of Maslow's hierarchy may not have an impact on employee performance but if Flexible work arrangements were part of a higher need on the hierarchy such as self-actualization or esteem, the possibility that an employee's performance will be affected negatively by the exclusion of the benefit of flexible work arrangements is greater however the elimination of Flexible work arrangements in a group setting can increase an employee's self-actualization and sense of belonging thereby positively impacting on an employee's motivation and individual abilities. It is therefore important to look at Flexible work arrangements and the impact it has on a group setting as compared to that on an individual setting where employees are tasked to work independently.

The benefits that arise from workplace flexibility to the employer are higher profitability and performance from employees who are committed to the company and are satisfied with their jobs which in turn results in increased performance, lower rates of

absenteeism, absconding and turnover furthermore stress has a severe impact on employees' wellness such that it can decrease productivity along with absenteeism therefore by providing a workplace that is effectively low stress and high trust based can consequently result in benefitting the wellness of the employees and result in an increase in productivity which can be achieved through flexibility in the workplace (Shagvaliyeva et al., 2014).

### III. SYNTHESIS

The literature and studies discussed shows the need of alternative work arrangement especially in this time of Pandemic (Platon Martinez Law, 2020; Clark, 2020). It was also noted from these writings that alternative work arrangement had different definitions (McNamara et al., 2012; Katz and Kreuger, 2018). Male and female had opposing view on alternative work arrangements (McNamara et al., 2012; Carleton and Kelly, 2019). On the other hand, alternative work arrangement had different effect on employee's performance and productivity (Gajendran, et al.; 2014; Allen, et al., 2015, etc). In general, it can be concluded based on the literatures and studies that the preparation of alternative work arrangement needs careful consideration bearing in mind different factors that may affect employee's productivity and performance.

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