

Employment Engagement and Alternative Work Arrangement During Pandemic in the Civil Service Commission

CHRISTINE MAE J. BALDOZ

ORCID NO. 0009-0009-8626-8502

baldoz.christine@yahoo.com

Liceo de Cagayan University

Cagayan de Oro City, Philippines

LESLEY C. LUBOS

ORCID NO. 0000-0002-8761-3680

lesleyclubos@buksu.edu.ph

Bukidnon State University

Malaybalay City, Bukidnon, Philippine

ABSTRACT

This research aimed to explore the perspectives of officials and employees of the Civil Service Commission Regions IX, X, XI, and XII on the level of Employee Engagement, Alternative Work Arrangement Implementation during a pandemic. It also aimed to know the relationship between the Alternative Work Arrangement towards the Profile and Employee Engagement. Participants were selected based on stratified random sampling. This study used descriptive correlational data collected by the researcher via self-made questionnaires contextualized in the local setting and administered through Microsoft online forms with the attached consent. Descriptive analysis and Pearson correlation had been used for the findings of the study. The mean value of each query was interpreted in its equivalent interpretation. Based on the results, it was concluded that the implementation of the Alternative Work Arrangement in the selected organizations had a significant effect on the Employee Engagement (Work Area, Technology and Communication, Productivity, and Employee Satisfaction) and that there was a significant relationship between the variables. On the other hand, Profiles do not have a significant relationship. Finally, it showed that the Commission was able to fully carry out the Alternative Work Arrangement.

Keywords: Work from Home, Public Servants, COVID-19 pandemic, Future of Work, New Normal

INTRODUCTION

For nearly a year, the coronavirus pandemic had led to a significant number of workers working from home. A type of work arrangement that had been studied in our country, the Philippines, over the years. This study was made to know the employee engagement and alternative work arrangement implementation during a pandemic to selected Civil Service Commission Regional Offices that can be used for policymaking to help shape a better working environment in the future.

For most of the last century, work had been represented in terms of a full-time, daily job model defined as “jobs where work is performed on a fixed schedule, at the firm’s place of business under the firm’s control and with the mutual expectation of continued employment” (Kalleberg et al., 2000). Ashford et al. (2007) determined that alternative work “appears” to be here to remain. Alternative job arrangements were firmly embedded in the new world of work in 2017, not a transitional deviation linked to an economic crisis. The Philippine Government was not yet in the process until the coronavirus pandemic caused an unmistakable shift in the organization, especially about how civil servants carry out their work.

Government agencies needed to show greater versatility to give the public the support they needed amid a pandemic. That is why Civil Service Commission (CSC), being the central human resource body in the bureaucracy, made multiple alternative work arrangements (AWA) that government agencies can carry out when the country was under a state of public health emergency due to coronavirus disease-2019 or a COVID-19 pandemic.

These were work-from-home arrangement, skeleton workforce, four-day or compressed workweek, and staggered working hours. The Agency may also implement work arrangements consisting of a combination of these or other work arrangements that were acceptable and specific to the Agency, taking into account the prevailing community quarantine in the region in which it was situated, and the nature of the work done by its employees. CSC Resolution No. 2000912 (Amendment to the Revised Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government during the Period of State of Public Health Emergency due to COVID-19), promulgated on 14 October 2020 and circularized via CSC Memorandum Circular No. 18, s. 2020 had the complete set of guidelines for implementing the said AWA with Annex A for Performance Standards. “These may be difficult times, but it is during these times that our citizens need our government to be effective and remain responsive to their needs. These interim guidelines would make sure that

government agencies continue to fulfill their mandate amid the pandemic while protecting the health and safety of their workers,” CSC Chairperson Alicia dela Rosa-Bala said.

Some doubted whether benefits outweighed losses due to difficulties in management and communication, employee isolation, and diminished commitment (Choi, 2018). More complicated work, ironically lonely, and sometimes overwhelming (Couch, O’Sullivan, & Malatzky, 2020). Prior before the pandemic, there was evidence of significant domestic job resistance from some managers who were concerned about technology, compliance with employment laws, and efficiency and performance of employees (Williamson et al., 2018).

These experiences also gave an incentive for a positive transformation of job markets and academic work practices, provided that the diversity of experiences and working practices was acknowledged, accepted, encouraged, and supported (Couch, O’Sullivan, & Malatzky, 2020).

Maslow’s Hierarchy of Needs. Abraham Maslow developed one of the first hypotheses about what motivates individuals. According to Maslow, human beings have needs arranged in a hierarchy, represented by a pyramid. Those essential needs at the bottom of the pyramid, such as food and shelter, must first be addressed. Once these basic needs were met, workers wanted to feel secure, to be loved, to have a sense of achievement, and eventually, to be self-realized. Needs must be met at each stage before workers can move higher along with the triangle (Maslow, 1943). Therefore, an employee who is worried about their work or was concerned with making ends meet cannot concentrate on high-performance targets. Over time, this depressed efficiency and may influence the morale of the workplace. This led most skilled workers to leave unhappy jobs, leaving the less competent behind. Human resources programs that support employees had been an investment in the company itself (McLeod, 2020).

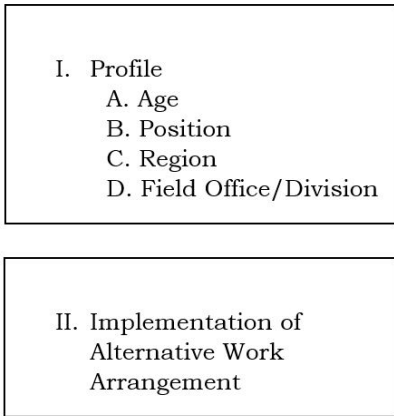
Herzberg’s Model of Motivation Theory. The model was created by Frederick Herzberg in 1959. He achieved this with more than 200 experts interviewed. Interviews discussed whether the interviewees were at their best and the least pleased with their work. Herzberg’s Model of Motivation Theory, or Two Factor Theory, offered two factors that influence motivation in the workplace. These factors were hygienic and motivational. Hygiene considerations (company procedures, supervision, relationships, working conditions, remuneration) caused workers to work less if they were not present. Motivating factors motivated workers to work harder if they were present (Herzberg, 1964).

Lewin’s Change Theory. Lewin thought that all action was a dynamic balance of forces moving in one of two directions. Driving forces drove people to change.

Resistance powers stopped them from making a move. If the driving forces were tougher than the resisting forces, there might be a transition. If all driving and resisting forces were equal, the conduct was balanced. There was no change here either. One must deal with the driving and restraining forces to alter actions (Lewin, 1951).

FRAMEWORK

Independent Variables



Dependent Variable

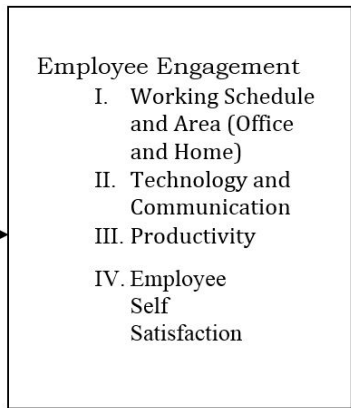


Figure 1. The schematic diagram of the study.

Ravich & Carl (2016) asserted that conceptual frameworks were generative frameworks that reflected the whole research process. In a logical structure, it was utilized to help provide an image or visual view of how ideas were related to one another in the study (Grant & Osanloo, 2014). In the context of the study problem, the structure had made it easier for the investigator to had specified and defined concepts (Luse, Mennecke & Townsend, 2012).

OBJECTIVES OF THE STUDY

This study aimed to determine the Alternative Work Arrangement in Civil Service Commission Region during the pandemic. Specifically, it aimed to: Identify the Participants Profile of CSC in terms of: Age; Position; Region; and Field Office/Division; Ascertain the level of Employee Engagement, Working Schedule and Area (Office and Home); Technology and Communication; Productivity; and Employee Self Satisfaction; Ascertain the level of Alternative Work Arrangement

Implementation; and Ascertain if there was a significant relationship between the Alternative Work Arrangement towards the Profile and Employee Engagement.

METHODS

The methods used to answer the study's objectives are presented in this section. The following topics are specifically addressed: (1) research setting, (2) research design, (3) respondents and sampling procedure, (4) research instruments, (5) research protocol, and (6) data collection procedure.

Research Setting

The researcher conducted this study in four (4) offices of the Civil Service Commission located in different locations, to wit:

1. CSC Region IX - Cabatangan, Zamboanga City
2. CSC Region X - Vamenta Blvd. Carmen, Cagayan de Oro City
3. CSC Region XI - Ecoland Drive, Matina Davao City
4. CSC Region XII - Regional Government Center, Carpenter Hill, Koronadal City

The geographical location of the Offices



Figure 2. CSC Regional Office 9.

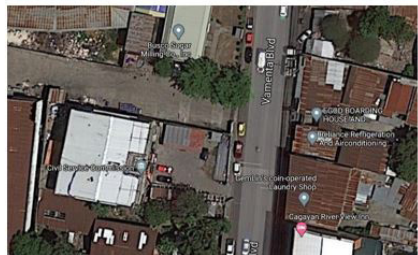


Figure 3. CSC Regional Office 10.



Figure 4. CSC Regional Office 11.



Figure 5. CSC Regional Office 12.

Research Design

This study used descriptive correlational in gathering data. The online survey questionnaires were used as the central tone used to gather the information of the study. A goal-directed process that gathered analyzed, and tabulated data with the current situation. It was deemed proper to be used in providing more or less an exact picture of the respondent's profile and responses.

Respondents and Sampling Procedure

The respondents of this study comprised of CSC Region IX, X, XI, and XII Officials and Employees who answered the online survey questionnaire. The study utilized systematic random sampling and survey methods of research. The researcher used systematic random sampling because the researchers selected sample members from a larger population according to a random starting point but with a fixed periodic interval.

Subsequently, a representative sample was selected from the given population. The size of which was determined using Slovin's Formula (1960),

$$n = N / (N \times (1 - d)^2 + 1)$$

Where: n sample size
 N population size
 d degree of confidence/confidence interval

As of December 2020, the number of employees covered by the Alternative Work Arrangement was 165. With a degree of confidence of 95%, the calculation for the sample size was determined as follows,

$$n = 165 / (165 \times (1 - 0.95)^2 + 1) = 116 \text{ (minimum number of sample)}$$

During the conduct of the online survey, everyone had been given a chance to answer, and it resulted in a total of 123 respondents.

Research Instruments

A research questionnaire was used on the survey to gather the information. The research instrument used was a self-made questionnaire with different items which measured the variables (Employee Engagement and Alternative Work Arrangement). All variables in the questionnaire used established measures. Employee Engagement and Alternative Work arrangement estimates were adopted utilizing Likert scale five-points (5) strongly agree to (1) strongly disagree.

The range was used to measure the employee's perception of applying alternative work arrangements in their office. The items used in this study to analyze engagement dealt with Working Schedule and Area (Office and Home). (E.g., Having a separate work area at home will make me more productive at work.). Technology and Communication (E.g., I have the materials and equipment I need at home to work effectively.). Productivity (e.g., On or before the deadline, I can deliver the outputs expected). Employee Satisfaction (E.g., I feel the importance of my daily output to the organization. (home/office set-up.) was used to measure the overall employee engagement.

A comprehensive demographic questionnaire was used to collect information on the Employee Profile of the Company. It comprised of age, position, region, and field office/division.

Data Gathering Procedure

The researcher first obtained approval from the adviser and dean's office after a thorough evaluation and analysis of the manuscript. Letter requests addressed to the agencies Heads of the Government Agencies involved were sent to afterward. After the approval of the heads of each department, the survey began.

The questionnaire was split into two sets. The first batch was for the test of reliability. The second batch of the survey was used to classify the extent of alternative work arrangements and employee involvement among general members.

In this analysis, data were collected using an online survey questionnaire, which was specified in a letter to the Regional Directors of the agencies. The researcher clarified to the participants their role in assessing the impact of the Alternative Work Arrangement Implementation of their respective organization. After completing the survey questionnaire, all data were collected, compiled, and analyzed using descriptive statistics.

Methods of Data Analysis

The strategies used in the report's review were as follows; Cronbach Alpha used the validity and reliability test in the investigation. Descriptive figures were used to outline the basic features of the knowledge in the analysis. Pearson R Relation measured the ratio coefficient for estimating the direct correlation between the two factors X and Y.

Questionnaire Reliability

Data for comprehensiveness and reliability were obtained for the first phase. To enable the accuracy of the materials, an assessment of the reliability of the Cronbach alpha standards was carried out. The alpha coefficient for the twenty-five items was .867, interpreted as reliable.

The data were first tested through the Cronbach alpha scheme to determine the reliability of the items in the analysis.

Descriptive statistics were then used for the analysis of data such as mean, frequency, and percentage. The data analyzed were shown in the tables.

Pearson's Correlation was used to explain the direction and intensity of the relationship between the Implementation of the Alternative Work Arrangement and Employee Engagement. The results were summarized as follows:

RESULTS AND DISCUSSION

In this section, the researcher presented the output of the data analysis based on the stated objectives.

Objective 1. Identify the participants' profile of CSC in terms of Age, Position, Region, and Field Office/Division.

Table 1

Frequency and percentage distribution of the participants' profile of CSC in terms of Age, Position, Region, and Field Office/Division

Demographic Profile	Frequency	Percentage
AGE		
20-24	9	7.32
25-34	41	33.33
35-44	35	28.46
45-54	22	17.89
55-65	16	13.01
Total	123	100.00
POSITION		
Director IV, Director III, Director II	11	8.94
Attorney VI, Attorney V, Chief Human Resource Specialist	10	8.13
Attorney IV	1	0.81
Special Investigator IV, Supervising Human Resource Specialist	11	8.94
Accountant III, Senior Human Resource	19	15.45

Table 1 continued.

Demographic Profile	Frequency	Percentage
Specialist, Special Investigator IV		
Administrative Officer IV, Administrative Officer V	13	10.57
Human Resource Specialist I, Human Resource Specialist II	22	17.89
Administrative Aide I-VI, Administrative Assistant I-VI	19	15.45
Job Order/Detail	13.82	13.82
Total	123	100.00
REGION		
IX	37	30.08
X	15	12.20
XI	38	30.89
XII	33	26.83
Total	123	100.00
FIELD OFFICE/DIVISION		
Office of the Director (OD)	7	5.69
Field Office (FO)	26	21.14
Management Services Division (MSD)	34	27.64
Examination Services Division (ESD)	14	11.38
Legal Services Division (LSD)	8	6.50
Human Resource Division (HRD)	13	10.57
Policies and Systems Evaluation Division (PSED)	8	6.50
Public Assistance Liason Division (PALD)	13	10.57
Total	123	100.00

Age. As shown in the table, the majority of the participants were 25 to 34 years old (33.33%), followed by 35 to 44 years of age (28.46%), 45 to 54 years of age (17.89%), 55 to 65 years of age, and 20 to 24 years of age (7.32%). The data revealed that the participants vary in an age, dominated by the younger employees.

Career position held by participants. As depicted in the table, the participants who held the Human Resource Specialist I and II obtained the highest percentage (17.89%), followed by Accountant III, Senior Human Resource Specialist, Special Investigator IV (15.45%), and Administrative Aide I-VI, Administrative Assistant I-VI (15.45%), Administrative Officer IV, Administrative Officer V (10.57%), Director IV, Director III, Director II (8.94%) and Special Investigator IV, Supervising Human Resource Specialist (8.94%), Attorney VI, Attorney V, Chief Human Resource Specialist (8.13%), and Attorney IV (0.81%). The data revealed that the participants vary in terms of their career positions currently held, dominated by lower-ranking positions.

Participants' profile in terms of the region assigned. As shown in the table,

Region XI had the highest number of participants (30.89%), followed by Region IX (30.08%), Region XII (26.83%), and last was Region X (12.20%). The data revealed that participants came from four regions dominated by the participants from region XI and IX.

Participants’ profile in terms of field office and division assigned. As reflected in the table, most of the participants came from the Management Services Division (27.64%), followed by field office (21.14%), Examination Services Division (11.38%), Human Resource Division (10.57%), and Public Assistance & Liason Division (10.57%), Legal Services Division (6.5%) and Policies and Systems Evaluation Division (6.5%) and lastly the Office of the Director (5.69%). The data showed that the participants came from the eight (8) Field Offices/Division of the Civil Service Commission dominated by the participants assigned at the Management Services Division and Field Office.

Objective 2. Ascertain the level of Employee Engagement as to Working Schedule and Area (Office and Home), Technology and Communication, Productivity, and Employee Self Satisfaction.

Table 2

Level of employee’s engagement on the alternative work arrangement scheme implemented by CSC

Item Number-Statement	Mean \bar{x}	Standard Deviation σ	Description	Interpretation
Working Schedule and Area (Office and Home)				
1. At home, I have a peaceful, distraction-free area that enables me to function effectively.	3.8943	0.8666	Agree	Engaged
2. Having a separate work area at home will make me more productive at work.	4.3902	0.6970	Agree	Engaged
3. I’m able to stick to a work schedule (M,T,W,Th, F 8:00AM-5:00 PM)	3.7398	1.0310	Agree	Engaged
4. I like the office setting more than at home.	4.0813	0.8550	Agree	Engaged
5. I miss my colleagues when on work from home.	3.6016	0.9210	Agree	Engaged
6. I feel lonely on a work from home.	2.618	1.170	Neutral	Neither
Technology and Communication				

Table 2 continued.

Item Number-Statement	Mean \bar{x}	Standard Deviation σ	Description	Interpretation
7. I know how to navigate basic Microsoft Office functions (Word, Excel, PowerPoint) and Online applications	4.6341	0.6307	Strongly Agree	Highly Engaged
8. When working at home, I have the technology I need to help me stay connected to my team.	4.3333	0.8165	Agree	Engaged
9. I have the materials and equipment I need at home to work effectively.	3.9187	0.9967	Agree	Engaged
10. I am aware of the confidentiality of information when I'm on a work from home as such I abide in the appropriate measures set by the office to secure files.	4.7642	0.4262	Strongly Agree	Highly Engaged
14. On or before the deadline, I can deliver the outputs expected of me.	4.3902	0.6731	Agree	Engaged
15. At home, I am as productive/efficient as I am at the workplace.	3.7317	0.9588	Agree	Engaged
16. The task I can do on a work from home is limited because not all tasks can be performed at home.	4.1463	0.9588	Agree	Engaged
Employee Self Satisfaction				
17. I feel like I am trusted to work from home.	4.3659	0.7160	Agree	Engaged
18. I feel the importance of my daily output to the organization. (Home/office set-up).	4.5122	0.5918	Strongly Agree	Highly Engaged
19. The environment on a work from home helps me strike the right balance between my work life and personal life.	4.1951	0.8063	Agree	Engaged
20. I have more time with my family/children	4.5045	0.482	Strongly Agree	Highly Engaged
Over-all Mean	4.14	0.78	Agree	Engaged

Legend

Scale	Range	Verbal Description	Interpretation
5	4.5 – 5.0	Strongly Agree	Highly Engaged
4	3.5 – 4.49	Agree	Engaged
3	2.5 – 3.49	Neutral	Neither
2	1.5 – 2.49	Disagree	Not Engaged
1	1.0 – 1.49	Strongly	Disagree Highly Not Engaged

Table 2 presented the level of employee engagement on the alternative work arrangement scheme implemented by CSC. As shown in the table:

In Area 1-Working Schedule and Area (Office and Home), the participants obtained the highest mean for item number 2, "Having a separate work area at home will make me more productive at work," with a mean of 4.39. In contrast, the participants have the lowest mean for item 6 "I feel lonely on a work from home" with a mean of 2.62. It supported the study that having separate areas for silent work allows workers the ability to do the most solitary aspects of their work (Wohlers & Hertel, 2016), while the result of not feeling lonely while working at home reversed the study of being (Couch, O'Sullivan, & Malatzky, 2020) ironically lonely, and sometimes overwhelming.

In Area 2-Technology and Communication, the participants, got the highest mean for item number 10 "I am aware of the confidentiality of information when I am on a work from home as such I abide in the appropriate measures set by the office to secure files" with a mean of 4.76 and item number 9 "I have the materials and equipment I need at home to work effectively" got the lowest mean of 3.92. Maintained confidentiality of information during work from home supported the study that the way end-users participated in safety-oriented actions was constant in both home and work environments (Boss, Galletta, Lowry, Moody, & Polak, 2015).

On the other hand, for Area 3-Productivity, the participants obtained the highest mean for item 14, "On or before the deadline, I can deliver the outputs expected of me" with a mean of 4.39 and item 1 "At home, I am as productive/efficient as I am at the workplace" got the lowest mean of 3.73. The declined productivity in the study supported the theory of some presence of disturbances in the home environment (Moretti, Menna, Aulicino, Paoletta, Liguori, & Iolascon, 2020).

Finally, for area 4-Employee Satisfaction, the participants obtained the highest mean for item 18, "I feel the importance of my daily output to the organization. (home/office set-up)" with a mean of 4.51 and item 19, "The environment on a work from home helps me strike the right balance between my work life and personal life." got the lowest mean of 4.1951. It supported the research that indicated a negative correlation between job satisfaction and increased homework. (Moretti, Menna, Aulicino, Paoletta, Liguori, & Iolascon, 2020).

The overall mean was 4.14 with a verbal description of agree. The data revealed that the participants got a high level of engagement in the alternative work arrangement scheme implemented by the CSC. This meant that despite the changes brought about by the pandemic COVID 19, the CSC employees

continued carrying their respective duties and obligations. These findings supported Lewin's Change Theory. Lewin thought that all action was a complex equilibrium of forces in one of two directions. Driving factors have pushed people to change. Given the situation, workers were required to adjust to the current job set-up to fulfill their duties and obligations amid any pandemic.

Objective 3. Ascertain the level of Alternative Work Arrangement Implementation.

Table 3

Level of alternative work arrangement implementation of the participants

Item Number-Statement	Mean \bar{x}	Standard Deviation σ	Description	Interpretation
21. I am fully aware of the content of the Alternative Work Arrangement guidelines. (CSC MC No. 7, s. 2020, CSC MC 10, s. 2020, CSC MC No. 18, s. 2020 and etc.)	4.5691	0.5134	Strongly Agree	Highly Implemented
22. Our agency had fully implemented the Alternative Work Arrangement based on existing guidelines.	4.6829	0.5011	Strongly Agree	Highly Implemented
23. I find AWA as a better working set-up in the future.	4.1463	0.8841	Agree	Implemented
24. AWA Implementation helped me minimize some expenses (traveling, meals, etc.)	4.5366	0.6810	Strongly Agree	Highly Implemented
25. Overall I am satisfied with the Alternative Work Arrangement Implementation.	4.3740	0.7288	Agree	Implemented
Over-all Mean	4.46178	0.66168	Agree	Implemented

Legend

Scale	Range	Verbal Description	Interpretation
5	4.5 – 5.0	Strongly Agree	Highly Implemented
4	3.5 – 4.49	Agree	Implemented
3	2.5 – 3.49	Neutral	Neither
2	1.5 – 2.49	Disagree	Not Implemented
1	1.0 – 1.49	Strongly Disagree	Highly Not Implemented

Table 3 presents the level of alternative work arrangement implementation of the participants. As shown in the table, the participants got the highest implementation for item number 22, “Our agency had fully implemented the Alternative Work Arrangement based on existing guidelines,” with a mean of 4.68. A recent literature review revealed that flexibility policies in organizations were not very well understood (Azar, Khan, & Eerde, 2018). With top-down variables that were agency-wide and came from the top-down, such as leadership, organizational incentives, and communication (Koontz & Newig, 2014; Sabatier & Mazmanian, 1980), policies had been carried out. For item 23, “I find AWA as a better working set-up in the future,” with the lowest mean of 4.14. The overall mean was 4.46, which can be interpreted that, the participants have highly implemented the existing alternative work arrangement scheme at the Civil Service Commission. For larger organizations, particularly those with an increasing level of contact and collaboration, working from home was not the most efficient strategy. However, given the current situation, the result supported the analysis of crisis management as one of the explanations for organizational change (Malik & Masood, 2015). Researchers indicated that organizations should prepare for change, create an environment of confidence, and promote employee engagement to minimize resistance to change (Bailey & Raelin, 2015). Typically, jobs that require frequent face-to-face interaction, unscheduled meetings, and manual work cannot be relegated to working remotely (Zia & Bilial, 2017).

Objective 4. Ascertain if there is a significant relationship between the Alternative Work Arrangement towards the Profile and Employee Engagement.

Table 4

The Pearson r correlation computation for the significant relationship between the employee engagement, alternative work arrangement, and the profile of the participants.

Variable	N	R	Sig.	Interpretation
Age	123	0.125	0.169	Not Significant
Position	123	0.053	0.599	Not Significant
Region	123	0.151	0.094	Not Significant
Field Office/Division	123	0.028	0.756	Not Significant
Alternative Work Arrangement	123	0.697*	0.000	Significant

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4 depicts the results of the Pearson r correlation computation for the significant relationship between employee engagement, alternative work arrangement, and the profile of the participants. As shown in the table, out of five independent variables correlated to employee engagement, alternative work arrangement was statistically significantly correlated to employee engagement (Sig. (0.000) < 0.05). The degree of relationship can be interpreted as a strong positive correlation (R (0.697)). This meant that improving the alternative work arrangement also improved employee engagement. Employee engagement can be defined as employees' willingness to work extra, trust the organization, and what they stand for to support the organization's success (Muthike, 2016). Also, employees with a high degree of engagement were very unbiased and took care of the area of work they do (Syafarudin, 2016). On the other hand, the participants' profile in terms of age (Sig. (0.169) > 0.05), position (Sig.(0.599) > 0.05), Region (Sig.(0.094) > 0.0, and field office/division (Sig.(0.756) >0.05) were not significantly correlated to the employee engagement. This means that the said variables do not significantly affect employee engagement. Timms et al. (2015) on the limitation in quantifying the relationship between work arrangements and employee engagement agreed as an external factor that affected the perceived relationship. Furthermore, according to Hertati (2016), the working environment varies from human resources to equipment and materials, the environment in which a person works, working practices, and work arrangements, both as individuals and as groups (Hertati and Sumantri, 2016).

CONCLUSIONS

Based on the findings, Profile had no direct relationship to the AWA implementation. On the other hand, the Alternative Work Arrangement in the selected organization had a significant impact on Employee Engagement, and that there was a substantial relationship between the variables. Civil Service Commission Officials & Employees strongly agreed on their organization's strict adoption of the current alternative job arrangement. The degree of relationship can be interpreted as a strong positive correlation for Employee Engagement and Alternative Work Arrangement Implementation, while Employee Profile did not significantly affect employee engagement. Finally, this paper invites future research into the feasibility of further Alternative Study from home studies during and out of COVID-19, to enhancing employee engagement in these troubled times.

RECOMMENDATIONS

1. There was little empirical evidence around participants' profiles among employees in connection to employee engagement. The researcher suggests that more research be done on the subject;
2. It is recommended to identify guidelines for workers who do not have facilities and work areas at home;
3. Extensive tests may be considered to assess which relevant area of the alternative work arrangement rules an individual would be dissatisfied with or would give a negative effect; and
4. It is encouraged that the policy on Alternative Work Arrangement is revisited to improve employee engagement.

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