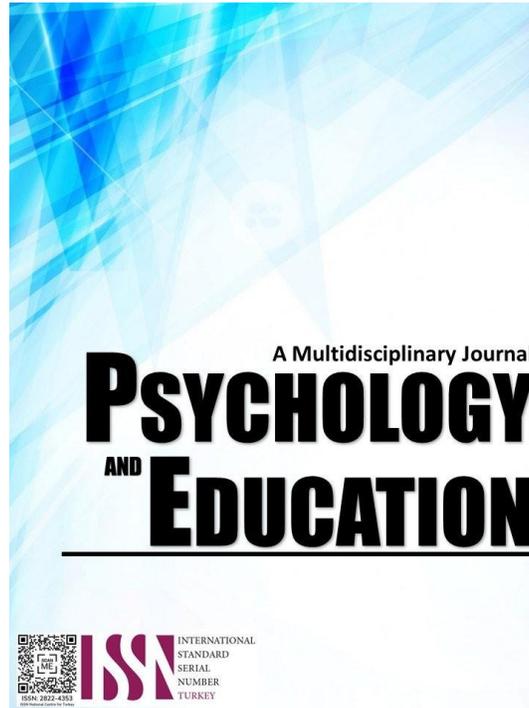


FLEXIBLE WORK ARRANGEMENTS AMONG GOVERNMENT EMPLOYEES IN THE NATIONAL CAPITAL REGION: INPUTS TO POLICY FORMULATION



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Flexible Work Arrangements among Government Employees in the National Capital Region: Inputs to Policy Formulation

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Abstract

Given the changing dynamics of work and the government's advocacy for more adaptable systems, flexible work arrangements (FWAs) have emerged as a vital policy initiative to enhance employee well-being and organizational effectiveness. This study examined the perceptions of government employees from selected agencies in the National Capital Region on flexible work arrangements (FWAs) and their influence on productivity, work-life balance, and organizational practices. Adopting a quantitative descriptive research design, data were collected from 415 respondents using validated survey instruments that measured FWAs, employee productivity, compensation, fairness, empowerment, and work-life integration. Findings indicated that FWAs were generally perceived as only slightly practiced but yielded meaningful benefits such as improved focus, morale, and the ability to manage both personal and professional responsibilities. Despite these advantages, respondents expressed concerns over fairness, compensation, and economic well-being, which were rated neutrally or unfavorably. These concerns highlight existing gaps in policy implementation and organizational support. The study emphasizes the need to align FWAs with supportive structures such as equitable compensation systems, transparent performance evaluation, and consistent leadership to ensure effectiveness and employee trust. Anchored on the work-family facilitation theory, which posits that positive spillovers between work and personal life enhance overall well-being and performance, the study offers data-driven insights that may inform future policy refinements. Ultimately, the study advocates for more inclusive and sustainable flexible work systems to strengthen the Philippine public sector's human resource strategy.

Keywords: *flexible work arrangements, public sector, work-life balance, employee perception, policy formulation*

Introduction

In recent years, the conventional concept of labor as a fixed, location-dependent endeavor has been challenged by an increasing need for flexibility (Keskula, 2023). The COVID-19 epidemic expedited a worldwide transformation in organizational work paradigms, prioritizing employee well-being, digital integration, and flexible work arrangements in institutional changes (Raghavan et al., 2021). As firms recover from the health crisis, flexible work arrangements (FWAs) have become an enduring component of strategic human resource policies. These structures facilitate operational continuity during crises and provide enduring advantages for employee happiness, productivity, and retention (Shifrin & Michel, 2021).

FWAs have been institutionalized in a variety of sectors worldwide, as they have been acknowledged for their ability to enhance overall productivity, reduce commuter stress, and promote work-life balance (Das et al., 2024; Prasad et al., 2025). Emphasizing inclusivity and digital adaptation, countries such as the Netherlands, Australia, and Canada have integrated hybrid models and remote work policies into their labor frameworks (Ahmed & Smith, 2023). The role of FWAs in enhancing workforce resilience, gender equality, and sustainable development has also been emphasized by international organizations (International Labour Organization, 2020). In this context, flexibility is being perceived as a necessity rather than a privilege in contemporary employment (Kossek & Kelliher, 2022).

The Civil Service Commission (CSC) in the Philippines has implemented flexible work arrangements through Memorandum Circular No. 6, s. 2022. This policy is a component of a more comprehensive initiative to ensure the well-being of more than 1.7 million government employees as we transition from a public health emergency to the "new normal." FWAs are envisioned by the CSC as a method to enhance work-life balance, encourage the utilization of Information and Communications Technology (ICT) for remote work, and offer reasonable accommodations for vulnerable personnel, including senior citizens, expectant women, and those with mobility difficulties. It also endeavors to maintain occupational health and safety standards while ensuring the continuity of public service delivery (CSC, 2022). Similar to the Telecommuting Act (Republic Act No. 11165), which regulates private-sector employees, this nationwide policy indicates a change in the structural framework of government work (Republic Act No. 11165, n.d.). Nevertheless, the National Capital Region's irregular implementation raises concerns regarding the impact of accessibility and efficacy in improving employee well-being and productivity.

In the public sector, productivity is inherently more complex than in the private sector, as outputs are typically non-market services that are offered at subsidized rates or for free (Akerele, 2023). Consequently, the definition of public sector productivity is less influenced by profit margins and more by service delivery outcomes, citizen satisfaction, trust, and cost-efficiency (Alqasimi et al., 2025). Although preliminary results indicate that FWAs may facilitate work-life balance for government employees in the NCR, there is a dearth of integrative studies that investigate the impact of FWAs on interrelated domains, including compensation, organizational climate, empowerment, and career development. Particularly as the CSC continues to refine its guidelines for workforce flexibility in

response to changing national and global conditions, this research vacuum impedes the development of policies that are equitable, scalable, and evidence-based.

The present study investigates the perceptions of government employees in the Philippine National Capital Region regarding flexible work arrangements and their implications for employee well-being, organizational culture, and public service delivery in order to address this divide. This study is based on the theory of work-family facilitation, which posits that the quality of life can be improved by engaging in both work and family responsibilities (Wang et al., 2022). It examines the interactions between FWAs and critical aspects of the workplace experience. These encompass economic security, family support, professional advancement, performance and accountability, fairness, empowerment, and compensation. The study endeavors to contribute to the ongoing national discourse on the optimization of work systems in the public sector to achieve greater productivity, inclusiveness, and resilience by providing empirical insights.

Research Questions

This study sought to examine employees' perceptions of Flexible Work Arrangements (FWAs) and their broader experiences within the organizational context. In light of emerging work paradigms that emphasize flexibility, well-being, and productivity, it becomes essential to explore how various organizational dimensions affect employee satisfaction, performance, and retention. To this end, the study aimed to answer the following research questions:

1. What is the level of practice of respondents of FWAs in terms of the following aspects:
 - 1.1. economic;
 - 1.2. social; and
 - 1.3. environmental?
2. What is the assessment of the respondents regarding the employees' productivity in terms of the following:
 - 2.1. opportunities for growth;
 - 2.2. performance and accountability;
 - 2.3. fairness;
 - 2.4. employees' empowerment and
 - 2.5. compensation?
3. What is the assessment of the respondents regarding the employees' work life balance in terms of the following:
 - 3.1. family situation; and
 - 3.2. economic situation?

Methodology

Research Design

This study used a quantitative descriptive approach to evaluate the respondents' perceptions of flexible work arrangements (FWAs), employee productivity, and work-life balance within certain government agencies (Balbin et al., 2025). The main aim of this design was to comprehensively delineate the existing practices, situations, and experiences of personnel involved in FWAs. Data were collected by a structured survey technique utilizing three sets of adapted and modified questions that assessed the degree of FWA implementation, perceived productivity levels, and the condition of work-life balance among respondents (Balbin et al., 2024).

Respondents

The study's respondents were government workers from the Office of the Solicitor General (OSG), Commission on Higher Education (CHED), and Commission on Audit (COA) in the National Capital Region (NCR) involved in flexible work arrangements. Participants were chosen by simple random selection, guaranteeing that all qualified workers had an equal opportunity for involvement.

Table 1. Employment Status of Employees

<i>Employment Status</i>	<i>Frequency</i>	<i>Percentage</i>
Permanent	391	94.22%
Temporary/Casual	24	5.78%
Total	415	100%

Table 1 indicates that a significant majority of respondents (94.22%) occupy permanent roles within their government agency, while a minor fraction (5.78%) is engaged in temporary or casual employment. This distribution indicates that the participation pool mostly comprises persons with stable employment and extensive experience in public service. The substantial proportion of permanent workers may suggest an increased level of exposure to and understanding of institutional rules, particularly flexible work arrangements. Their more secure job situation may impact their views on productivity, professional growth, and work-life balance, in contrast to those in temporary positions who may have restricted access to such perks or flexibility options.

Furthermore, Table 2 indicates that the respondents exhibit variability in length of service, with the predominant group (24.58%) having worked for 6 to 10 years, followed by those with less than 5 years (19.28%) and those with 11 to 15 years (18.80%).

Table 2. *Number of Years of Service of Respondents*

<i>Years of Service</i>	<i>Frequency</i>	<i>Percentage</i>
Less than 5 Years	80	19.28%
6 to 10 Years	102	24.58%
11 to 15 Years	78	18.80%
16 to 20 Years	56	13.49%
21 to 25 Years	33	7.95%
26 to 30 Years	34	8.19%
30 Years and Above	32	7.71%
Total	415	100%

A significant segment of the workforce is aged between 16 and 30 years, reflecting a balanced distribution of mid- to long-term service tenures. A mere 7.71% indicated 30 years or more of service. This distribution indicates that the respondent group includes both early-career and experienced workers, hence augmenting the representativeness of views on flexible work arrangements and institutional policies. Involving workers at different phases of service facilitates a comprehensive knowledge of how tenure affects perceptions of productivity, stability, and work-life balance.

Table 3. *Highest Educational Attainment of Respondents*

<i>Highest Educational Attainment</i>	<i>Frequency</i>	<i>Percentage</i>
Vocational	93	22.41 %
Bachelor's Degree Units	0	0.00 %
Bachelor's Degree	230	55.42 %
Masteral Units	1	0.24 %
Master's Degree	61	14.70 %
PhD Units	0	0.00 %
PhD	30	7.23 %
Total	415	100%

Additionally, Table 3 indicates that a predominant percentage of respondents (55.42%) own a bachelor's degree, but a significant fraction (22.41%) has undergone vocational education. Individuals with a master's degree constitute 14.70%, while just 7.23% have a doctorate degree. Only a negligible percentage of respondents had master's units (0.24%), and none indicated possessing only bachelor's or PhD units without attaining the respective degrees. This suggests that the workforce mostly consists of persons with varying levels of academic qualifications, which may influence their ability to adjust to flexible work arrangements and their perceptions of productivity, career advancement, and work-life balance. The presence of highly educated individuals, particularly master's and PhD holders, indicates a possibility for more rigorous evaluation of institutional processes and employee-focused policies.

Table 4. *Respondents' Salary Grades*

<i>Salary Grade</i>	<i>Frequency</i>	<i>Percentage</i>
1 to 10	100	24.33 %
11 to 20	199	48.42 %
21 to 30	112	27.25 %
30 and Above	0	0.00 %
Total	411	100%

Finally, Table 4 illustrates the distribution of respondents according to their wage classes. Approximately 48.42% are categorized under Salary Grades 11 to 20, followed by 27.25% in Salary Grades 21 to 30, and 24.33% in the lowest tier (Salary Grades 1 to 10). Significantly, no participants indicated pay grades over 30. This distribution indicates that most respondents have mid-level jobs within their agency, with fewer in lower or higher categories. These wage grades may denote their distinct positions, responsibilities, and access to institutional resources, which might affect their experiences with flexible work arrangements, views of compensation equity, and work-life balance. The concentration in the median wage ranges indicates a workforce likely involved in both operational and managerial roles within the public sector.

Instrument

This study included three tools to thoroughly assess the constructs being examined. The Flexible Work Arrangements Questionnaire (FWAQ) was modified from Opatha (2020), as referenced by Atiku and Ganiyu (2022), and evaluated the economic, social, and environmental aspects of FWAs using 16 questions graded on a 5-point Likert scale. The instrument exhibited strong internal consistency, with Cronbach's alpha values between 0.843 and 0.921, indicating its dependability in assessing the desired constructs. The Employee Productivity Survey, obtained from HRSurvey LLC, assessed five organizational dimensions—opportunities for development, performance and responsibility, fairness, employee empowerment, and compensation—with reliability coefficients reported between 0.81 and 0.94. Simultaneously, the Work-Life Balance Survey, sourced from HRSurvey LLC, assessed respondents' impressions of their familial and economic circumstances using a 12-item questionnaire employing a 4-point Likert scale. All tools were subjected to expert evaluation and were contextually modified to align with the operational realities of the Philippine government

sector. Appropriate acknowledgments and permissions were obtained from original sources when relevant (Anakpo et al., 2023).

Procedure

Upon obtaining ethical approval and official endorsements from relevant institutional authorities, data collection was executed using Google Forms, facilitating remote access under variable COVID-19 circumstances. An online orientation session was conducted to provide responders with comprehensive instructions and to get informed consent. The survey link was disseminated via official means, and replies were assessed for completeness. Entries that were incomplete or invalid were omitted from the final dataset to preserve the integrity of the study. This digital method facilitated rapid and secure data collection while assuring that participants comprehended the extent and confidentiality terms of their involvement.

Data Analysis

Data collected from the survey were processed and analyzed using GraphPad InStat Version 3 and Statistical Package for the Social Sciences (SPSS) Version 23, which facilitated the organization, tabulation, and interpretation of the results (Sardareh et al., 2021; Vasundhara et al., 2022). The primary purpose of descriptive statistics was to efficiently summarize and present the data in a manner that was meaningful. The demographic profile of the respondents, including their educational attainment, years of service, employment status, and salary grade, was described using frequency and percentage distributions. The composition and diversity of the sample were clearly depicted by these measures.

Weighted mean scores were calculated to assess the respondents' perceptions regarding a variety of dimensions, including the implementation of Flexible Work Arrangements (FWAs), productivity indicators, and work-life balance (Melton et al., 2021). The Likert scale's relative importance is used to attribute a weight to each response in this statistical method, which enables a more precise representation of central tendency, particularly when working with ordinal data (Jebb et al., 2021). The researchers were able to ascertain the overall level of agreement or perceived practice for each item in the instrument by employing weighted mean, which provided them with an understanding of how respondents collectively perceive specific policies or organizational experiences.

In order to guarantee consistency and comparability, the mean scores were interpreted in accordance with predetermined descriptive intervals. For example, mean values that were closer to the higher end of the scale indicated a higher level of perceived practice or firmer agreement, whereas those that were closer to the lower end reflected lower levels of implementation or disagreement. This method facilitated the identification of strengths and areas for improvement in the application of FWAs and related organizational outcomes, as informed by the lived perceptions of employees across the selected agencies (Hoi & Mu, 2020).

Ethical Considerations

The study rigorously adhered to ethical standards when conducting research that involved human participants. A formal endorsement was acquired from the chiefs of participating government agencies, and ethical certification was obtained from the institutional review board. A panel of experts reviewed and approved all instruments, and permission was obtained from the original developers where applicable (Anakpo et al., 2023; Opatha, 2020 as cited in Atiku & Ganiyu, 2022). Informed consent was obtained through an online orientation that elucidated the study's purpose, procedures, and confidentiality measures, and participation was voluntary. All responses were anonymized, securely preserved, and utilized exclusively for academic purposes; no personally identifiable information was collected. In order to maintain data integrity and ensure compliance with ethical research practices, incomplete entries were excluded from the analysis.

Results and Discussion

Table 5. *Weighted Mean Scores of Respondents' Perceptions of their FWAs and Their Economic Impact*

	<i>Benchmark Statements</i>	<i>Weighted Mean</i>	<i>Interpretation</i>
1.	My current work arrangement has a positive impact on my productivity at work.	3.92	Slightly Practiced
2.	FWAs enable me to focus more on the job.	4.11	Slightly Practiced
3.	FWAs is actively encouraged in my work.	4.39	Slightly Practiced
4.	The flexibility of work in our organization encourages me to remain and stay longer.	4.19	Slightly Practiced
5.	FWAs allows me to be more productive by using time otherwise spent in traffic.	3.89	Slightly Practiced
General Weighted Mean		4.10	Slightly Practiced

Legend: 4.50–5.00 Highly Practiced, 3.50–4.49 Slightly Practiced, 2.50–3.49 Moderately Practiced, 1.50–2.49 Practiced, 1.00–1.49 Not Practiced

Table 5 displays the weighted mean scores reflecting respondents' perceptions of flexible work arrangements (FWAs) and their economic implications. All five indications reside within the "Slightly Practiced" category, signifying that FWAs are executed to a modest degree throughout the chosen government agencies. This indicates that when flexible work arrangements (FWAs) are implemented, their economic benefits have not been completely realized for several employees.

The benchmark item with the highest mean score was "FWAs are actively encouraged in my work," which received a score of 4.39,

indicating a perceived institutional confirmation of flexible work arrangements. This emphasizes a company culture that prioritizes flexibility to enhance employee satisfaction and retention. Conversely, the lowest mean score was 3.89 for “FWAs allow me to be more productive by utilizing time otherwise spent in traffic,” indicating that not all employees can fully capitalize on time-saving advantages—potentially due to hybrid or onsite reporting obligations, job-specific constraints, or inconsistent policy enforcement.

The General Weighted Mean (GWM) of 4.10 indicates that respondents generally view Flexible Work Arrangements (FWAs) as somewhat implemented regarding their economic benefits. This position indicates a basic yet unrefined integration of FWAs into institutional frameworks, highlighting prospects for more extensive and uniform implementation.

The findings are corroborated by the work-family facilitation theory (Reizer et al., 2020), which asserts that workplace flexibility can mitigate work-life conflict and enhance productivity when organizational resources correspond with employee requirements. Opatha (2020) similarly contends that deliberately reinforced FWAs improve outcomes like as efficiency, motivation, and engagement. The category of “slightly practiced” indicates a necessity for enhanced institutional support to fully use the economic potential of FWAs in the public sector.

Table 6. *Weighted Mean Scores of Respondents’ Perceptions of FWAs and Their Social Impact*

Benchmark Statements	Weighted Mean	Interpretation
1. FWAs help me to balance life obligation / commitment.	4.12	Slightly Practiced
2. FWAs boosts my overall morale and engagement within the organization.	4.36	Slightly Practiced
3. FWAs allows me to be more creative and flexible.	4.19	Slightly Practiced
4. My current working arrangement allows me to become happier and more fulfilled.	4.20	Slightly Practiced
5. I participate in a wider range of activities because of my current work arrangement.	3.91	Slightly Practiced
General Weighted Mean	4.16	Slightly Practiced

Legend: 4.50–5.00 Highly Practiced, 3.50–4.49 Slightly Practiced, 2.50–3.49 Moderately Practiced, 1.50–2.49 Practiced, 1.00–1.49 Not Practiced

Table 6 depicts the respondents' evaluations on the social implications of flexible work arrangements (FWAs) for five reference statements. The indicators received a rating of “Slightly Practiced,” indicating that FWAs are moderately applied and experienced by employees, affecting their social and emotional well-being. The benchmark statement with the highest mean score was “FWAs enhance my overall morale and engagement within the organization,” which received a weighted mean of 4.36, signifying that FWAs positively affect the emotional atmosphere at work, promoting greater employee attachment, motivation, and engagement. The item with the lowest rating was “I participate in a wider range of activities because of my current work arrangement,” which received a score of 3.91. This indicates that although flexible work arrangements (FWAs) provide a measure of flexibility, employees may encounter restrictions in utilizing that flexibility for wider personal or social involvement, either due to workload limitations, organizational conventions, or inadequate control over work schedules.

These findings accentuate the substantial impact of FWAs on employees' emotional contentment and morale in the workplace, while also emphasizing the necessity to fully leverage their potential for personal and societal enhancement. The General Weighted Mean (GWM) is 4.16, interpreted as “Slightly Practiced,” which reinforces the notion that FWAs are somewhat integrated but not yet consistently optimized across the examined agencies.

The findings support the work-family facilitation hypothesis (Wu & Chang, 2018), which holds that the tools gained from flexible work arrangements may enhance an individual's effectiveness and satisfaction in other areas of their lives. Additionally, Weideman and Hofmeyr (2020) emphasize that workers who benefit from flexible work schedules are more likely to exhibit improved wellbeing and engagement. The findings likewise align with the study of Hafstad et al. (2024), which emphasized that flexibility serves as a vital factor in enhancing organizational morale and fostering employee commitment. However, agencies may need to provide workers more assistance to help them take use of the non-work benefits that FWAs are intended to deliver if they are to fully enjoy the social benefits of these arrangements.

Table 7. *Weighted Mean Scores of Respondents’ Perceptions of FWAs and Their Environmental Impact*

Benchmark Statements	Weighted Mean	Interpretation
1. I am less distracted when I am working from home.	4.39	Slightly Practiced
2. I am more productive because I can get to choose the environment that best boost my productivity.	4.29	Slightly Practiced
3. FWAs allows me to feel included and cooperate effectively.	3.91	Slightly Practiced
4. FWAs promotes diversity in my current workplace.	4.01	Slightly Practiced
General Weighted Mean	4.15	Slightly Practiced

Legend: 4.50–5.00 Highly Practiced, 3.50–4.49 Slightly Practiced, 2.50–3.49 Moderately Practiced, 1.50–2.49 Practiced, 1.00–1.49 Not Practiced

Table 7 illustrates the respondents' views on the environmental consequences of flexible work arrangements (FWAs), specifically examining their impact on workplace environments and perceptions of inclusivity. All four benchmark statements received a rating of “Slightly Practiced,” signifying that although employees acknowledge the environmental advantages of FWAs, such practices are not yet fully maximized across all involved government agencies. The top-rated statement, “I am less distracted when I am working from home,” received a weighted mean of 4.39, indicating that several employees find enhanced focus and independence in remote work

environments. This illustrates the capacity of FWAs to produce psychologically beneficial settings when adequately bolstered by organizational frameworks.

In contrast, the item with the lowest rating, “FWAs allow me to feel included and cooperate effectively,” obtained a mean score of 3.91, which remains in the “Slightly Practiced” category. This discovery indicates that although remote work provides individual environmental regulation, it may also pose difficulties in sustaining team unity, active involvement, and collaborative interaction. Factors such as restricted interpersonal engagement, digital tiredness, or insufficient communication platforms may impede the inclusive potential of FWAs.

The General Weighted Mean (GWM) for this domain is 4.15, indicating that while the environmental advantages of flexible work are moderately acknowledged, there is a necessity for enhanced implementation techniques that reconcile autonomy with collaboration. This suggests that although employees like the convenience and autonomy provided by remote work, organizational structures must guarantee that these arrangements do not undermine inclusion, collaboration, and collective involvement. Enhancing digital collaboration tools, encouraging regular check-ins, and fostering a culture of virtual inclusion are vital measures to optimize the environmental and interpersonal benefits of FWAs in the public sector.

The findings indicate that while the environmental benefits of FWAs—especially in minimizing distractions and improving personal workspaces—are being realized, it is essential to intensify efforts to guarantee that inclusion and cooperation are maintained in flexible environments. A hybrid approach that harmonizes autonomy with purposeful team interaction may address this disparity. These findings are consistent with the work-family facilitation theory (El-Sharkawy et al., 2023), which highlights that supportive work environments play a crucial role in enabling employees to effectively manage multiple roles and improve overall performance. Marin-Garcia and Bonavia (2021) assert that the quality of the work environment profoundly influences employee performance and well-being, particularly when flexibility is seen as empowering. Mache et al. (2020) asserted that the environmental aspects of FWAs should extend beyond simple physical modifications to include emotional and social connectivity. This underscores the need for government organizations to not only permit remote work but also to promote inclusive practices that enhance team cohesiveness and diversity in flexible settings.

Table 8. Weighted Mean Scores of Respondents' Perceptions of Opportunities for Growth Within the Organization

Benchmark Statements	Weighted Mean	Interpretation
1. I have adequate opportunities for professional growth in this organization.	3.37	Neither Agree nor Disagree
2. I receive the training I need to do my job well.	3.63	Agree
3. My head is actively interested in my professional development and advancement.	3.44	Neither Agree nor Disagree
4. My head encourages and supports my development.	3.67	Agree
5. I am encouraged to learn from my mistakes.	3.71	Agree
6. My work is challenging, stimulating, and rewarding.	3.61	Agree
General Weighted Mean	3.57	Agree

Legend: 4.50–5.00 Strongly Agree, 3.50–4.49 Agree, 2.50–3.49 Neither Agree nor Disagree, 1.50–2.49 Disagree, 1.00–1.49 Strongly Disagree

Table 8 illustrates the respondents' views on growth potential inside their different governmental agencies. The benchmark statements represent employees' perspectives on training accessibility, supervisory assistance, and opportunities for professional advancement. The results provide a complex perspective, with the majority of items categorized as "Agree" and a minority classified as "Neither Agree nor Disagree," reflecting diverse levels of satisfaction on the developmental opportunities present in the workplace.

The top-rated statement, “I am encouraged to learn from my mistakes,” attained a weighted mean of 3.71, indicating that respondents acknowledge a learning-oriented atmosphere in which mistakes are addressed constructively. This indicates a culture that promotes introspection, resilience, and ongoing personal and professional development—essential attributes in dynamic public service settings.

In contrast, the statement, “I have adequate opportunities for professional growth in this organization,” had the lowest mean score, with a weighted mean of 3.37, read as “Neither Agree nor Disagree.” This indifferent reaction indicates a deficiency of consensus or understanding among employees regarding the availability and accessibility of organized growth activities. This may also indicate discrepancies in the communication and equitable distribution of professional development programs among departments.

The General Weighted Mean (GWM) for this domain is 3.57, categorized as "Agree." This indicates that although respondents typically recognize the existence of growth prospects, there is still a necessity for more clearly articulated, accessible, and strategically coherent development pathways. Fortifying these systems can improve staff engagement, retention, and long-term institutional efficacy.

This aligns with the perspective of Iqbal et al. (2023), who emphasized that opportunities for career advancement and professional development are fundamental drivers of employee engagement and organizational commitment. The work-family facilitation idea posits that when workers experience progress in one domain, such as employment, they are more likely to sustain pleasure and equilibrium in other life domains. Azaka et al. (2024) further affirm that workplaces supportive of employee development enhance job



satisfaction and contribute to greater productivity, especially within flexible work arrangements.

Table 9. *Weighted Mean Scores of Respondents' Perceptions of Performance and Accountability Within the Organization*

Benchmark Statements	Weighted Mean	Interpretation
1. Poor performance is effectively addressed throughout this organization.	3.81	Agree
2. Senior leader is held accountable for achieving results.	3.79	Agree
3. This organization has high performance standards.	3.89	Agree
4. People are held accountable for achieving goals and meeting expectations.	3.99	Agree
5. The organization measure job performance effectively to ensure that I am achieving results.	3.78	Agree
General Weighted Mean	3.85	Agree

Legend: 4.50–5.00 Strongly Agree, 3.50–4.49 Agree, 2.50–3.49 Neither Agree nor Disagree, 1.50–2.49 Disagree, 1.00–1.49 Strongly Disagree

Table 9 displays the weighted mean scores reflecting respondents' assessments of performance and accountability within the organization. All five benchmark statements garnered ratings within the "Agree" range, indicating a predominantly positive assessment of the organization's adherence to performance standards and accountability measures. This indicates that employees generally view their agencies as organized, focused on outcomes, and dedicated to achieving performance excellence.

The top-rated item, "People are held accountable for achieving goals and meeting expectations," attained a weighted mean of 3.99, signifying vigorous consensus among respondents that accountability is rigorously upheld. This finding highlights the belief that organizational roles and expectations are explicitly conveyed, and that individuals are accountable for achieving goals, therefore fostering a disciplined and performance-oriented work culture.

Conversely, the item with the lowest score, "The organization measures job performance effectively to ensure that I am achieving results"—recorded a mean of 3.78, remaining inside the "Agree" group. This suggests overall satisfaction, but may also highlight opportunities for enhancement in performance tracking and communication. Certain responders may view present evaluation systems as inadequately thorough or deficient in individualized feedback, potentially hindering their effectiveness in promoting individual development.

The General Weighted Mean (GWM) of 3.85 indicates that performance and accountability methods are seen well, while also revealing areas for improvement in evaluation techniques. Improving the clarity, consistency, and developmental significance of performance assessments can bolster employee motivation, align efforts with institutional objectives, and enhance overall organizational efficacy.

These findings correspond with Azaka et al. (2024), who highlighted that transparency in performance criteria and accountability frameworks fosters organizational trust and employee involvement. Moreover, within the work-family facilitation framework, workers who comprehend performance goals and get equitable evaluations are more inclined to handle their responsibilities efficiently, feel less stress, and sustain an improved work-life balance. A culture that emphasizes performance while providing assistance enhances both individual accomplishments and overall company success.

Table 10. *Weighted Mean Scores of Respondents' Perceptions Regarding Fairness Within the Organization*

Benchmark Statements	Weighted Mean	Interpretation
1. My head treats all his / her employees fairly.	3.12	Neither Agree nor Disagree
2. The organization's policies for promotion and advancement are always fair.	3.04	Neither Agree nor Disagree
3. Favoritism is not an issue in raises or promotions.	2.95	Neither Agree nor Disagree
4. My heads is always consistent when administering policies concerning employees.	2.91	Neither Agree nor Disagree
5. I have adequate opportunities to develop my professional skills.	3.07	Neither Agree nor Disagree
General Weighted Mean	3.02	Neither Agree nor Disagree

Legend: 4.50–5.00 Strongly Agree, 3.50–4.49 Agree, 2.50–3.49 Neither Agree nor Disagree, 1.50–2.49 Disagree, 1.00–1.49 Strongly Disagree

Table 10 displays the weighted mean scores indicating respondents' perceptions of equity inside their individual government agencies, specifically for leadership conduct, promotion practices, and policy execution. All five benchmark statements were rated as "Neither Agree nor Disagree," reflecting a predominantly neutral position among employees. This neutrality indicates ambiguity or ambivalence, either arising from contradictory experiences or a deficiency in transparent corporate policies about fairness.

The assertion "My head treats all his/her employees fairly" garnered the highest rating, with a weighted mean of 3.12, indicating a little inclination towards agreement, however insufficient to form a definitive favorable consensus. This study suggests that although certain employees perceive equitable treatment from their direct supervisors, such impressions are not consistent throughout the organization, either due to divergent leadership styles or diverse behavioral norms among leaders.

Conversely, the item with the lowest rating was "My head is always consistent when administering policies concerning employees,"

which had a weighted mean of 2.91. This rating, while remaining in the neutral range, indicates apprehensions regarding the inconsistency of policy implementation. Inconsistent enforcement of rules and decisions by leaders can undermine trust, diminish morale, and exacerbate suspicions of favoritism or bias.

The General Weighted Mean (GWM) of 3.02 underscores a predominantly neutral stance regarding organizational fairness. This implies that fairness procedures, especially regarding promotions, policy enforcement, and supervisory conduct, may need enhancement. Improving openness, maintaining consistency in leadership practices, and establishing clearer, well-communicated fairness standards helps foster a more trustworthy, equitable, and motivated workplace environment in the public sector. This conclusion aligns with Koekemoer et al. (2020), who contend that perceived fairness in the workplace is a pivotal factor influencing employee happiness, engagement, and retention. In the framework of work-family facilitation theory, perceived unfairness in the workplace may adversely affect personal life domains, resulting in discontent and stress. Farid et al. (2021) contend that organizational justice is an essential component of supportive work environments that enable employees to navigate demands across several life roles. The mostly neutral evaluations noted here highlight the need of enhancing fairness-oriented policies and practices within governmental organizations.

Table 11. *Weighted Mean Scores of Respondents' Perceptions of Empowerment Within the Organization*

Benchmark Statements	Weighted Mean	Interpretation
1. I am involved in making decisions that affect my work.	3.57	Agree
2. Everybody is given the opportunity to suggest improvement	3.61	Agree
3. I participate in setting the goals and objectives for my job.	3.56	Agree
4. Proposed decision are made at the lowest appropriate level.	3.35	Neither Agree nor Disagree
5. I have access to the information I need to make good decisions.	3.40	Neither Agree nor Disagree
General Weighted Mean	3.50	Agree

Legend: 4.50–5.00 Strongly Agree, 3.50–4.49 Agree, 2.50–3.49 Neither Agree nor Disagree, 1.50–2.49 Disagree, 1.00–1.49 Strongly Disagree

Table 11 delineates respondents' perspectives of empowerment inside their different governmental agencies, specifically with decision-making, involvement in organizational goal-setting, and access to requisite information. The results indicate a complex perspective, with certain items ranked as "Agree" and others as "Neither Agree nor Disagree," implying that empowerment is acknowledged in specific domains but is not uniformly experienced throughout all institutional tiers.

The item with the highest rating was "Everybody is given the opportunity to suggest improvement" with a mean of 3.61, indicating a favorable view of participatory governance and an organizational culture that prioritizes employee contributions. This transparency may foster innovation and cultivate a sense of ownership among employees. The statement with the lowest rating was "Proposed decisions are made at the lowest appropriate level" with a mean of 3.35, indicating possible challenges with decentralization or a hesitance to delegate responsibility. The neutral rating for information access with a mean of 3.40 suggests that employees may encounter limitations in acquiring pertinent facts to facilitate informed decision-making.

The findings indicate that while employees exhibit moderate engagement in processes influencing their job, institutional impediments may still restrict their complete empowerment. Augmenting decision-making authority and refining communication channels may foster increased engagement, initiative, and organizational commitment.

The General Weighted Mean (GWM) for this domain is 3.50, signifying "Agree," which reflects a moderate impression of empowerment in the public sector. This indicates that although fundamental practices that foster empowerment—such as employee participation in decision-making and the capacity to offer enhancements—exist, they may not be uniformly established throughout all levels or departments. The moderate score indicates that respondents perceive a degree of empowerment, yet encounter constraints, especially in obtaining essential information and engaging in operational decision-making. Enhancing policies that decentralize decision-making, increase transparency, and guarantee equal access to information may further foster a culture of empowerment, elevate employee engagement, and propel organizational innovation and responsibility.

Malik and Shankar (2023) corroborate this discovery, emphasizing that empowerment improves organizational outcomes by increasing motivation and accountability. Furthermore, the work-family facilitation theory posits that employees who are empowered are more likely to effectively manage their personal and professional responsibilities, as autonomy at work is associated with increased satisfaction and reduced stress. Hanif (2021) also argues that empowerment is a crucial component of establishing supportive environments, particularly in flexible work systems, where success is contingent upon individual initiative and informed decision-making.

Table 12 illustrates the respondents' attitudes concerning remuneration, encompassing pay equity, competitiveness, perks, and overall satisfaction with their compensation package. All five benchmark statements produced weighted mean ratings categorized as "Neither Agree nor Disagree," indicating a prevailing sense of neutrality or ambiguity among employees over the sufficiency and transparency of their compensation.



Table 12. *Weighted Mean Scores of Respondents' Perceptions of Compensation*

Benchmark Statements	Weighted Mean	Interpretation
1. I am paid fairly for the work I do.	3.03	Neither Agree nor Disagree
2. My salary is competitive with similar jobs I might find elsewhere.	3.09	Neither Agree nor Disagree
3. My benefits are comparable to those offered by other organizations	3.00	Neither Agree nor Disagree
4. I understand my benefit plan.	2.94	Neither Agree nor Disagree
5. I am satisfied with my benefit package.	2.71	Neither Agree nor Disagree
General Weighted Mean	2.95	Neither Agree nor Disagree

Legend: 4.50–5.00 Strongly Agree, 3.50–4.49 Agree, 2.50–3.49 Neither Agree nor Disagree, 1.50–2.49 Disagree, 1.00–1.49 Strongly Disagree

The top-rated statement, “My salary is competitive with similar jobs I might find elsewhere,” attained a weighted mean of 3.09, remaining inside the neutral range. This score indicates that although some employees find their salary acceptable, there is no robust agreement on its competitiveness. This may indicate restricted access to competitive industry data, ambiguous compensation frameworks, or perceived inequities between effort and reward, especially within the public sector context.

In contrast, the assertion “I am satisfied with my benefit package” had the lowest score of 2.71, signifying a relatively diminished view of benefit satisfaction. This may arise from a deficiency in awareness, inadequate communication about benefit rights, or actual or perceived shortcomings in the benefits provided, like health insurance, retirement schemes, or wellness support.

The General Weighted Mean (GWM) for this domain is 2.95, which is also translated as “Neither Agree nor Disagree.” This underscores the idea that remuneration is an ambiguous issue for numerous employees—neither firmly supported nor clearly dismissed. The absence of a defined position necessitates that organizations enhance compensation transparency, articulate benefit structures more effectively, and guarantee that remuneration and benefits correspond with both workload and industry benchmarks. Such actions may substantially improve employee satisfaction, motivation, and organizational allegiance.

This result corresponds with Memon et al. (2020), who contend that dissatisfaction or ambiguity about remuneration often associated with diminished engagement and heightened turnover intention. From the perspective of work-family facilitation theory, insufficient or ambiguous remuneration might impede workers' capacity to handle external duties, hence exacerbating stress and disrupting work-life equilibrium. Kassianos et al. (2020) assert that equitable remuneration schemes are essential for fostering a robust, high-performing company culture, particularly when integrated with flexible work arrangements.

Table 13. *Weighted Mean Scores of Respondents' Perceptions of Their Family Situation*

Benchmark Statements	Weighted Mean	Interpretation
1. Our organization supports my efforts to balance work and personal life.	3.27	Agree
2. This organization cares about my well-being.	3.22	Agree
3. I am able to satisfy both my job and family/personal responsibilities.	3.41	Agree
4. My job does not cause unreasonable amounts of stress in my life.	3.20	Agree
5. I have the flexibility I need in my work schedule to meet both work and personal needs.	3.40	Agree
6. Working at this organization has a positive impact on my family relationships and wellbeing.	3.26	Agree
7. I work in an environment that is supportive of my family and personal commitment.	3.20	Agree
General Weighted Mean	3.42	Agree

Legend: 4.50–5.00 Strongly Agree, 3.50–4.49 Agree, 2.50–3.49 Neither Agree nor Disagree, 1.50–2.49 Disagree, 1.00–1.49 Strongly Disagree

Table 13 illustrates the respondents' assessments of their familial circumstances concerning their present employment arrangements and the extent of organizational support received. All seven benchmark items garnered ratings classified as “Agree,” reflecting a predominantly favorable impression among employees of the workplace's facilitation of work-life balance and assistance for family-related obligations.

The highest-rated statement, “I am able to satisfy both my job and family/personal responsibilities,” received a weighted mean of 3.41, indicating that employees perceive themselves as sufficiently competent in balancing professional and personal duties. This result underscores the efficacy of contemporary flexible work arrangements in facilitating employees' management of dual responsibilities, effectively harmonizing with the objectives of family-supportive workplace policies.

In contrast, the statements with the lowest ratings—“This organization cares about my well-being” and “I work in an environment that is supportive of my family and personal commitment”—each obtained a mean score of 3.20, which is still regarded as Agree. Although still exhibiting positive perceptions, these diminished scores indicate that the sense of authentic organizational concern and support for familial needs may be less intensely experienced or inconsistently implemented across divisions. This suggests that more focus on visible wellness initiatives and family-centric policies could further improve employee satisfaction.



The General Weighted Mean (GWM) for this area is 3.42, indicating Agreement, hence supporting the assertion that flexible work arrangements in the participating agencies enhance family well-being. To reinforce and enhance this view, agencies must establish uniform and inclusive family-support systems, guaranteeing that all employees receive equitable assistance irrespective of departmental differences.

This corroborates the work-family facilitation hypothesis (Masterson et al., 2020), which asserts that resources from the work domain—such as flexibility, supportive leadership, and organizational care—augment functioning in the family domain. Likewise, Saufi et al. (2023) asserts that when workers see their employers as recognizing and endorsing their personal duties, they attain heightened happiness and less friction between work and family roles. These results correspond with Radu (2023), who emphasizes the significance of institutional support in fostering a culture that enables individuals to flourish both professionally and personally.

Table 14. Weighted Mean Scores of Respondents' Perceptions of Their Economic Situation

Benchmark Statements	Weighted Mean	Interpretation
1. The benefits I am receiving to this company help me to balance my work and personal life.	2.62	Agree
2. I am compensated appropriately for my contributions to this organization.	2.47	Disagree
3. The pace of the work in this organization enables me to do a good job.	2.76	Agree
4. Our organization encourages us to plan for investment and retirement.	2.64	Agree
5. My responsibilities outside work do not restrict my opportunities for promotion and career growth.	3.15	Agree
General Weighted Mean	2.73	Agree

Legend: 4.50–5.00 Strongly Agree, 3.50–4.49 Agree, 2.50–3.49 Neither Agree nor Disagree, 1.50–2.49 Disagree, 1.00–1.49 Strongly Disagree

Table 14 delineates respondents' evaluations of their economic circumstances concerning their employment, emphasizing judgments of remuneration, financial assistance, and the impact of personal responsibilities on professional progression. The responses produced a combination of “Agree” and “Disagree” interpretations, indicating modest contentment in many economic sectors but revealing significant unhappiness in essential ones, especially with remuneration.

The item with the highest rating was “My responsibilities outside work do not restrict my opportunities for promotion and career growth,” which had a weighted mean of 3.15, indicating agreement. This indicates that the majority of respondents saw their personal obligations as non-obstructive to their job advancement, suggesting a belief in the equity and adaptability of promotion policies notwithstanding external duties. In contrast, the statement “I am compensated appropriately for my contributions to this organization” obtained the lowest score, with a mean of 2.47, indicating Disagreement. This signifies considerable discontent with financial remuneration, implying that employees perceive themselves as undervalued regarding monetary rewards, which may adversely affect morale, motivation, and long-term retention.

The General Weighted Mean (GWM) for this domain is 2.73, indicating agreement. This indicates a moderate view of economic sufficiency overall; nonetheless, the discontent with remuneration underscores an urgent need for institutional introspection. Aligning employee expectations with real compensation frameworks, coupled with improved financial literacy initiatives and honest communication regarding benefits, may promote economic satisfaction and bolster the organization's ability to retain a dedicated staff.

These results corroborate the viewpoint of Yaqub et al. (2021), who recognized fair remuneration as a crucial element in maintaining employee engagement and organizational loyalty. According to the work-family facilitation hypothesis (HeinOnline, 2025), financial stress and perceived under-compensation might hinder the exchange of resources between professional and personal spheres, resulting in strain instead of facilitation. Furthermore, Putra and Kudri (2024) contend that in the absence of sufficient financial support and remuneration, even the most adaptable work arrangements may fail to foster genuine work-life balance. Consequently, prioritizing economic happiness is crucial for maintaining the efficacy of flexible work arrangements in the public sector.

Table 15. Summary of General Weighted Mean Scores Across Key Variables

Variables	General Weighted Mean	Interpretation
Economic	4.10	Slightly Practiced
Social	4.16	Slightly Practiced
Environmental	4.15	Slightly Practiced
Opportunities for Growth	3.57	Agree
Performance and Accountability	3.85	Agree
Fairness	3.02	Neither Agree nor Disagree
Empowerment	3.50	Agree
Compensation	2.95	Neither Agree nor Disagree
Family Situation	3.42	Agree
Economic Situation	2.73	Agree

The summary of general weighted means indicates that flexible work arrangements (FWAs) are modestly implemented across agencies, with the highest ratings for social impact at a mean of 4.16, followed by environmental impact at 4.15 and economic impact at 4.10. These indicate that employees typically perceive FWAs as advantageous for improving morale, concentration, and work-life equilibrium. Concurrently, internal organizational criteria including performance and responsibility (3.85), possibilities for growth (3.57), and empowerment (3.50) received affirmative ratings, indicating a predominantly conducive environment for professional development and participatory governance.

Conversely, diminished scores were observed in the areas of compensation (2.95) and fairness (3.02), both regarded as neutral, signifying employee ambivalence or discontent with salary competitiveness and equitable treatment. The economic situation factor, while scored positively with a mean of 2.73, also indicated moderate contentment. These disparities underscore the chasm between the apparent advantages of FWAs and the organizational structural challenges. Although flexibility in employment is valued, it must be accompanied with equitable remuneration and open leadership practices to foster a more balanced and inclusive public service atmosphere.

Conclusions

This study examined the perspectives of government employees in certain agencies within the National Capital Region concerning flexible work arrangements and their effects on productivity, work-life balance, and employee well-being. The results indicated that flexible work arrangements are somewhat implemented and contribute to improved attention, morale, and personal role management. Nonetheless, concerns regarding salary, equity, leadership consistency, and performance assessment were recognized as domains necessitating institutional enhancement. These findings validate the significance of the work-family facilitation theory, highlighting the necessity for congruence between organizational systems and employee requirements. Based on these insights, it is advisable for government agencies to augment the execution of flexible work arrangements by enhancing compensation structures, ensuring equitable and transparent promotion policies, bolstering employee empowerment through participatory governance, and refining performance evaluation frameworks appropriate for both remote and in-office work environments. Moreover, it is essential to institutionalize supportive wellness programs and transparent communication on FWA rules, accompanied by regular monitoring and evaluation to adjust to changing workforce requirements. These reforms are crucial for maintaining an inclusive, motivated, and productivity-oriented public sector within adaptable work patterns.

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