EMPLOYEES' RESILIENCY AND THE LGU'S READINESS TO WORK FROM HOME ARRANGEMENT

Creamy Jean L. Mamoso[1], Jiezel M. Rellon[2], Glenford C. Franca[3]

[1]*Student of Bachelor in Public Administration, Southern Philippines Agri-business And Marine and Aquatic School of Technology, Malita, Davao Occidental*

[2]*Student of Bachelor in Public Administration, Southern Philippines Agri-business And Marine and Aquatic School of Technology, Malita, Davao Occidental*

[3]*Faculty, Southern Philippines Agri-business And Marine and Aquatic School of Technology, Malita, Davao Occidental,*

ABSTRACT   DOI No: 10.36713/epra10618   Article DOI: https://doi.org/10.36713/epra10618

The study on employees' Resiliency and LGUs' readiness to work from home was conducted in the local government in the Municipality of Malita, Davao Occidental. The study will be quantitative in nature and will employ a descriptive correlational research design. This will involve the systematic investigation of the nature of relationships or associations between and among dependent and independent variables and is most commonly used when seeking a statistical relationship between two variables without manipulating the data themselves. Since social support achieved the lowest rate, training in negotiations and resolving conflicts should be undergone by the LGU officials. As confidence is achieved at the lowest level, the LGU officials need to know its meaning and open themselves to a communication structure that allows employees to participate. Moreover, since the construct of purposefulness is the best predictor of employees' readiness to work from home, The LGU officials need to incorporate team-building activities through online or virtual platforms as a major component in improving the office climate in a workplace, then identify areas needing the most improvement and introduce team-building techniques. Hence, further studies related to this topic are hereby recommended.

KEYWORDS: *Employees' Resiliency. Local Government Unit, Readiness, Work From Home Arrangemen*

INTRODUCTION

The economic and social shock of the COVID-19 pandemic is predicted to change people's and organizations' perceptions of labor and jobs, resulting in micro and macro changes in the workplace, according to Kramer (2020). Because of the virus's nature, particularly how it spreads, it has influenced human behavior, relationships, and lifestyles, as well as the economic, political, and cultural landscapes of countries all over the world (Simbulan, 2020).

In the Philippines, as adapted by some neighboring Asian countries, the concept of a workplace is changing from one of a physical location to one of a state of mind (Simbulan, 2020). Resilience is defined as the ability to cope with and recover from adverse conditions and to adapt to the ensuing changes (Contreras, 2020).

Resilient organizations must be prepared to respond in a thoughtful and timely way to disruptions (Fabel, 2020). Before COVID-19 broke out, there was a growing movement in many institutions to help employees become more resilient in response to high levels of stress and turnover (Kolodny-Goetz, 2021).

In our community, no one is immune to the pandemic, and it has been a problem when employees' Resiliency and preparedness have been tested. The Malita Local Government Unit in Davao Occidental is likewise doing its part to help the citizens in these trying times. Now that our organizations are adjusting to this new way of working, it's important to investigate how employee resiliency influences office employees' willingness to work from home.

STATEMENT OF THE PROBLEM

The study focused on determining how employees' Resiliency influenced the readiness to work from home arrangement in this time of COVID-19 among the different offices in the Municipality of Malita, Davao Occidental. Specifically, it sought to answer the following questions:
1. What is the demographic profile of the respondents in terms of:
   1.1. Age;
   1.2. Gender;
   1.3. Educational attainment;
   1.4. Office; and
   1.5. Years in service.

2. What is the level of the Resiliency of the employees in terms of the following constructs:
   2.1. Confidence;
   2.2. Social support;
   2.3. Adaptability; and
   2.4. Purposefulness.

3. What is the level of readiness to work from home arrangement as perceived by the LGU employees?

4. Is there a significant relationship between employees' Resiliency and readiness to work from home as perceived by the LGU office employees?

5. Which Resiliency construct/s best predict/s offices' readiness to work from home arrangement in this time of COVID-19?

Significance of the Study

The results of this study contributed valuable insights on how to implement this kind of impetus to the effect of work from home activities during a pandemic. These are helpful in planning for the enhancement of the work from home arrangement process of the office employees.

The researcher believes that the study will benefit the following:

Government Agencies and Other Organizations - The outcome of the study would serve these organizations to devise effective and efficient ways in which resilience among the organization's employees exercised this type of behavioral tendency, as well as the leadership strategies that would lead to better office management for public office heads, administrators and employees. Policymakers may also use the study to come up with educated policies/decisions on how to incorporate work from home arrangement preparation during the pandemic era.

The Office Heads and Employees - The outcome of the research will improve their degree of awareness of the treatment of their subordinates and co-workers in their respective workplaces or organizations and be able to assess how resilient they are in times of crisis. This will also mean what specific attitude or actions, as manifested by being a resilient leader, needs to be reinforced and changed.

The Future Researchers - This study will further contribute to the knowledge concerning the factors that influence the leadership practices, especially on being resilient among the local officials and employees. Findings may stimulate future research on the topic.

Scope and Limitation of the Study

This study investigated the interaction of the employees' resiliency level and the perceived office readiness to work from home due to COVID-19 during the period 2020-2021 in the Local Government Unit of Malita, Davao Occidental.

To gather the necessary data, two descriptive instruments were employed. One was the adopted questionnaire to measure the resiliency level of the employee-respondent known as Personal Resilience Scale (PRS). This test was based on the four elements of resilience identified by Cary Cooper, professor of organizational psychology and health at Manchester University (Yorges, 1999). Another will be the adapted instrument on the office readiness to distance education as perceived by the office employees formulated by

Lapada (2020). These two questionnaires were freely available online.

METHODOLOGY
Research Design
A descriptive correlational research design was used in this study since the researchers wanted to determine the significant relationship between employees' resilience level and the level of readiness to work from home during the COVID-19 pandemic for the years 2020–2021. In the gathering of data, a descriptive-survey was employed, which utilized questionnaires to find out the level of employees' resilience and the office's readiness to work from home during the COVID-19 pandemic as perceived by the office employees.

Research Locale and Sampling
The study was conducted at the local government offices in the Municipality of Malita, Davao Occidental. The municipality is located in the South-South-East of the Philippines and is categorized as a first class municipality.

Data Collection Procedure
In gathering the data for this study, the following steps served as a guide for the researcher: A formal letter together with a letter of endorsement from the Program Chairman of the Bachelor in Public Administration addressed to the Local Chief Executive was sent to ask permission for the conduct of the study and seek approval. Letters were sent to the office heads or in charge of the offices in the Municipality of Malita together with the letters of permission and authorization from the local chief executive. The office heads sought approval and endorsement to conduct the study in the respective offices. The questionnaire was personally distributed to the respondents, and orientation was conducted before the questionnaires were answered. All collected data from the respondents was treated with the utmost respect and confidentiality. The data gathered was tallied, collated, and tabulated for processing and analysis. Tables are made to illustrate the data being gathered. The results were summarized and analyzed using appropriate statistical tools and with the aid of statistical software.

RESULTS AND DISCUSSION
This study focused on determining how employees' resiliency influence the readiness to work from home arrangement in this time of COVID-19 among the different offices in the municipality of Malita, Davao Occidental. Statistically, the problems of the study were addressed with the results of the data collected by the researcher.

Profile of the Respondents
Table 1 shows the demographic profile of the 185 respondents as to age, gender, years in service, and highest educational attainment.

There were 185 interviewed respondents. As indicated in the table, 37 or 20.00% of the total sample was 24-32 years old. The others were 74 or 40.00 % were 33-41 years old, 48 or 25.95% were 42-50 years old, 21 or 11.35 % were 51-59 years old, and 5 or 2.70% were 60 and above years old. The mean average in terms of age is 40. 097. The males were 83 or 44.90%, 93 or 50.30% were females, and 9 or 4.90% were members of the LGBTQ.

Regarding educational attainment, 9 or 4.86% were college level, baccalaureate degree with 167 respondents or 90.27%, with masters units with 5 respondents or 2.70%, and with masters degrees 4 or 2.16%. As to years of service, 125 or 67.57% are in service for 1-8 years, followed by 9-16 years with 46 respondents or 24.86% then 17-24 years with 6 respondents or 3.24% then 25-32 years with 4 respondents at 2.16%, finally, there were 4 respondents or 2.16% who belong to 33 and above years of service, with a mean of 12.85 years.

The researcher perceives that successful teamwork relies upon synergism between all team members, creating an environment where they are all willing to contribute and participate to promote and nurture a positive, effective team environment. Franca, (2019) asserts that team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized, competitive goals. Thus, the socio-demographic profile has less to do with the effectiveness of office management

Table 1. Demographic Profile of the Respondents

PARTICULARS	Frequency (f)	Percentage (%)
Age		
24 – 32	37	20.00
33 – 41	74	40.00
42 – 50	48	25.95
51 – 59	21	11.35
60 and above	5	2.70
Mean: 40.097		
Gender		
Male	83	44.90
Female	93	50.30
LGBTQ	9	4.90
Educational Attainment		
College Level	9	4.86
Baccalaureate Degree	167	90.27
With Masteral Units	5	2.70
Master's Degree Holder	4	2.16
With Doctoral Units	0	0.00
Doctor's Degree Holder	0	0.00
Years in Service		
1 – 8	125	67.57
9 – 16	46	24.86
17 – 24	6	3.24
25 – 32	4	2.16
33 and above	4	2.16
Mean: 12.85		

n = 185, %=100

Table 2 shows the level of Resiliency of the employees in terms of confidence. This includes the following statements, a task given to succeed, learning from a failure and able to change an approach the next time, job that fails and affects his self-belief, and can share his thoughts on some office issues. From the given statements, one and described as highly resilient, statement 3 is described as resilient and statement 4 described as very resilient. As perceived by theory Bandura (1997), self-confidence is an integral part of psychological motivation. Highly confident individuals can easily change approach in dealing with different situations.

On the other hand, statement number 3, described as resilient, slightly affects his confidence. Statement 4, described as very resilient, entails openness to one's situation and practical dealing with some issues. Viljaranta (2014) asserted that, self-confidence among workers had been linked to their interest in specific fields. Thus, the overall mean in this construct is described as very resilient. Cooper (2013), states that social support is about establishing positive relationships with people in the workplace and finding support and assistance from them in coping with problems.

On the other hand, another construct of Resiliency is social support. It has four statements that comprise the following; losing sight of one's goal when encountering difficulties, the commitment of one's job, strategies in place for dealing with stress, and can ask easily support from colleagues.

Statement numbers 5 and 6, are described as very resilient. This entails support from other colleagues in the workplace, and positive relationships among employees begets social support. On the other hand, statements 7 and 8 are described as highly resilient. As the theory of Reis and Shaver (1998), asserted that, close relationships grow through an interpersonal mechanism. This means Malita LGU is a workplace that intensifies support systems like helping each other achieve one's goals. The overall mean of this construct is described as very resilient. Good results are enabled by the ability to adapt to a quickly changing world, as stressed by Wilkins (2014). There are statements in this construct of Resiliency; the positive outlook about the future, worries about issues that have no control over and when ask for assistance it reveals weakness. Statement number 9 described as highly resilient. It entails that municipal employees of LGU Malita possess a positive outlook about the future despite these challenging times. As far

as everybody is concerned employees wherever they may be manifest this kind of attitude. While statements 10 and 11, described as very resilient. Because there is a culture of help among the employees the so-called no control over and the sign of being weak and vulnerable is not an issue anymore. Adaptability is a mental capital. With a mean of 4.05 as described of very resilient, then adaptability in all situations is essential.

Having a purpose in life enthused, means having a specific long term path to move towards, which organizes one's acts and sense of self. This table shows the level of employees' Resiliency in terms of

purposefulness. There are five statements that overall described as highly resilient, the following were; there is fundamental change there is a struggle to come around to new ways of thinking, having strong goals that are clear in one's mind, able to discuss my job and its challenges with people outside work such as family members and close friends. The results indicate local government employees were highly resilient since all items of this construct appropriately described as such. Horspool et al, (2012), asserted that, when one is enthusiastic then it gives a sense of intent.

Table 2. Level of the Resiliency

Constructs	Mean	Description
Confidence	4.03	Highly resilient
1. When given a new task, I'm confident that I'll succeed.	4.74	Highly Resilient
2. When one attempt fails, I learn from it and change my approach next time.	4.62	Highly Resilient
3. When a task doesn't go to plan, it affects my self-belief	3.30	Moderately Resilient
4. I have few people at work who I can speak to about issues in the office.	3.48	Moderately Resilient
Social Support	4.02	Highly Resilient
5. When I encounter a difficulty, I lose sight of my goal quickly.	3.91	Moderately Resilient
6. Sometimes I question my commitment to my job.	3.56	Moderately Resilient
7. I have strategies in place for dealing with stress.	4.26	Highly Resilient
8. I find it easy to ask my colleagues for help.	4.37	Highly Resilient
Adaptability	4.05	Highly Resilient
9. I have positive outlook about the future.	4.81	Highly Resilient
10. I worry about issues that I have no control over.	3.75	Moderately Resilient
11. Asking for assistance reveals weakness.	3.60	Moderately Resilient
Purposefulness	4.38	Highly Resilient
12. When there is fundamental change, I struggle to come around to new ways of thinking.	4.25	Highly Resilient
13. I have strong goals that are clear in my mind.	4.51	Highly Resilient
14. I am able to discuss my job and its challenges with people outside of work, such as family members and close friends.	4.45	Highly Resilient
15. I am more likely to say "yes" than "no".	4.50	Highly Resilient
16. Failures are hard to forget and successes are hard to remember.	4.20	Highly Resilient
Resiliency Level (Overall)	**4.12**	**Highly resilient**

The Covid-19 pandemic resulted to some doubts and ambiguity among government workers, that is what I observe apart from being not so acquainted with the so-called new normal. Readiness to work from home arrangement is a challenge among workers of the LGU Malita.

The question posed in this study is the level of readiness to work from home. On this table number 6, among the 185 respondents, it has 138 or 74.59% are

highly ready as described by its level of readiness. This entails flexibility among workers and despite it limits work yet able to deliver what is ought to be done. Also, 43 or 23.24% described as very ready, meaning they are flexible to work outside of their different offices and work from home is the option. Among 185 respondents, it has 2 or 1.08% is doubtful on his readiness to work from home arrangement. This described as almost ready based on the indicator on the level of readiness to work

from home arrangement. Only 1 or 0.54% described as slightly not ready, and only 1 or 0.54% is not ready at all.

Payne (2020), asserted that during this unprecedented crisis, stepping up to lead will satisfy a fundamental need for meaning and reason. As a researcher, as far my observation and analysis are concerned, these employees are very flexible since they are motivated to continue to work despite of this crisis that everyone is facing now. This result indicate that majority is ready on this challenge whatever the situation lies ahead.

Table 3: Level of Readiness to Work from Home Arrangement

Level of Readiness to Work from Home	Description	Frequency	Percentage
4.20 – 5.00	Highly Ready	138	64.59
3.40 – 4.19	Very Ready	43	23. 24
2.60 – 3.39	Almost Ready	2	1.08
1.80 – 2.59	Slightly not Ready	1	0.54
1.00 – 1.79	Not Ready	1	0.54

Mean: 4.54, n=185; % =100

Table 4 shows the correlation between Resiliency and readiness to work from home as perceived by the office employees. Juchnowicz, 2021, says that performing job activities away from the office, colleagues, and supervisors impacts the workplace resources available to employees and their well-being. Among all the resiliency constructs, it would be gleaned that confidence has a negative r-value of -0.076, which is described as a moderate correlation and p-value of 0.306 and interpreted as not significant. This implies that, as level of confidence increases, the level of employees' readiness to work from home decreases.

On one hand, in the level of social support, it shows that, the r-value is 0.387 and described as low correlation and has a p-value of less than 0.05, thus it is significant. This entails that, as the level of social support increases, the level of employees' readiness to work from home also increases. Among the four resiliency constructs being considered, three are significantly correlated to employees' readiness to work from home. These are social support, adaptability, and purposefulness. The construct confidence obtained a p-value greater than 0.05, and hence, not significantly correlated to employees' readiness to work from home. Showers, 2015, asserts that, individuals with segmented self-organization may have difficulty knowing themselves, whereas those with integrative self-organization may have higher continuity and evaluative consistency across self-aspects, as well as simpler access to evaluative self-knowledge.

Since the p-value is less than 0.05 level, we reject the null hypothesis and conclude that there is a significant relationship between employees' resiliency level and their readiness to work from home arrangements. Laufs, J., & Waseem, Z. (2020), studies related to policing and police work during and after natural disasters and public health emergencies, depending on their focus on policing and police work during and after natural disasters and public health emergencies. We aggregate and analyze the most common challenges and best approaches identified in the literature through an exhaustive examination and explore "what works" in the context of policing such events.

Table 4. Relationship between employees' Resiliency and readiness to work from home as perceived by the office employees

Constructs	r-value	description	p-value	interpretation
Confidence	-0.076	Moderate Cor	0.306	Not Significant
Social Support	0.387	Low Cor	0.000	Significant
Adaptability	0.285	Low Cor	0.000	Significant
Purposefulness	0.711	High Cor	0.000	Significant
Resiliency (Overall)	0.388	Low Cor	0.000	Significant

Table 5 shows which Resiliency construct/s best predict/s offices' readiness to work from home arrangement in this time of covid – 19 pandemic. Among the four Resiliency constructs, purposefulness is the best predictor of employees' readiness to work from home. It obtained a coefficient of 0.716. With a constant of 1.398, the regression model thus fit with the construct purposefulness. The theory explains that, significant

element of purposefulness is setting and working against targets. Goals have long-term vision and short-term inspiration, and reduce the possibility that you will be knocked off track by challenges or setbacks (Stickle, 2016).

It can be observed that during this time of pandemic where everyone is being a challenged, the researcher experiences the same struggles with the employees. The more we become challenged by this pandemic, the more we are moved to do such a thing that would topple this common experience among workers and employees. The sense of purpose vis-a-vis with this challenging times compensates the so-called manifestation to survive.

As a researcher, the thought of being resilient in this pandemic necessitates my sense of purpose to continue despite of some unpredictable barriers along the way. Cooke, (2016), stressed, a vital part of purposefulness is being dedicated to your work. If you're passionate about what you do, after a loss, you're more likely to have the drive to pick yourself up. So if you find yourself struggling and your resilience faltering, ask yourself if you are in the most suitable position or if a different job could be a better fit in another department.

$$y = 1.398 + 0.716x$$

where,

x = Purposefulness
y = Employees' readiness

The $r^2 = 0.442$, which reveals that 44.20% of the data fit the regression model.

Table 5. Summary of Stepwise Multiple Regression Analysis

Predictor	R Square	Un-standardized Coefficients	Regression Model
Purposefuness			$y = 1.398 + 0.716x$ where, x = Purposefulness y = Employees' readiness
	0.442	0.716	
Constant		1.398	

Based on the presented, analyzed and interpreted data, this chapter presents the key findings and recommendations for this study. It focuses on determining how employees' Resiliency influences the readiness to work from home arrangement in this COVID-19 among the different offices in the municipality of Malita, Davao Occidental.

The study sought to answer the following problem statements such as: 1) demographic profile of the respondents; 2) 2.What is the level of the Resiliency of the employees in terms of the following constructs: confidence; social support; adaptability; and purposefulness; and 3) 3.What is the level of readiness to work from home arrangement as perceived by the employees; 4) the significant relationship between employees' Resiliency and readiness to work from home as perceived by the office employees; and 5) resiliency construct/s best predict/s offices' readiness to work from home arrangement in this time of COVID-19.

This study investigated the interaction between the employees' resiliency level and the perceived office readiness to work from home due to COVID-19 during the 2020–2021 period in the Local Government Unit of Malita, Davao Occidental. The majority of interviewees were among the 185 municipal employees, 125 of whom had 1–8 years of service. Most of the respondents are college graduates. Males and females are almost equal in numbers and at most 33–41 years old. Among all the indicators of the level of Resiliency, purposefulness got the highest mean, while social support achieved the lowest. Among the 185 respondents, 138, or 74.59%, are highly ready as described by their level of readiness. Among the four resiliency constructs being considered, three are significantly correlated to employees' readiness to work from home. So, we reject the null hypothesis and come to the conclusion that there is a significant link between how resilient an employee is and how ready they are to work from home.

CONCLUSION AND RECOMMENDATION

Conclusion

The researchers made the following conclusions based on the findings of the study;

1. In the employees' demographic profile, specifically in the educational attainment, there was a very low percentage who obtained a master's degree. This implies a drought in human resource management strategies to develop its human capital as an important mechanism to deliver customer satisfaction among the LGU's clientele.
2. Social support achieved the lowest rate and;
3. Confidence obtained the lowest mean.
4. Finally, there is a significant relationship between employees' resiliency level and their readiness to work from home arrangements.

Recommendations

1. LGU's Human Resources Management Office must formulate a continuity plan that allows their employees to level up their educational qualifications by offering a study plan for the deserving and outstanding employees annually.

2. Since social support got the lowest score, LGU officials should get training in how to negotiate and solve conflicts virtually or online.

3. As confidence is achieved at the lowest level, the LGU officials need to know its meaning and open themselves to a communication structure that allows employees to participate.

4. Since he constructs, purposefulness is the best predictor of employees' readiness to work from home. The LGU officials need to incorporate team building as a major component in improving the office climate in a workplace through virtual or online platforms, then identify areas needing the most improvement and introduce team-building techniques that relate to the new normal situations.

REFERENCES

1. Bandura, A. , (1997) . Self-efficacy: toward a unifying theory of behavioral change psychological Review, 84 (2) (1977), pp. 191-215.
2. Contreras, A. (2020). Resilience and innovation. The manila Times. Retrieved.March28,2021. from:https://www.manilatimes.net/2020/04/25/opinion /columnists/topanalysis/resilience-and innovation/718454
3. Cooper, C., Flint-Taylor, J., and Pearn,M. (2013). Building Resilience for Success: A Resource for Managers and Organizations.Palgrave-Macmillan: London.
4. Horspool, A., & Lange, C. (2012). Applying the scholarship of teaching and learning: Student perceptions, behaviours and success online and face-to-face. Assessment & Evaluation in Higher Education, 17(1), 73–88 Retrieved April 18, 2021 from https://srhe.tandfonline.com/doi/abs/10.1080/0260293 8.2010.496532#.XX-XPigzZPY.
5. Kolodny-Goetz, J. (2020). The Readiness, Resilience and Recovery Tool: An Emerging Approach to Enhance Readiness Amidst Disruption. Glob Implement Res Appl 1, 135–146 (2021). Retrieved April 18, 2021 from https://doi.org/10.1007/s43477-021-00011-6.
6. Lapada, A. (2020). Teachers' Covid-19 Awareness, Distance Learning Education Experiences and Perceptions towards Institutional Readiness and Challenges. International Journal of Learning, Teaching and Educational Research. 19. 10.26803/ijlter.19.6.8.
7. Payne, SC., (2020). When do job resources buffer the effect of job demands? International Journal of Stress Management. Vol. 2. 3, 226.
8. Reis, HT. and Shaver, R. (1988). Intimacy as an interpersonal process. In: Duck S, Hay DF, Hobfoll SE, Ickes W, Montgomery BM, editors. Handbook of personal relationships: Theory, research and interventions. Oxford, England: John Wiley & Sons; 1988. pp. 367–389.
9. Simbulan, N.P. (2020). The Philippines COVID-19 and Its Impact on Higher Education in the Philippines. The HEAD
10. Foundation. Retrieved May 23,2021 https://headfoundation.org/HESB8/covid-19-and-its-impact-on-higher-education-in-the-philippines/.
11. Stickle, F.E. (2016). Leadership and Occupational Stress: Project Innovation. : Education, Volume 137, Number 1, Fall 2016, pp. 27- 38(12).
12. Viljaranta, J., , Tolyanen,A., , Aunola K., Nurmi, JE.. (2014). The developmental dynamics between interest,self-concept of ability, and academic performance Scandinavian Journal of Educational Research, 58 (6)(2014), pp. 734-756
13. Wilkins, K. G., Santilli, S., Ferrari, L., Nota, L., Tracey T. G., Soresi, S. (2014). The relationship among positive emotional dispositions, career adaptability, and satisfaction in Italian high school students. J. Vocat. Behav. 85, 329–338. 10.1016/j.jvb.2014.08.004
14. Yorges, S. L. (1999). The effect of leader outcomes on influence, attributions, and perceptions of charisma. Journal of AppliedPsychology, 84: 428–436.