

Experience, Perception, and Level of Performance of the Food and Drug Administration (FDA) Employees Under a Work from Home (WFH) Set- Up

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Abstract

The shift to a Work-from-Home (WFH) setup has transformed workplace dynamics, particularly in government institutions, influencing employee performance, engagement, and overall job satisfaction. This study investigates the experiences, perceptions, and performance levels of Food and Drug Administration (FDA) employees in a WFH arrangement. The primary objective is to assess how employee experiences and perceptions influence performance and how these factors collectively shape productivity and well-being. Given the growing adoption of remote work, limited research exists on its impact on government employees, making this study critical for policy development and organizational improvement. Using a descriptive-correlational research design, data were collected from 302 FDA employees in Alabang, Muntinlupa City, through structured surveys. Simple random sampling was employed for representativeness. Statistical analysis using Pearson's correlation revealed strong positive relationships between experiences and perceptions ($r = 0.905$, $p < 0.01$), experiences and performance ($r = 0.704$, $p < 0.01$), and perceptions and performance ($r = 0.713$, $p < 0.01$). Findings suggest that employees generally view WFH favorably, citing increased autonomy, flexibility, and work-life balance as key benefits. However, challenges such as internet reliability, workspace constraints, and organizational support remain. The study concludes that WFH improves job satisfaction and productivity, but sustained success requires enhanced technological support, structured communication, and continuous professional development. An action plan was proposed to strengthen the WFH experience and optimize government policies for long-term implementation.

Keywords: Work-from-Home (WFH), Employee Experience, Employee Perception, Job Performance, Telecommuting, Remote Work, Job Satisfaction, Work-Life Balance, Productivity, Autonomy, Organizational Support

Introduction

Remote work, or Work-from-Home (WFH), has evolved significantly due to advancements in technology and the global COVID-19 pandemic. It enables employees to perform their duties using digital platforms, providing benefits such as increased flexibility, reduced commuting time, and improved work-life balance (Chen et al., 2023; Silver, 2023). However, it also poses challenges, including limited access to office resources, decreased organizational support, and the risk of isolation (Anakpo et al., 2023; Tudu & Singh, 2022).

In the Philippines, government institutions began formalizing remote work with the passage of Republic Act No. 11165 or the Telecommuting Act in 2019 and the Civil Service Commission’s Memorandum Circular No. 6, s. 2022, which institutionalized flexible work arrangements. Despite these developments, limited research exists on how WFH affects government workers, especially in regulatory agencies like the FDA.

Guided by Deci and Ryan’s Self-Determination Theory (SDT), which emphasizes the need for autonomy, competence, and relatedness (Deci & Ryan, 2024), this study investigates how employees’ WFH experiences and perceptions influence their performance. It aims to provide data-driven recommendations for improving WFH implementation in the public sector.

Operational Framework

The study was anchored in Deci and Ryan’s Self-Determination Theory. This motivational theory is concerned with how social contexts, i.e. work from home, either facilitate or obstruct people's innate demands for relatedness, competence, and autonomy.

As illustrated in the operational framework, employee experiences (independent variable) in the WFH setup reflect the challenges and benefits employees face when working remotely. Employee perceptions (dependent/independent variable) in the WFH setup refers to the feelings that employees have on their entire work experience and understanding of their duties when working from home, such as job satisfaction and clarity of roles. Productivity and engagement are frequently used to gauge employees’ level of performance (dependent) in a work from home (WFH) environment. These two elements are essential for determining how well workers are doing in a remote work setting (Galanti et al., 2021).

Operational Model

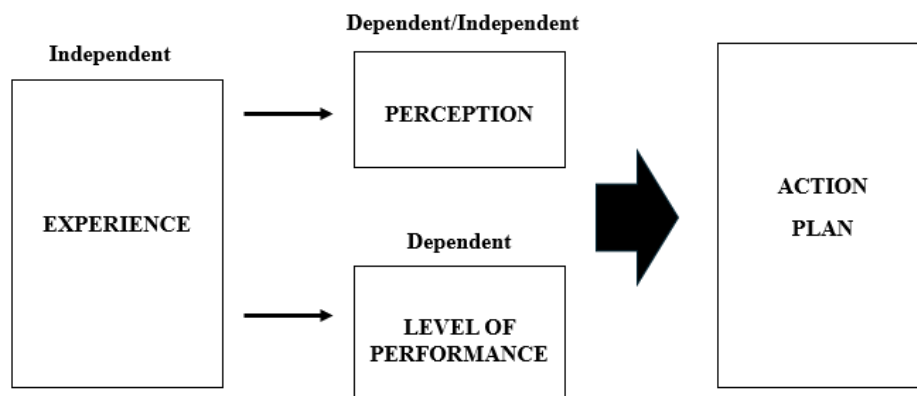


Figure 1. Operational model of the study showing relationship of variables.

Statement of the Problem

Generally, this study aimed to determine the perceptions, experiences, and level of individual performance of government employees under a work-from-home (WFH) set-up.

Specifically, this study aimed to answer the following questions:

1. What are the experiences of the respondents on Work-from-Home (WFH) set-up?
2. What is the respondents' perception of Work-from-Home (WFH) set-up?
3. What is the respondents' level of performance under a Work-from-Home (WFH) set-up?
4. Is there a significant relationship between the respondents' experiences and perception of Work-from-Home (WFH) set-up?
5. Is there a significant relationship between the respondents' experiences and level of performance under a Work-from-Home (WFH) set-up?
6. Is there a significant relationship between the respondents' perception and level of performance under a Work-from-Home (WFH) set up?
7. Based on the results of the study, what action plan can be proposed to enhance/improve the level of performance of the Food and Drug Administration employees under a Work-from-Home (WFH) setup?

Significance of the Study

The findings in this study would be beneficial towards the following:

Food and Drug Administration Employees Under a Work From Home Arrangement. The experiences and perceptions of employees of the Food and Drug Administration may provide additional information and/or recommendations on how to work efficiently and boost performance while working at home to fellow government employees.

Government Agencies Implementing Work-From-Home (WFH) Arrangements. The findings in this study would benefit government agencies with WFH policies or guidelines implemented for their employees by providing the strengths and/or weaknesses of having employees work from home and further strengthen and/or improve the existing policy or guideline.

Top Management of Government Agencies. The findings in this study would benefit the executives/employees of higher positions (Directors, Regional Supervisors, Director-Generals, etc.) in government agencies by providing them with the identified advantages, disadvantages, benefits, and challenges employees face while working from home that may help in building gaps in relationships between employees and the management/organization.

Researcher. The researcher intended to use this study as a source of reference for potential policy formulation that focuses on optimizing business operations, improving leadership approaches or adapting to changing market conditions of the Food and Drug Administration. Future Researchers. The findings in the study would serve as an addition to the existing literature on the experiences of employees who are working from home in the Philippines. This research would be open to potential developments with respect to the conduct of the study, the methods used, and its scope.

Review of Related Literature

Employee Experience in WFH

One of the participants' main responses in a study by Fukumura et al. (2021) about the WFH experience during COVID-19 was more flexibility in everyday schedules. Work schedules become more customized as a result of people reporting greater control over their daily routines. A significant benefit of this flexibility was being able to plan work hours around personal needs and preferences, such as working when one felt most productive, and finishing tasks when it was most convenient. Employees can better arrange their daily life and lessen work-family friction when they work flexible hours. Individuals who have the freedom to decide when they can begin and conclude their work are more likely to be happy with it. Flexibility in the workplace is one of the factors that can foster a positive atmosphere and increase employee motivation, both of which have a direct impact on the organization's increased productivity.

Employees who have flexible work schedules are able to schedule time to complete tasks and spend quality time with their loved ones. Indeed, it has been demonstrated that the flexibility of working from home, or WFH, allows employees to save time on work and enjoy quality time with their families. This is in contrast to when employees must work in an office setting, where they are unable to manage work and family obligations (Suryadi et al., 2022).

In the Philippines, a study by Tudy et al. (2021) respondents agree with the many benefits to working from home, particularly the opportunity to spend more time with family. Despite worries that working from home might result in excessive work hours and discourage non-work commitments, the participants had the opposite experience. They were able to effectively manage their jobs and spend more time with their families. They spent much of their time at home.

However, research by Kossek et al. (2021) found that employers often adopt a boundaryless strategy, where employees work from anywhere at any time, as businesses grow more accustomed to permitting and managing flexibility. Usually, businesses start this to increase production and make it possible for their company to run effectively all day and all night while saving money. Many businesses, including IBM, Deloitte, and PwC, experimented with this strategy in the 1990s, deploying a mobile workforce throughout the world across home office and client sites. By spending less on facetime and more on outcome measurements, leaders discovered how to effectively monitor performance. Yet, research indicates that telework has many drawbacks when it is unrestricted around-the-clock, despite the fact that it offers some advantages to workers, such as a shorter commute or none at all and the possibility to incorporate home activities. Unrestricted flexibility "passes the buck" more and more by putting the onus of accommodating clients' calendar demands on employees, taking away personal time, and, for teleworkers, shifting workspace and tech support expenses as well.

Work was abruptly relocated to the home due to stay-at-home laws that prohibited working in typical offices. This had both advantages and disadvantages. Because they were more comfortable, private, and had less interruptions, some people thought that working from home was more productive than at an office. Additionally, WFH gave some people the chance to customize their surroundings and utilize other areas of their houses during the day. Some respondents mentioned having greater access to their kitchen, which not only saved time

packing lunches but also allowed them to "eat healthier foods due to being able to prepare directly from [the] refrigerator and pantry." One person listed several such advantages, such as "[having] more control over room temperature, working outside, and moving to different parts of the house." (O'Rourke, 2021). Indoor environmental quality (IEQ) elements, such as lighting, temperature, humidity, air quality, noise, ergonomics, etc., are crucial for workers' physical and emotional well-being and may be more controllable when working from home. In particular, IEQ elements affect employees' comfort, which affects their level of satisfaction (Mura et al., 2022).

In a systematic review by Wütschert et al. (2022), the majority of teleworkers who worked from home lacked well-designed workstations. Employees who worked from home voiced concerns about uncomfortable furniture, little space for storing gadgets and office supplies, and dim illumination. Furthermore, the report highlighted that rather than bothering family members, the majority of teleworkers choose the smallest or least contested location in their home. Wütschert emphasized how crucial it is to have a separate workspace: teleworkers who operate from home found it challenging to protect their professional boundaries from family members who frequently disregard home office settings.

The total impact of work from home is not well understood, however studies have found both beneficial and bad health effects, with the former appearing to outweigh the latter. WFH is generally anticipated to improve flexibility, which may have an impact on both labor and health outcomes. WFH removes the stress that comes with commuting. Moreover, the time that is not required for commuting can be utilized for physical activity, like exercising, or for rest, which promotes overall health.

Additionally, there may be negative health implications associated with commuting, such as exposure to air pollution from traffic congestion when driving (Denzer & Grunau, 2024). According to Hall et al (2024), while two studies found no significant correlation between part-time or full-time WFH and self-reported general health, one review included a study that found those who worked from home had a lower risk of developing poor health (based on underlying health risk factors, measured by Edington score) than office workers. According to the findings of a study by Kitagawa et al. (2021), WFH is linked to improved mental health among employees. The study found that workers who commute less have more time to focus on their work in a quieter setting, experience less fatigue, and have more time for rest and sleep. Although WFH's disadvantages are frequently highlighted, their findings imply that WFH may increase productivity by enhancing workers' health and happiness.

On the other hand, Chirico et al. (2021) found that isolation among employees in the technology and other industries has an impact on their physical health. Food consumption rose as a result of a decline in physical activity and a rise in the risk of sedentary lifestyle. Therefore, even in cases when such bodily changes were not expected, workers were bound to gain weight. Overall, the burden of known cardiovascular risk factors, such as obesity and hypertension, is enhanced by physical inactivity, which raises the risk of cardiovascular disease.

Employees should get counseling about the health benefits of physical activity and the dangers of long-term sedentary behavior. They should also be urged to start and continue

regular physical activity (Di Fusco et al., 2021). Similarly, according to Buomprisco et al (2021), there may be a number of psychosocial problems with working from home. Lack of face-to-face interactions with coworkers can lead to anxiety, depression, and sleep issues in addition to creating feelings of loneliness. Moreover, a study that looked at how working from home affected employees' physical and mental well-being discovered a complicated relationship between employment and health. Indeed, the detrimental effects of working from home on mental and physical health appear to be exacerbated or lessened by variations in how the business is organized and the support it offers.

Employee Perception in WFH

The degree to which workers feel free and independent with regard to schedule, completion order, and decision-making at work is referred to as autonomy. Employee autonomy has been recognized and viewed as the most crucial resource (Neidlinger et al., 2021). It has been suggested that increased work autonomy tends to encourage innovativeness among employees and enhances overall productivity and effectiveness (Mohammed et al, 2022). Because public employees know how to apply laws and regulations, a greater sense of autonomy can help employees act on their deep values, goals, and interests, better utilize their potential, and mitigate the hindering effect of red tape in people processing organizations, where many tasks are highly standardized. However, according to Metselaar et al (2023), it has been said that teleworking allows workers greater flexibility in where they finish their job, although this is not always the case. Autonomy is less likely to grow if workers are still subject to monitoring, have specific work schedules, or are limited in when (which days) and how frequently they can work outside of the office. Therefore, it is crucial to take into account who is in charge—the employer or the employee.

One of the most commonly mentioned advantages of teleworking was work productivity, or the apparent rise or fall in output. This is because working from home reduces distractions and interruptions compared to working in a potentially noisy office setting, saves time on the daily commute, allows for working during peak productivity hours, and more (Mihalca, Irimias, Brendera). In a study by Appel-Meulenbroek, WFH employees generally agree that they are more productive than those in traditional offices because they have less distractions and interruptions, work longer hours, make greater use of high-productivity moments, and enjoy their flexibility more. Additionally, the study found that while higher levels of WFH (8 or more hours per week) were related to significantly lower production levels, low WFH intensity was linked to somewhat higher levels of individual output. According to a study by Martin et al. (2022), the number of hours worked remotely before the lockdown and the level of supervisor control are positively correlated with enhanced perceived job productivity.

Similarly, according to US statistics gathered monthly from May to October 2020, 61% of teleworkers say their home office experience has exceeded their expectations in terms of productivity, 26% say their output is the same, and 13% say it is lower. Other studies, on the other hand, come to the conclusion that the home office created by the lockdown times has primarily resulted in a decline in or absence of job productivity progression. When compared to working at the typical workplace, data from Japan collected in June 2020 indicates a decrease of roughly 60% to 70%. Furthermore, according to survey data gathered globally from March 31 to April 27, 2020, of 1,014 participants, 56% of respondents said they were less productive when working from home than they were previously, while 43% said they

were at least as productive (Morikawa, 2020). The degree to which people like their occupations is known as job satisfaction. To put it another way, it describes a subjective assessment that the employee makes of his or her own work, either overall or in relation to certain aspects of it. It has to do with the economic idea of the (dis)utility that comes from labor and the sociological idea of alienation (Zollner & Sulikova, 2021). Numerous subscale measures of employee job satisfaction have been presented in job satisfaction surveys (as a composite score of some specific questions). These include satisfaction with coworkers, compensation, promotional opportunities, supervision, and the work itself. Numerous factors are revealed by studies on the assessment of job satisfaction under telework conditions.

Job satisfaction is strongly correlated with one's position, training received from the organization, relationship with supervisors, and working environment; a modest correlation suggests job stability, security, advancement, and growth chances. Better fulfillment of the psychological demands for relationships, competence, and autonomy is ensured by teleworking. Furthermore, when assessing job satisfaction, emotional exhaustion is a crucial factor. All telework studies have documented issues with isolation, extended working hours, constant worries about job security, increased workload, and fewer opportunities to maintain positive social relationships. These issues also contribute to stress, anxiety, and depression, which have a detrimental effect on the mental health of the employees (Petcu et al., 2021).

Level of Performance of Employee under WFH

Job performance, which is frequently viewed as an ensemble of behaviors and actions pertinent to the accomplishment of corporate goals, defines scalable actions as employee activity with results that favorably contribute to organizational goals. According to organizational research, job performance has two distinct dimensions: task performance and contextual performance. Task performance comprises behaviors that occur in the workplace, stem from an employee's assumed role, and are included in the job description. Contextual performance is defined as behaviors that are beneficial to overall productivity but do not directly affect task completion. Examples of these behaviors include the intention of employees to take on new tasks only after completing previous ones, their interest in keeping up to date on their own knowledge, their ability to come up with innovative solutions to various problems, and their active participation in organizational meetings (Nemțeanu, 2021).

According to Park and Jae (2024), employee performance is likely to be high in an organization with a strong performance management system. To make telework successful, companies must create reliable performance metrics, create tasks that are appropriate for remote work, and set up incentive programs that can inspire staff. Effective performance management techniques, such as upholding equity in work assignments, performance evaluations, and performance standards, should be pursued by organizations looking to use telework in order to ensure that the program is successful.

In the context of putting the work from home policy into practice, the workplace environment plays a significant role in enhancing employee performance. According to the findings of the study, the most important factor in implementing working from home is the work environment. In light of this, management is advised to give staff guidance on maintaining a comfortable working environment at home (Aropa & Sumertajaya, 2020). Furthermore, the challenge for employees working from home occurs when they have to play two different

roles in the same space. While the second relates to family life and domestic necessities, the first deals with job duties, including deadlines and difficulties from employers. Work-home conflicts are unavoidable when employees are unable to differentiate between their responsibilities or when requests from work and family are incompatible (Kifor, 2022).

Synthesis of the Reviewed Literature

The preceding literature and studies have contributed to the conceptualization of this study, which is relevant in the business and management landscape. Experience, perception, and level of performance of employees working from home in a government agency have not been thoroughly explored yet by the researchers in the Philippines. However, international studies have determined the experience, perception, and level of performance of teleworkers, most of which occurred before, during, and after the pandemic.

Fukumura et al. (2021), Suryadi et al. (2022) and Kossek et al. (2021). reiterated flexible scheduling and a better work-life balance are two benefits of working from home (WFH), which increases employee happiness and productivity. But the "always-on" culture can cause stress and blur boundaries. Although the home setting offers convenience and control over workstation components, many workers struggle with subpar setups and interference with professional boundaries.

According to Denzer and Grunau (2024), Kitagawa et al. (2021), Chirico et al. (2021), Di Fusco et al. (2021), and Buomprisco et al. (2021), WFH promotes physical and mental health and lessens the stress associated with commuting, but because it limits in-person connections, it can also result in weight gain, physical inactivity, and loneliness. O'Rourke (2021), Mura et al. (2022), Wütschert et al. (2022) concluded that in order to improve employee well-being and productivity, WFH relies on organizational support, which includes ergonomic resources, encouraging physical exercise, and cultivating virtual connections. Neidlinger et al. (2021), Mohammed et al. (2022), and Metselaar et al. (2023) emphasized that although these benefits are not uniform, employees perceive that WFH promotes autonomy, productivity, and job satisfaction. WFH can increase autonomy by permitting freedom in decision-making and scheduling, albeit this is contingent upon the degree of corporate control.

Appel-Meulenbroek, Mihalca et al. (2023), Martin et al. (2022), Morikawa, (2020) Zollner and Sulikova (2021) and Petcu et al. (2021) all stated that flexible work schedules and fewer distractions frequently increase productivity, although excessive WFH or subpar management might result in lower production. Problems including loneliness, long hours, and job uncertainty can have a detrimental impact on mental health, even though teleworking might improve job satisfaction by satisfying psychological demands. Sustaining good impressions of WFH requires balanced practices and organizational support.

Job performance (task-specific responsibilities) and contextual performance (productivity-boosting behaviors, such as creativity and teamwork) are both components of job performance, as stated by Nemțeanu (2021). Park and Jae (2024), Aropa and Sumertajaya (2020), and Kifor (2022) concluded that organizations must put in place robust performance management systems, transparent metrics, and fair processes in order to maximize WFH success. Productivity depends on having a supportive home workspace, yet when personal

and professional obligations intersect, work-home conflicts frequently occur. Maintaining excellent performance in remote work environments requires addressing these issues.

Gap/s Bridged by the Present Study

1. The researcher of the study sought to understand and determine the experience, perception, and level of performance of Food and Drug Administration employees who are working from home.
2. From the presented review of related literature and studies, the following gaps were determined:
 1. There were no studies that link experience, perception, and level of performance of Food and Drug Administration employees.
 2. There were no studies that identified the experience, perception, and level of performance among employees under a Work-from-Home (WFH) set-up from the government and/or public sectors.
 3. There were no studies that determined the strength/weaknesses of Work from Home (WFH) implementation.
3. In view of the identified gaps, the study aimed to determine the relationship among experience, perception, and level of performance of Food and Drug Administration employees under a Work-from-Home set-up.

Research Methodology

Research Design

The study utilized a descriptive-correlational design with a cross-sectional approach to assess the relationships among employee experiences, perceptions, and performance in a WFH setting.

Population of the Study

A total of 302 FDA employees from Alabang, Muntinlupa City were selected through simple random sampling from a population of 1,232. The sample size was computed using Slovin's formula with a 5% margin of error.

Instrumentation and Validation

A researcher-made questionnaire was used, divided into three sections: WFH experience, perception, and performance. Each part was validated by experts and pilot-tested for reliability. Cronbach's alpha values for experience (0.954), perception (0.956), and performance (0.935) indicated excellent internal consistency.

Data Gathering Procedure

Questionnaires were distributed through online forms. Descriptive statistics were computed using weighted means, while Pearson's correlation coefficient was used to analyze relationships among variables at a 0.01 level of significance.

Results and Discussion

Findings revealed that respondents had a very positive experience with WFH (mean = 3.35), citing flexibility, reduced commuting strain, and enhanced mental well-being. Their perception of WFH was also very positive (mean = 3.34), especially regarding autonomy, job

satisfaction, and productivity. Performance under WFH was rated very high (mean = 3.34), with top scores in independence, time management, and task completion.

Relationship between the Respondents’ Experiences and Perception of Work-from-Home

Set-Up

Table 1

Relationship between the Respondents’ Experiences and Perception of Work-from-Home Set-Up

Variable	Statistical Treatment (Pearson’s)	p-value	Decision	Interpretation
Experience and Perception	r=.905 (very strong correlation)	.000**	H ₀ rejected	Significant
**Significant @ 0.01				

For the relationship between the respondents’ experiences and perception of work-from-home set-up, a Pearson’s r value of .905 was obtained indicating a very strong correlation. Meanwhile, a probability value of .000 which was lower than the test of significance at .01 showed that there is sufficient statistical evidence to reject the null hypothesis, suggesting a significant relationship between the variables. This means that the more positive the experiences in work-from-home set-up, the more positive their perception of it. These findings validate the study by Fukumura et al. (2021), where employee preference for remote work is reinforced when they consistently see positive results from a work-from-home (WFH) arrangement, which improves their views of its efficacy. A strong positive correlation between experience and performance (r = 0.704, p < 0.01)

Relationship between the Respondents’ Experiences and Level of Performance under Work-from-Home Set-Up

Table 2

Relationship between the Respondents’ Experiences and Level of Performance of Work-from-Home Set-Up

Variables	Statistical Treatment (Pearson’s)	p-value	Decision	Interpretation
Experience and Level of Performance	r=.704 (strong correlation)	.000**	H ₀ rejected	Significant
**Significant @ 0.01				

For the relationship between the respondents’ experiences and level of performance in work-from-home set-up, a Pearson’s r value of .704 was obtained indicating a strong correlation. Meanwhile, a probability value of .000 which was lower than the test of significance at .01 showed that there is sufficient statistical evidence to reject the null hypothesis, suggesting a significant relationship between the variables. This means that the more positive the

experiences in work-from-home set-up, the higher the level of their performance in this kind of setting. These results suggest that positive WFH experiences lead to favorable perceptions, which in turn support higher performance levels.

Relationship between the Respondents' Perception and Level of Performance under Work-from-Home Set-Up

Table 3

Relationship between the Respondents' Perception and Level of Performance of Work-from-Home Set-Up

Variables	Statistical Treatment (Pearson's)	p-value	Decision	Interpretation
Perception and Level of Performance	r=.713 (strong correlation)	.000**	H ₀ rejected	Significant
**Significant @ 0.01				

For the relationship between the respondents' perception and level of performance in work-from-home set-up, a Pearson's r value of .713 was obtained indicating a strong correlation. Meanwhile, a probability value of .000 which was lower than the test of significance at .01 showed that there is sufficient statistical evidence to reject the null hypothesis, suggesting a significant relationship between the variables. This means that the more positive the respondents' perception of work-from-home set-up, the higher the level of their performance in this kind of setting.

The results align with previous studies highlighting the benefits of remote work, including increased autonomy, reduced stress, and greater efficiency (Neidlinger et al., 2021; Mohammed et al., 2022). The strong correlation between employee experience and performance affirms the principle of Self-Determination Theory—autonomy and competence enhance motivation and productivity (Auten, 2020; Brunelle & Fortin, 2021).

Despite overall positive outcomes, challenges such as internet connectivity and lack of ergonomic setups were noted. Addressing these issues through targeted interventions could sustain and even enhance performance. As a result, the study proposes an action plan including internet subsidies, regular check-ins, training, and recognition programs.

Summary of Findings

The summary of findings was arranged according to the statement of the problem:

1. Employee Experience under Work-from-Home (WFH) Set-up

The employees' experience under Work-from-Home was revealed to be very positive with an average weighted mean of 3.35.

2. Perception of Employees under Work-from-Home (WFH) Set-up

The employees' perception of WFH yielded a very positive verbal interpretation with an average weighted mean of 3.34.

3. Employees' Level of Performance under Work-from-Home (WFH) Set-up

The employees' level of performance yielded a "very high" verbal interpretation with an average weighted mean of 3.34.

4. Relationship between the Respondents' Experience and Perception of Work-from-Home (WFH) Set-up

Significant relationship was noted between the employees' experience and perception of work-from-home set-up with an obtained Pearson r value of 0.905 which is interpreted as very strong correlation and a p value of 0.000 which was lower than the 0.01 level of significance.

5. Relationship between respondents' experiences and level of performance under a Work-from-Home (WFH) set-up

Significant relationship was noted between the respondents' experiences and level of performance under a Work-from-Home set-up with an obtained Pearson r value of 0.704 suggesting strong correlation with a p value of 0.000 which was lower than the 0.01 level of significance.

6. Relationship between respondents' perception and level of performance under a Work-from-Home (WFH) set-up

Significant relationship was noted between the employees' perception and level of performance under a Work-from-Home (WFH) set-up, with an obtained Pearson r value of 0.713 suggesting strong correlation with a p value of 0.000 which was lower than the 0.01 level of significance.

7. Proposed Action Plan to Sustain Employees' Experience, Perception, and Level of Performance under a Work-from-Home Set-up

The proposed action plan aims to sustain employees' experience, perception, and level of performance under a work-from-home set-up is a comprehensive approach to drive engagement, productivity, and retention while supporting mental health and organizational resilience. The action plan includes the following strategies: internet subsidy program, and virtual check-ins and goal setting, learning enrichment sessions, and employee satisfaction survey.

Conclusions

Based on the aforementioned summary of findings, the following conclusions were made:

1. Very positive experiences imply that employees are more productive since they have more freedom in controlling their schedules and less office interruptions. Eliminating a daily commute improves work-life balance by freeing up more time for family and personal health. Many workers may experience more job satisfaction and engagement as a result of having more freedom and a cozy workplace.
2. Very positive perceptions suggest that the FDA management and employees are able to communicate effectively and have faith in one another, which suggests that the agency's culture has been successfully adapted to a remote setting. It might also indicate that workers feel empowered and equipped, whether by autonomy, tools, or training, which boosts morale and engagement.
3. A very high level of performance under Work from Home (WFH) for FDA personnel indicates that they can maintain or even surpass their productivity, accuracy, and efficiency when working remotely. It shows that they can successfully and uninterruptedly finish data analysis, policy creation, regulatory assessments, and virtual inspections. They can work together with stakeholders and coworkers with ease thanks to their strong time management, self-discipline, and access to safe technologies.

4. Majority of the FDA employees are concerned about the internet accessibility, demanding allowances and/or reimbursements if provision of affordable, yet quality laptops cannot be done immediately, based on the recommendations that they were asked to provide during the quantitative survey.
5. The findings show employees who demonstrate positive experiences under Work-from-Home tend to have a positive perception of Work-from Home.
6. The findings show employees who demonstrate positive experiences under Work-from-Home tend to have a higher level of performance under Work-from-Home.
7. The findings show employees who demonstrate positive perception Work-from-Home tend to have a higher level of performance under Work-from-Home.
8. The proposed action plan to sustain employees' experience, perception, and level of performance under a work-from-home set-up is vital to maintain productivity, engagement, and overall success in the Food and Drug Administration.

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