

# The Selected Bpo Personnel on Their work From Home Set Up and Their Self-Assessment of Their Work Engagement

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## **Abstract**

The switch to working from home has made a big difference in how people do things, especially in the business process outsourcing (BPO) industry. This study looks at a group of Chinese BPO workers who work from home (WFH) and how involved they say they are in their jobs. It wants to know how BPO workers feel about their work-from-home arrangements in terms of safety, convenience, and freedom, and how these things affect their mental, emotional, and physical health while they are working. As part of a survey to evaluate the design, 110 people, including HRD officials and BPO workers, filled out the same questionnaires. The results showed that most workers feel safe, comfortable, and free when they work from home. Self-assessments also showed that people were very emotionally, mentally, and physically involved. A statistical study found a strong connection between WFH setup and all three types of engagement. This shows that employees are more motivated and involved when they can work from home. These results are in line with recent research that says that flexible work arrangements that are backed by organizational structures and resources can make people happier with their jobs and more productive. The study also shows that it is important to deal with problems like not having enough social connection and having an unbalanced work-life routine. Businesses need to spend money on rules and support systems that help the business run smoothly and keep its employees healthy. The study fills a gap in research on BPO settings and colleges and universities by giving real-world advice on how to keep employees interested when they work from home.

**Keywords:** work-from-home (WFH), BPO personnel, work engagement remote work, employee productivity, China

## **INTRODUCTION**

Working from home is a type of flexible work that lets an employee work from home for part or all of the week. It can also be utilized with other flexible work arrangements, like part-time hours. The working from home system should have features that help it reach its goals of providing all the necessary services and solving all the stakeholders' difficulties.

Both public and commercial companies let their staff work from home as an option. When you compare working from home (WFH) to working in an office, there are both pros and cons for the employees. Some researchers, like Bhat, Yousuf, and Saba (2022), say that working from home makes employees more productive.

Discussions about how well modern organizations run and how happy their employees have focused on

two main topics: remote work and employee flexibility. Eng et al. (2025) stress that while giving employees more freedom can boost innovation, productivity, and the overall appeal of a business, especially for small and medium-sized businesses (SMEs), it also requires careful balance to keep the company running smoothly. Wells et al. (2023) also did a systematic study that looked at the idea of work-life flow and concluded that working from home can be good and bad for employees' mental and physical health. Some workers may feel more tired, isolated, and like their work-life boundaries are blurred, even while many people benefit from having more freedom and less stress from commuting. In general, these results show that while remote work allows for flexibility that might lead to new ideas and better health, companies need to actively manage the possible health-related problems that come with it to keep employees engaged and performing effectively.

As some of the countries have been applying full compulsory quarantine due to Covid-19 pandemic, the only alternative organizations have in these countries is working from home. Because of this situation, prior to COVID-19, most workers had little remote working experience; nor were they or their organizations prepared for supporting this practice. Now, the unprecedented outbreak of the COVID-19 pandemic in 2020 has required millions of people across the world into being remote workers, inadvertently leading to a de facto global experiment of remote working (Kniffin et al., 2020). Remote working has become the “new normal,” almost overnight.

A sample of 1,158 employees in India demonstrated that working from home (WFHP) significantly enhances job satisfaction both directly and indirectly through improved work-life balance (WLB) in a double-layered moderated mediation model developed and tested by Kowalski et al. (2022). They also found that work stress weakens the WFHP→WLB link; however, work–personal life enhancement (WPLE) can alleviate this stress and maintain balance and satisfaction. The WLB→job satisfaction path is further compromised by emotional depletion, and WPLE is once again a moderating factor that mitigates the adverse consequences of exhaustion. In WFH scenarios, this investigation illustrates the degree to which productivity, stressors, and personal development can interact. It underscores the importance of proactive support in the management of stress, exhaustion, and the flow of work and life in order to enhance organizational performance and the well-being of employees.

As one of the most important business factors for organizations is the engagement of their employees, it is important to find out whether working from home has relationship to work engagement. Employee engagement is the strength of the mental and emotional connection employees feel toward the work they do, their teams, and their organization. It is a concept that describes the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care about their work and about the and feel that their efforts make a difference. An engaged employee considers his/her well-being linked to their performance, and thus instrumental to company's success.

An employee-candidate for WFH arrangement must: possess good time-management and organizational skills, and be self-motivated, self-reliant, and disciplined. Employees whose job duties can be done remotely and do not require face-to-face interaction with co-employees, students, clients, guests and other stakeholders shall be eligible for WFH arrangements.

This topic of study has been chosen as there is currently a gap in research that focuses on the HEIs in relation to working from home. Employees working from home has increased over the years and it is still a question as to whether this way of working should be an option for non-teaching personnel of a University in the coming school years. Currently, employees who are on WFH scheme encounter challenges which affect their work engagement and productivity.

The objective of this study is to assess the variables of the BPO personnel on their work from home set up and their self- assessment of their work engagement

### Statement of the Problem

The study was conducted to determine the assessment of the BPO personnel on their work from home set up and their self-assessment of their work engagement. Specifically, it sought answers to the following questions:

1. What is the assessment of the respondents on their work from home set up in terms of the following: autonomy; convenience; and safety?
2. What is the self-assessment of the respondents on their work engagement in terms of the following: physical engagement; cognitive engagement; and emotional engagement?
3. Is there a significant relationship between the work from home set-up and work engagement of employees?

### Research Methodology

The study assessed the work-from-home setup of BPO personnel in terms of autonomy, convenience, and safety, and work engagement in terms of physical, cognitive, and emotional engagement of non-teaching personnel. The research was conducted in China, with 110 respondents, including 75 BPO employees and 55 HRD officials. The study used an evaluation survey research design, with questionnaires designed and developed with the help of an adviser. Introductory letters had been prepared to respondents, explaining the purpose of the study. The questionnaires were distributed to selected respondents, who were given three days to complete and return them. The researchers followed up with the respondents at different locations to retrieve the filled-up survey instruments.

The collected data was tallied, classified, and tabulated, and the results were analyzed using the SPSS software.

Ethical considerations included being fully briefed on the purpose of the research, making it clear that participation was voluntary, clearly explaining data collection and analysis, giving respondents an informed consent letter, and maintaining confidentiality of the information. The study provided valuable insights into the work-from-home setup of BPO personnel in China.

### Results and Discussion

#### 1. Assessment of the Respondents on their Work from Home Set Up

##### 1.1. Autonomy

Taking into consideration the assessment of the respondents on their work from home set up in terms of autonomy, the highest mean of 2.65, with the qualitative description of the employees agreeing about their work from home set up and is interpreted as the employee's autonomy during work from home set up is high, was found for item 4 which states that the WFH set up allows the employees to modify the normal way they are evaluated so that they can emphasize some aspects of their job and play down other. The work-from-home (WFH) setup has undeniably transformed the traditional methods of evaluating employees, providing them with an opportunity to modify the usual criteria in a way that allows them to accentuate certain aspects of their job while downplaying others. This shift in evaluation dynamics is primarily a result of the increased autonomy employees experience when working remotely.

On the other hand, the lowest mean of 2.47, with the qualitative description of the employees disagreeing

about their work from home set up and is interpreted as the employee's autonomy during work from home set up is low, was found for item 3 which states that with WFH, the employees have control over the scheduling of their work. The work-from-home (WFH) setup has significantly altered the dynamics of work scheduling, providing employees with greater control over when and how they fulfill their job responsibilities. This newfound flexibility in scheduling is a direct result of the remote nature of work, allowing individuals to tailor their work hours to better align with their personal preferences or optimal productivity periods. This flexibility can be advantageous for employees, as they can design a work routine that suits their individual needs and enhances their overall work-life balance.

The overall mean of 2.56 indicates that the employees agree about their work from home set up and shows that the employee's autonomy during work from home set up is high. The work-from-home (WFH) setup has brought about a notable increase in employee autonomy, providing individuals with a greater sense of control over various aspects of their work. One of the primary contributors to heightened autonomy in remote work is the flexibility employees gain in structuring their daily schedules. Unlike traditional office settings with fixed working hours, remote work allows employees to tailor their work hours to better suit their personal preferences and peak productivity periods. This flexibility not only empowers individuals to decide when they are most productive but also enables them to balance work with personal commitments, contributing to an improved work-life balance.

### **1.2.Convenience**

Taking into consideration the assessment of the respondents on their work from home set up in terms of convenience, the highest mean of 2.77, with the qualitative description of the employees agreeing about their work from home set up and is interpreted as the employee's convenience during work from home set up is high, was found for item 3 which states that with the WFH set up, the employees can take breaks at any moment. The work-from-home (WFH) setup has revolutionized the way employees approach breaks, offering them the freedom to take breaks at any moment. This shift in break dynamics is a direct result of the increased flexibility and autonomy that comes with remote work. Unlike the traditional office setting, where breaks might be scheduled or restricted to specific time frames, the WFH environment allows individuals to take breaks at their discretion, aligning more closely with their natural rhythms and preferences.

On the other hand, the lowest mean of 2.56, with the qualitative description of the employees agreeing about their work from home set up and is interpreted as the employee's convenience during work from home set up is high, was found for item 2 which states that with the work from home set up is convenient as it saves on commuting time. The work-from-home (WFH) setup has emerged as a convenient alternative for employees primarily due to its potential to save significant amounts of commuting time. One of the most tangible benefits of remote work is the elimination of the daily commute to and from the workplace. Commuting, often characterized by traffic congestion, crowded public transportation, or long distances, can be a source of stress and time inefficiency for many employees. The WFH arrangement allows individuals to reclaim this time, contributing to a notable increase in overall convenience.

The overall mean of 2.64 indicates that the employees agree about their work from home set up and shows that the employee's convenience during work from home set up is high. The work-from-home (WFH) setup offers employees a high level of convenience, transforming the traditional work model by providing flexibility, autonomy, and time-saving benefits. One of the primary factors contributing to this convenience is the freedom to establish a personalized and comfortable workspace. Employees can create an environment tailored to their preferences, optimizing factors such as lighting, ergonomics, and noise

levels. This adaptability fosters a more conducive atmosphere for concentration and productivity, contributing to an overall more convenient and satisfying work experience.

### **1.3.Safety**

Taking into consideration the assessment of the respondents on their work from home set up in terms of safety, the highest mean of 3.40, with the qualitative description of the employees agreeing about their work from home set up and is interpreted as the employee's safety during work from home set up is high, was found for item 1 which states that working from home make the employees feel safe about themselves. Working from home has proven to be a significant contributor to employees feeling safe about themselves in various aspects. The most immediate and apparent safety consideration is the physical well-being of individuals. The remote work setup eliminates the need for employees to commute to a physical office, reducing exposure to potential accidents or health hazards associated with transportation. This absence of daily commuting contributes to a heightened sense of physical safety, as employees are not exposed to the inherent risks associated with travel, such as traffic accidents or public transportation incidents.

On the other hand, the lowest mean of 2.56, with the qualitative description of the employees agreeing about their work from home set up and is interpreted as the employee's safety during work from home set up is high, was found for item 5 which states that the WFH set up contributes to lowering the risk of spreading COVID-19. The work-from-home (WFH) setup has played a crucial role in lowering the risk of spreading COVID-19 by minimizing the need for employees to gather in shared physical workspaces. With the global pandemic necessitating social distancing measures, remote work has emerged as a practical solution to reduce the density of individuals in office environments. This decentralization of the workforce significantly curtails the potential for the virus to spread within workplace settings, contributing to broader public health efforts to mitigate the impact of the pandemic.

The overall mean of 2.78 indicates that the employees agree about their work from home set up and shows that the employee's safety during work from home set up is high. The work-from-home (WFH) setup has been associated with a high level of safety for employees, encompassing various dimensions of well-being, including physical, mental, and emotional aspects. One of the most evident contributors to safety is the reduced exposure to health risks associated with commuting. Employees working remotely avoid the crowded environments of public transportation or congested roadways, minimizing the chances of accidents or exposure to infectious diseases. This reduction in commuting-related risks contributes to a heightened sense of physical safety for remote workers.

## **2. Self-Assessment of the Respondents on their Work Engagement**

### **2.1.Physical Engagement**

Taking into consideration the self-assessment of the respondents on their work engagement in terms of physical engagement, the highest mean of 2.79, with the qualitative description of the employees agreeing about their work engagement and is interpreted as the employee's work engagement in terms of physical engagement is high, was found for item 3 which states that working from home allows the employees to set pace of their work. Working from home offers employees a unique advantage in setting the pace of their work, providing them with a level of autonomy and flexibility that may be challenging to achieve in a traditional office setting. One significant aspect of this flexibility is the ability to tailor the work schedule to individual preferences and productivity patterns. Remote workers can choose the times of day when they feel most alert and focused, allowing them to optimize their performance and engagement levels. This adaptability in scheduling empowers employees to establish a rhythm that aligns with their natural



energy peaks, ultimately enhancing their work engagement.

On the other hand, the lowest mean of 2.51, with the qualitative description of the employees agreeing about their work engagement and is interpreted as the employee's work engagement in terms of physical engagement is high, was found for item 1 which states that the employees perform well on their job because there are no distractions at home. The absence of distractions at home has been identified as a key factor contributing to employees' high performance levels in their jobs. Working in a home environment provides individuals with the opportunity to create a dedicated and focused workspace that is free from many of the distractions commonly found in traditional office settings. This controlled setting allows employees to concentrate on their tasks with minimal interruptions, leading to increased productivity and improved performance.

The overall mean of 2.66 indicates that the employees about their work engagement and shows that the employee's work engagement in terms of physical engagement is high. Physical engagement in the context of work refers to the active involvement and participation of employees in their job tasks, often involving a hands-on approach and a tangible connection with the work environment. A high level of physical engagement is indicative of employees being deeply involved in their roles, contributing actively, and feeling connected to their work. Several factors contribute to achieving high physical engagement among employees, leading to increased job satisfaction and overall productivity.

## **2.2.Cognitive Engagement**

Taking into consideration the self-assessment of the respondents on their work engagement in terms of cognitive engagement, the highest mean of 2.74, with the qualitative description of the employees agreeing about their work engagement and is interpreted as the employee's work engagement in terms of cognitive engagement is high, was found for item 3 which states that when the employees are working at home, they forget everything else around them. When employees are working from home and find themselves completely immersed in their tasks to the extent that they forget everything else around them, it signifies a high level of cognitive engagement. Cognitive engagement refers to the mental involvement, absorption, and focus employees exhibit in their work, and this deep concentration is a positive indicator of their commitment and involvement in their job responsibilities.

On the other hand, the lowest mean of 2.51, with the qualitative description of the employees agreeing about their work engagement and is interpreted as the employee's work engagement in terms of cognitive engagement is high, was found for item 4 which states that the employees become absorbed in their job when working from home. When employees become absorbed in their job while working from home, it reflects a state of deep cognitive engagement. Cognitive engagement refers to the mental involvement, focus, and absorption in the tasks at hand. The home environment, when optimized for work, offers employees the opportunity to create a dedicated and personalized workspace, fostering a conducive atmosphere for heightened cognitive engagement.

The overall mean of 2.64 indicates that the employees about their work engagement and shows that the employee's work engagement in terms of cognitive engagement is high. High cognitive engagement among employees is a valuable indicator of their deep involvement, focus, and absorption in their work tasks. Cognitive engagement goes beyond mere task completion and reflects the mental commitment and enthusiasm employees bring to their professional responsibilities. Several factors contribute to fostering high cognitive engagement in the workplace, resulting in increased productivity, job satisfaction, and overall organizational success.

### 2.3. Emotional Engagement

Taking into consideration the self-assessment of the respondents on their work engagement in terms of emotional engagement, the highest mean of 2.71, with the qualitative description of the employees agreeing about their work engagement and is interpreted as the employee's work engagement in terms of emotional engagement is high, was found for item 3 which states that the employees are interested in working at home. The interest among employees in working from home is indicative of a positive shift in work preferences and reflects an alignment between the work environment and individual needs and desires. When employees express a genuine interest in remote work, it often signifies a level of satisfaction with the flexibility and autonomy associated with a home-based work setting. This interest contributes to a higher level of emotional engagement among employees, as they feel their work arrangements resonate with their personal preferences and contribute to their overall well-being.

On the other hand, the lowest mean of 2.49, with the qualitative description of the employees disagreeing about their work engagement and is interpreted as the employee's work engagement in terms of emotional engagement is low, was found for item 4 which states that the employees are excited about their work from home job. The excitement expressed by employees about their work-from-home (WFH) job is a strong indicator of high emotional engagement. When employees eagerly embrace the prospect of remote work, it suggests a positive emotional connection to their job and the associated work environment. This excitement is often driven by various factors that contribute to an enhanced sense of well-being, job satisfaction, and a strong bond with their professional roles.

The overall mean of 2.64 indicates that the employees about their work engagement and shows that the employee's work engagement in terms of emotional engagement is high. High emotional engagement among employees is a critical component of their overall work engagement, encompassing a deep connection and positive emotional involvement in their professional roles. Emotional engagement goes beyond mere job satisfaction and reflects a genuine investment of employees' emotions and energy into their work. Several factors contribute to fostering high emotional engagement in the workplace, ultimately leading to increased productivity, loyalty, and a positive organizational culture.

### 3. Correlation Between the Assessment of the Respondents on their Work from Home Set Up and their Work Engagement

In terms of physical engagement, the respondents' assessments of autonomy, convenience, and safety all show a statistically significant relationship. The computed correlation coefficients ( $r$ ) range from 0.175 to 0.309, with significance levels ranging from 0.000 to 0.047. The rejection of the null hypothesis in all cases suggests that there is a significant relationship between the respondents' perceptions of their WFH setup and their physical engagement. This implies that a sense of autonomy, convenience, and safety in the WFH environment positively influences the physical engagement of the respondents.

For cognitive engagement, while the assessments of convenience and safety are significantly related to the respondents' self-assessment, autonomy does not show statistical significance. The computed correlation coefficients ( $r$ ) range from 0.147 to 0.269, with significance levels ranging from 0.002 to 0.095. The acceptance of the null hypothesis in the case of autonomy suggests that the perceived autonomy in the WFH setup may not be as strongly linked to cognitive engagement as convenience and safety.

Emotional engagement, on the other hand, shows significant relationships with all three aspects of the WFH setup – autonomy, convenience, and safety. The computed correlation coefficients ( $r$ ) range from 0.239 to 0.433, with significance levels ranging from 0.000 to 0.006. The rejection of the null hypothesis

in all cases suggests that the respondents' emotional engagement is significantly influenced by their perceptions of autonomy, convenience, and safety in the WFH setting.

## Conclusion

The findings of this study emphasize the importance of self-discipline and time management in maintaining productivity within a work-from-home (WFH) setup. The blurred boundaries between professional responsibilities and personal life present unique challenges, requiring employees to consciously establish a healthy balance. However, the WFH paradigm offers greater autonomy than traditional work settings, enabling employees to take ownership of their tasks and manage their time more effectively, thereby enhancing their sense of control and independence at work.

The convenience of the WFH setup is multifaceted, as it allows for personalized workspaces, flexible schedules, time savings, and the seamless integration of technological tools. These factors contribute significantly to employee satisfaction, improved work-life balance, and overall productivity. Moreover, WFH arrangements enhance employee safety by minimizing physical risks, reducing exposure to illnesses, and supporting mental and emotional well-being. These benefits collectively highlight the resilience and adaptability of the WFH model in meeting the evolving needs of the workforce.

Additionally, the study reveals that physical, cognitive, and emotional engagement among employees is strongly linked to how they perceive their WFH experience, particularly in terms of autonomy, convenience, and safety. Organizations that foster positive WFH conditions—through supportive culture, effective communication, recognition, and professional development—can expect higher levels of employee engagement. Ultimately, the relationship between WFH setups and engagement underscores the need for organizations to invest in well-structured, employee-centered remote work environments that support long-term success and workforce sustainability.

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