



**MANAGING NOW: LIVED EXPERIENCE OF NAPOLCOM CALABARZON
SUPERVISORS IN THE NEW NORMAL**

MIGUEL ALEXIS M. DE LA CRUZ
Police Welfare and Benefits Staff
NATIONAL POLICE COMMISSION
0906-338-9869
lexcitydelacruz@gmail.com

ABSTRACT

This study delved into the lived experiences of NAPOLCOM CALABARZON supervisors' relative to the 'New Normal'. As an output of the study, a proposed action plan to mitigate, if not completely negate, any negative effects of the Pandemic and 'New Normal', as well as for the purposes of continuous improvement of the organization.

The research design used in the study was qualitative with a phenomenological approach. Using the interpretative phenomenological approach, the study generated eleven superordinate themes. Under the first theme, it explored the supervisors' challenges in dispensing their function. For the second theme, it appeared that the participants how they dealt and coped with the challenges with similar strategies and actions. For the fourth and fifth themes, the participants enumerated what for them were unfavorable and unfavorable effects of the alternative working arrangement. For the sixth and seventh theme, they shared views on the different types of community quarantine and how it affects them as supervisors where there was great commonality of testimonies. For the eighth and ninth theme, it examined the impact of how the situation and experiences affected the participants' motivation to work. Additionally, explore what motivations kept them going. For the tenth theme, it delved into how they viewed their subordinates during

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



these trying times and compared to their previous impressions. As for the eleventh theme, it peered into their thought of their responsibility towards their subordinate for their wellbeing and safety. In which they expressed how one way or another partially or fully responsible.

Keywords: 'New Normal', Managerial Functions, NAPOLCOM CALABARZON Supervisors.



Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



INTRODUCTION

Supervisor and manager are widely used terms globally in organizations in all industries across the table. Indeed, Editorial Team (2021) described such as positions of leadership that made up the management in an organization. These are individuals that the rank and file personnel in the organization look up to. These are roles and positions that most employees aspire for, not simply for the money that comes with it, but the attainment of such title provides a sense of recognition of their capabilities and many more qualities.

The upheaval that the COVID-19 pandemic (COVID) has caused various sudden changes around the globe, in every industry, environment, and walks of life. Chricaden (2020) stated that COVID has led to a dramatic loss of human life worldwide and presents an unprecedented challenge to public health, food systems, and the world of work. Curfews and other restrictions such as lockdowns are being implemented around the world. Governments have been cautious about easing lockdown measures, some have tightly implemented travel restrictions even within their own countries, which leads to several problems that affect any organization. While some jobs can be performed remotely there are simply jobs that require one's presence. This presents a great deal of trouble for organizations and their managers or supervisors when it comes to decision making, considering the health and safety protocols as well as other regulations set upon by their respective governments. Locklear (2020) mentioned that organizations around the globe had to pivot at speed to enable and maintain their business-as-usual operations. Many have gone digital due to physical workplace restrictions and are in a work-from-home situation.

Here in the Philippine setting, the country continues to grapple with COVID. Attached from the Official Gazette of the Philippines (2020) is the proclamation of the President of the Philippines, entitled 'Proclamation No. 922, declaring a state of public health emergency throughout the Philippines'. Lockdown or community quarantines started on March 15, 2020

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



imposed by the government which restricts domestic land, air, and sea travel to and from Metro Manila. These community quarantine has since then persisted until the present in many different forms, all have specific restrictions but what matters is the restrictions on transportation and movement of the people within and outside of the areas affected.

All of the restrictions coupled with other health and safety guidelines, alternative work arrangement set by the Civil Service Commission CSC (2020) through their Memorandum Circular No, 18, s.2020, the Department of Trade and Industry (DTI), and Department of Labor and Employment (DOLE) through their 'Interim guidelines on Workplace Prevention and Control of COVID-19', and the Department of Health (2020) through their 'Workplace Handbook on COVID-19 Management and Prevention', impacted greatly on the NAPOLCOM supervisors. This unprecedented event which shifted all citizens in this 'New Normal' situation forced them to adapt with very little to no knowledge about how to proceed moving forward. Companies and other organizations are baffled by this great shift in operation as well as their respective decision-makers.

Many still have fears of going to work in this New Normal and contracting the virus, this presents managers and supervisors alike with humanitarian problems and considerations. They now face challenges in their functions as managers and supervisors. The regulations and guidelines imposed on government services in this 'New Normal' gave rise to several problems for managers and supervisors, such as the implementation of the work-from-home arrangement. This alone gave them challenges on scheduling personnel, monitoring their personnel or subordinate/s, competency problems if such subordinate/s can function remotely, and many more challenges, in which the researcher will uncover and explore what they are and how they overcome these challenges.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



The researcher believes that this study is important and timely, this is not only true in the present but also in the far future, where a community and a country face a similar situation. Another key motivation for this study is that the researcher wants to dig deeper into experiences NAPOLCOM supervisors in this new normal as someone who is aspiring to be one in the future. This is to understand and learn from their experiences, for the researcher has seen some of his supervisors thrive in this work-from-home arrangement while some are nowhere to be seen or felt which triggered the researcher to pursue this study. The researcher is hopeful that this study may be used as a great reference point by the regional office of NAPOLCOM as well as other regional offices or agencies of the government for any administrative or management decisions.

METHODS

This study was guided by an in-depth face-to-face interview in line with qualitative research and incorporating a phenomenological approach. This was to explore the experiences of the participants and their experience of the phenomena of NAPOLCOM Supervisors in this new normal. The participants of this qualitative research were selected through the purposeful sampling method. Wherein it was a more closely defined group for whom the study questions were significant. As the researcher, the participants lived in different provinces such as one (1) is from Cavite, one (1) from Rizal, and the rest of the eight (8) participants resides in Laguna. All of whom are above Salary Grade 15 which are all considered supervisors and have at least one (1) subordinate. The NAPOLCOM CALABARZON has a total number of employees of 33, 16 of whom are supervising personnel all possessing a salary grade of 14 and up.

This study was conducted in the National Police Commission which had seventeen (17) regional offices and one (1) central office, the researcher is currently connected with the regional office IV-A or the CALABARZON regional office. The regional office is located at Calamba City,

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



Laguna, and has a long list of supervisory personnel most if not all have been functioning for more than two (2) years and have gone through a multitude of experiences. Therefore, the researcher finally decided to conduct the study at NAPOLCOM CALABARZON.

This study uncovered the answers to the central and corollary questions using the interview protocol which provided the researcher with experiences, perceptions, and insights from which deductions were made. The researcher prepared the interview protocol which comprised of five (5) what and five (5) how questions that captured the lived experience of the participants which also contained a short cover letter citing the intention as to why participants were selected. Primarily, the researcher submitted a letter of request, Appendix A, to conduct the study which was sent to the Regional Director of NAPOLCOM CALABARZON and was granted permission as the head of the office. Consent forms, Appendix C, were then sent to the participants for the purposes of verifications and agreement. The researcher then scheduled the interviews with the participants, in their own choice of venue and time where they are comfortable. Two (2) of the participants were face-to-face interviews while eight (8) of the participants being wary of the presence of the pandemic opted to an online interview via video conferencing applications such as Zoom. Nonetheless, whichever way the interview was conducted they were recorded regardless in the forms of audio and video.

Preceding the interview, the researcher provided the participants the study title, included in the consent form, for them to have an overview as to the scope of the activity was. The researcher started each interview with a warm greeting. The researcher introduced himself and the purpose of the study for participants to have a better idea about the study, the researcher also made sure that the first part of the interview flow was to discuss a brief background and objectives of the study. This would also be the time the researcher would elaborate the reasons why the participants were chosen as a main source of information. The researcher in each interview asked for consent from the participants to record the activity and address its

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



confidentiality. This opened up the participants to honestly and no fear that anything they say could never get back to them, no holds barred. All data collected were then subjected to verbatim transcription, coding, and cataloguing.

The study made use of the Interpretative Phenomenological Analysis (IPA) which was developed by Jonathan Smith, which greatly got traction and could be argued to have assumed a dominant position in qualitative research. The treatment is the perfect match for this study as it aimed to explore the experience of NAPOLCOM supervisors. According to Smith (2015), the IPA was a qualitative approach that aimed to provide detailed examinations of personal lived experience. Alase (2017) mentioned that IPA gave researchers the best opportunity to understand the innermost deliberation of the 'lived experiences' of a participant.

It was an approach that was 'participant oriented' which allowed them to express themselves and their 'lived experience' stories the way they saw fit without any distortion and/or prosecution. The researcher used Miller and Barrio Minton's guide in their journal for IPA analysis which they used prominent authors in the field such as Smith, Finlay, Larkin and Thompson and Storey, Miller and Barrio Minton (2016) stated that these guidelines are not prescriptive. Researchers were encouraged to bring their diverse perspectives to the research process while utilizing the IPA principles as a basis to coincide with the research problem, research purpose, and the research paradigm.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



RESULTS AND DISCUSSION

The byproduct of the responses of eleven (11) NAPOLCOM CALABARZON supervisors are several themes, subordinate and superordinate, and reactions through the probing of this research using the phenomenological approach.

There are several emotions that the researcher observed and reviewed while the participants exhibited them during the interview. The supervisors' reactions, when asked about the challenges that they have encountered in this new normal, most of them were happy at first for they feel like venting and releasing their feelings in this interview but as they went on and narrated their experiences things started to feel bitter and sour. Supervisor B, while reflecting on the past, stayed at a neutral emotion while Supervisor D, though struggling, was optimistic for the future. When asked about coping with the challenges, most were proud, and some were confident in their ability for they were in the process of overcoming something and conquered their respective challenges.

Furthermore, when asked about what other challenges they encountered outside of their managerial function, there many were disappointed while some appeared low-spirited for, they are experiencing personal struggles and even professional. When asked about the unfavorable effects of the AWA, many remained in neutral spirits and only some felt frustrated and anxious. When asked about the favorable effects of AWA, everyone was happy and beaming with positivity for it felt like the positive very much outweighs the negative side of AWA.

More so, when asked about their view on the different types of community quarantine, all were confused and lost. For it is definitive that the community quarantine is confusing for the most part, with the ever-changing names and classifications. When asked about its effect on their supervisor function, all reactions for the most part are negative, some are seemingly neutral but still were somewhat negative. When asked about how the situation and experiences affect their

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



motivation, all were determined though some are struggling they are determined. They embody the wits and functioning public servants.

Afterward, when asked about their sources of motivation, they all seemed happy as they think about why they are doing all of this for. When asked about their view on their subordinates they answer with utmost pride about how lucky and proud they are for their subordinates. Most were positive about their answer and only a handful are on the negative side. When asked about their responsibility to the wellbeing and safety of their subordinates, almost all are concerned, willing to help, and accept responsibility upon their subordinates, some even go as far as owning full responsibility. Eleven (11) superordinate themes emerged during the process of coding, cataloging, and analysis together with annotated exemplars.

The first superordinate theme was **Supervisory Challenges in the New Normal** which focused on their experiences and stories as to the challenges they encountered in this new normal, particularly in their managerial functions. It came in different types, which were the subordinate themes, **Virtual Communications Dilemmas, Online Availability of the Persons Involved, Online Availability of the Personnel, Limited On-Premise Reporting, Not Required to Work Overtime, Signal, and lastly Lack of Monitoring Device**. These came from their testimonies and serendipitously emerged as the researcher organized and analyzed. The unprecedented global health crisis did a number in different industries and most especially the government.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



Table 1

Annotated Exemplars on Managerial Function's New Normal Challenges

Participant	Responses	Researcher's Observations
Supervisor B	<i>"Ah sa new normal medyo 'yun 'yung issues and concerns ng mga supervisors dahil walang person to person more on virtual and most of the time talaga nasa bahay, so syempre iba 'yung appreciation mo pag uh personal mo talaga nakakausap 'yung tao at namo-monitor 'yung performance nila."</i>	Supervisor B looked reflective as she recalls the shift of practice in expressing issues and concerns.
Supervisor D	<i>"Noong mga unang time diba pahirapan, bago mo ma-contact, 'yung bang ano, parang ang hirap. Yun naman lagi ang feature ng tao hangat di mo pa siya na ta-try, mahirap gawin muna, pero pag nagawa mo na mabilis na kasi nagawa mo na. 'Yun."</i>	Supervisor D at first felt struggled but later was optimistic as she voiced about the pace of adaptation.

The second superordinate theme was the **Keys to Cope with the New Normal Challenges**. All NAPOLCOM supervisors were coping with the challenges brought about by the pandemic, though their strategies differ they are nonetheless implemented. It was indicative that though no training was conducted and they were time-pressured, left to their own devices, and their ingenuity shined through these dark times. **Patience, Leniency, Weighing Every Situation, Using All Methods Available in Communication, Upgrading or Leveling Up the Existing Communication, using other Social Media, Managing Time at Home, and Adaptation** were the subordinate themes that emerged.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



Table 2

Annotated Exemplars on Coping with New Normal Challenges on Managerial Functions

Participant	Responses	Researcher's Observations
Supervisor A	<i>"Patience lang talaga pina-iiral ko, understandable naman mga yung ano circumstances natin ngayon. I just make sure na alam nila where I'm coming from. Saka 'yun nga sabi ko kanina, we have apps na din to coordinate, plan, command saka monitor 'yung ating mga staff."</i>	Supervisor A was blissful as she describes her experience coping with the challenges.
Supervisor J	<i>"Mahirap siya pero pag alam mo kasi 'yung trabaho mo, makukuha mo kung paano mo ia-adapt ang sarili mo. Put into action kung paano mo gawin sa ganitong pamamaraan."</i>	Supervisor J confidently expressed her opinion about coping with the current situation.

Next was the superordinate theme of **Challenges Encountered Outside their Managerial Functions** which greatly varied among the participants but with hints of similarities, this was derived from the participants' answers to interview question number three (3) about their other major concerns outside of their managerial functions this new normal. The subordinate themes were also extracted from their answers and those were **Personal Finances, Personal Needs, Transportation Problems, Conflict between Personal and Professional Relationships, Technology Adjustments. Mental or Psychological Health, Time with Family, Delegating Work to Others, Shorter Time Frame, and No Major Challenges.**

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



Table 3

Annotated Exemplars on Other Major Challenges in this New Normal

Participant	Responses	Researcher's Observations
Supervisor G	<i>"Since kami naman like sa HR ako ah syempre meron tayong higher superior ako sa reporting sa admin officer and then minsan tayo may idea tayo may idea so sometimes meron tayong plan or meron tayong gustong gawin within this function pero ah nag ko-kontra."</i>	Supervisor G was disappointed as she recalled the time her idea did not come to fruition.
Supervisor I	<i>'Yung personal needs natin syempre naapektuhan 'yung ating ah transportation sa pag punta sa office ah medyo naapektuhan din tayo doon syempre nag start ang pandemic.'</i>	Supervisor I appeared low-spirited in detailing his problems at the height of the pandemic.

Following was the superordinate theme of **Unfavorable Effects of Alternative Working Arrangement** emerged from the responses of the participants' subsequent subordinate themes and they were **Non-functioning Personnel, Treating WFH as a Vacation, Becoming Lenient on WFH Monitoring, Simultaneous Time for Work and Family, Extended Working Hours, Limited Working Resources, and Difficulty on Rendering Field Works**. These themes were gleaned from their responses to interview question number four (4) part one (1) as to what they thought were the negative effects or disadvantages of the alternative work arrangement.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



Table 4.1

Annotated Exemplars on Negative Effects/ Disadvantages of the AWA

Participant	Responses	Researcher's Observations
Supervisor C	<i>"Yung iba kasi ang thinking pag WFH talagang bakasyon, 'yun 'yung thinking nung iba. Napaka simple naman nung pag sinabing WFH, home hindi sinabing as ibang lugar."</i>	Supervisor C was frustrated as she points out others' behavior and take on the WFH arrangement.
Supervisor H	<i>"Negative effects 'yung sa family ko kasi sa kumbaga 8 hours ka lang mag ta-trabaho e pero ako lumalagpas hindi naman 24 hours."</i>	Supervisor H felt anxious conferring about her family is being affected.

After that, the superordinate theme of **Favorable Effects of Alternative Working Arrangements** emerged in contrast with the superordinate theme before this. Several subordinate themes were also recognized under it such as **More Time with Family, More Relaxed, More Time with Family, More Time with Family, More Time to Plan Ahead, More Time to Review their Work, Budget-Friendly, Possibility to do Works at Home, Limiting the Transmission of the Viral Infection, and More Focused**. These superordinate and subordinate themes were derived from their experience and testimonies to the interview question number four (4) part two (2) as what they thought were the positive effects or advantages of the alternative work arrangement.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



Table 4.2

Annotated Exemplars on Positive Effects/ Advantages of the AWA

Participant	Responses	Researcher's Observations
Supervisor B	<i>"Ang maraming positive kasi 'yung lalo na sa mga mother employees natin na they could still care their children and while working at home diba? pag face to face kasi they have physically report sa office makakakuha ka ng mga others support sa ibang members ng family kung meron kang issue halimbawa katulad ko hindi ako technically competent so with my kids around at home pwede nila akong iguide para 'dun sa mga work related ko na may issue ako sa IT."</i>	Supervisor B was beaming as she enumerated several positive effects/ advantages of the alternative work arrangement that she experienced and observed.
Supervisor E	<i>"We all know that going outside, mingling with other people exposes ourselves from getting infected with that Covid-19 whereas if we stay home for certain periods of time that will limit the transmission of this viral infection."</i>	Supervisor E felt relieved as he address how the office reduced greatly the chances of employees getting infected.

Moreover, the sixth emergent theme, **View on the Different Types of Community Quarantine**, was identified together with the subordinate themes beneath it with very few variations in the participants' answers. These themes were extracted from the experience and responses of the participants of the study as they answered interview question number five (5)

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



as to their view on the different types of community quarantine imposed by the government. These themes were **Must be Clear, Confusing, No Effect, Being Left Behind the Other Countries due to Insufficiency and Health Personnel’s Lack of Preparedness, and Recognizing Government’s Effort on Community Quarantine Implementation.**

Table 5

Annotated Exemplars on Views on the Different Types of Community Quarantine

Participant	Responses	Researcher’s Observations
Supervisor F	<i>"My view or personal opinion, for me ano medyo behind tayo sa ibang countries. Siguro 'yung unang una 'yung insufficiency. Second 'yung lack of preparedness ng ating mga health personnel."</i>	Supervisor F was disappointed as he conveys about the state of Community Quarantine implementation.
Supervisor J	<i>"Ako personally na confuse ako dun kasi implemented nila ngayong linggo na to pero kelan lang nila in-aware tayo. Para napaka short nung time na from this title to this title tapos implemented na, so maraming tao na hindi aware."</i>	Supervisor J expressed her confusion about the implementation and their intervals.

Following that was the emergent superordinate theme **Community Quarantine Effects among Supervisors** from interview question number six (6) as to how the type of community quarantine affected them as supervisors. The following were the emergent subordinate themes that became the building blocks of the superordinate theme: **Still Have to Report to the Office, Lack of Preparation, Documents and Equipment due to Sudden Suspensions,**

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



Limitation of Movement, Deadlines Cannot be Met, Limited Preparation in Meeting the Deadlines, Unavailability of Working Files, and Certain Works Cannot be Done at Home, Difficulty to Require Employees to Go to Work, and Considering the Employees' Inability to Go to Work due to Community Quarantine.

Table 6

Annotated Exemplars on Effects of the Types of Community Quarantine on Supervisors

Participant	Responses	Researcher's Observations
Supervisor A	<i>"Well bilang supervisor medyo mahirap i-require pumasok yung mga staff natin kasi nga diba lahat naman tayo we are vulnerable sa virus nayan. Pero salamat talaga at alam din ng ating mga staff yung importasiya ba ng trabaho nila at 'yung mga maa-apektohan."</i>	Supervisor A expressed her reservations of compelling employees but nonetheless was relieved of their thoughtfulness.
Supervisor C	<i>"Syempre ang epekto kasi nun L** lalo na pag nag announce na ng ECQ talagang WFH lang. Kung ano 'yung nasa bahay 'yun lang 'yung mata-trabaho. Sa part ko as a supervisor nga sa admin, hindi pwedeng hindi rin ako re-report sa office."</i>	Supervisor C appeared determined though the suspension of work is implemented she stands and works for her officemates.

In the same way, in interview question number seven (7) the participants' stories and testimonies were the raw materials of this emergent superordinate theme **Impact of the Situation and Experiences on Supervisors' Motivation to Work**. The subordinate themes

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



were also extracted from the responses of the participants as they answer the effects of the situation and experiences that affected their motivation as a supervisor. These subordinate themes were **Not that Impactful, Self-reservation, Positivity, More Desire to Serve, Eagerness despite Difficulties in the New Normal Situation, Motivation through Continuous Learning, Social Obligation by Giving Moral and Supervision among the Staff, and Concern with Employees' Convenience.**

Table 7

Annotated Exemplars on Situation and Experience Effectson Supervisor Motivation

Participant	Responses	Researcher's Observations
Supervisor F	<i>My morale and motivation is not on the same level as it was before kasi tumaas pa siya because of our focus, not only to prevent getting infected but 'yung desire mo to serve. Notwithstanding the presence of this dreaded situation, violent infection, that cause one's life.</i>	Supervisor F appeared determined regardless of the situation he strives and desires to serve.
Supervisor G	<i>Nag eager ako syempre para matuto pero Oo 'yung motivation ko na dapat makasabay ako sa dito sa mga to andoon although nahhirapan talaga ako dahil tsaka mga yan yang mga online diba kasi mas ako preferably mga webinar or ah kung mga seminar mas gusto ko kasi 'yung face to face e pero dahil nga new normal diba ah parang tanggapin mo na</i>	Supervisor G expressed her struggle and motivation to learn despite the setbacks.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



Next were the emergent themes from interview question number eight (8) which delved into the **Motivational Sources of Supervisors**, superordinate theme. The subordinates were extracted from the testimonies of the participants. They were **Work and Position, Enjoyment at Work, Driven by Challenges, Responsibility as a Public Servant, Subordinates, Rewards, Rewards**, and **Work as 'Bread and Butter', Career Advancement**.

Table 8

Annotated Exemplars on Supervisor Motivations

Participant	Responses	Researcher's Observations
Supervisor C	<i>"Kasi L** I applied for the position of Chief Administrative Officer so sa tingin ko naka dikit na 'yun sa position. So kailangan gampanan ko, sinumpa ko 'yun, so kailangan gampanan ko 'yung mga duties and responsibilities ng Chief Admin."</i>	Supervisor C showed great charisma as she expressed her unwaveringly will to dispense her duties and responsibilities.
Supervisor D	<i>"Ako kasi personally na e-enjoy ko talaga 'yung time ko dito sa NAPOLCOM ito kasing sa NAPOLCOM in the span 3 years palang ako, so ano to sakin, very challenging pa lahat ng trabaho kaya gusto ko siya. So kahit New Normal motivated padin ako to work kasi gusto ko 'yung trabaho, in line siya sa profession ko sa pagiging lawyer. Parang di ko siya tinitingnan na parang</i>	Supervisor D expressed her interest and enjoyment in the work that she does as she is able to use her profession to fulfill the needs of her function.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



*bumaba, for me as long as I dispense 'yung
function ko as a lawyer natutuwa ako."*

Second to the last emergent superordinate theme was the **Supervisors' New Normal View of their Subordinates** which was derived in interview question number nine (9) which probed into how they view their subordinates this new normal. There were also several emergent subordinate themes that sprouted from the participants' testimonies and those were **Adaptable, Initiative, Competent, Very Open-minded, Willing to Learn, Very Flexible, and Very Dynamic, Adaptable, Competent and Diligent, Professional, Diligent, Motivated by the Supervisor, Leading the Supervisor to be More Compassionate, Understanding and Keep the Employees Motivated, Feeling Relaxed, and Timely on Submission.**

Table 9

Annotated Exemplars on View of the Subordinates in this New Normal

Participant	Responses	Researcher's Observations
Supervisor B	<i>"Napaka napaka swerte ko, diba kasi I have been working with the best a staff ever the NAPOLCOM ever heard hindi sila takot mag introduce ng changes diba hindi sila takot mag ah introduce ng mga bagay to adapt and make our work easier diba? They have the initiative they are competent sa trabaho they're the best that a anybody, any supervisor can ask for, very open minded at tsaka ano willing to learn 'yun</i>	Supervisor B confidently and gratefully details how lucky she is for the subordinates that she have.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



ang importante diba they are willing to learn and they can adapt easily very flexible sila and very dynamic."

Supervisor F *"When it comes to my subordinates, I can say that I'm very lucky that I have them. Honestly wala ko masabing negative sa mga subordinates ko eh they can easily cope up kung ano mang situation ang ibato sa kanila. Work wise, attitude di ako nagkaka-problema sa kanila. That's why siguro 'yung sinasabi mo kanina na, di rin naapektohan 'yung motivation ko eh kasi inspired din ako sa kanila."* Supervisor F appeared proud and inspired by his subordinates.

Lastly was the emergent superordinate theme which was the **Various Thoughts about the Partial Responsibility of Supervisors on the Wellbeing and Safety of their Subordinates** that the researcher gleaned from responses of the participants in their answer to interview question number ten (10) as to how they felt that they were partially responsible for the wellbeing of their subordinates. The following subordinate themes were extracted from the participants' answers, which were **Giving Moral and Financial Supports, Playing as a Mother, Involving Oneself to Employees' Morale and Welfare, Having an Open Communication, Considering the On-Premise Work of the Employees, No Choice but**

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban, Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



to Compel the Employees to Continue their Work, Still to Help Despite Undesirable Circumstances, Having a Partial Responsibility if the Health and Safety Protocols in the Office Fail, and Full Responsibility.

Table 10

Annotated Exemplars on Reactions of being Partially Responsible on their Subordinates' Wellbeing and Safety

Participant	Responses	Researcher's Observations
Supervisor D	<i>"Kung ako lang siguro ay taong ma-worry, siguro ikaka-stress ko yan gabi gabi. Kasi lagi ko din iniisip 'yun, Bilang nanay din kasi I'm going to work with lots of people and having contact with them, as I go home to my kids na hindi vaccinated tapos sobrang young pa, that I may possibly transfer. Diba hindi mo masasabi, so ako ay napa-praning sa ganyang pag iisip."</i>	Supervisor D appeared anxious about herself and others as she expressed her thoughts.
Supervisor H	<i>"So 'yun kung sakali man partially responsible kung nag kulang ba sa pag papatupad ng health and safety protocols sa opisina partial. Ano kasi diba beyond our control kasi kung nag babyahe siya or nabigyan man ng service papunta pabalik siya ahh hindi na natin alam kung nasa bahay siya."</i>	Supervisor H was concerned as she articulated that in the event that something does happen, she will feel partially responsible however she stressed that

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



it is not fully within her control.

CONCLUSIONS

The researcher highlighted the subordinate themes of **Virtual Communication Dilemmas** and **Technological Adjustments** which were widespread in this study. All supervisors were experiencing this one way or another, either directly or indirectly. Another is the subordinate theme of **Mental or Psychological Health** similarly to the preceding highlighted subordinate theme this particular theme touches on several others connecting them in the slightest or even is derived from this such as the subordinate theme of **Patience** and **Leniency**.

On the other hand, there was also this recurring theme of **Dread and Fear** in observing the participants, not only for them but for others around them. They were held back by this theme an instance of this is the theme of **Difficulty to Require Employees to Go to Work**. One of the most prevalent subordinate themes recurring in the study that the researcher wanted to highlight was the theme of **Time with Family**. This theme was the most influential of them all, hints of this theme are apparent in several questions despite their great differences.

In connection, **Managing Time at Home** was another theme throughout this study that was highly manifested by several participants especially those mothers or parents. Then there were those themes of WFH, the analysis of the researcher revealed that most of the themes' main roots are the employment of the WFH for it posed different challenges, changes, and adaptation.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



Then there were several testimonies that made the researcher thought a common recurrence of equipment or resource needed to fully function during the WFH setup. Second to the last was the theme observed by the researcher during the review and analysis of the transcription and video recording.

Above all, it was that despite the situations and experiences they radiated **Determination** better than before. Some attained **Eagerness despite Difficulties in the New Normal Situation**, some had **More Desire to Serve**, some had **Motivated through Continuous Learning**, and some were driven because of their **Responsibility as a Public Servant**. Lastly, the researcher would like to note that all the supervisors of NAPOLCOM CALABARZON had a **Sense of Responsibility towards their Subordinates**, some felt partial responsibility and there were some who fully accept their responsibility as supervisors of their subordinates.

RECOMMENDATIONS

The following recommendations are endorsed by the researcher, first is the 'New Normal' tools, such as Zoom and Google Meet usage and navigation skills of the supervisors should be thoroughly polished so that they have the technical expertise in operating and better adapt to the changing tides of time. Second, reassessment of the personnel capabilities, supervisors and subordinates alike, should be conducted quarterly for competency enhancement and ensure the fluid motion of the processes, similarly to a PMS (Preventive Maintenance Schedule) of motor vehicles. Third, imparting coping strategies and their fundamentals, separately between supervisors and subordinates, for them to grow not technically but to handle future unusual problems and how to deal with them on an emotional level. A special focus on working mothers or parents should be injected for they are dealing with much more than unmarried personnel. Fourth, the enhancement of work-from-home capabilities is a necessity for every personnel not

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



only in this office but in every industry or government agency. This to introduce and impart those affected by the WFH scheme with techniques, practices, and basic methods to better function at the comfort of their home. Fifth, the implementation and integration of the 'Kumustahan' program in the weekly meetings to form cohesive bonds between personnel and capture weaknesses to better address them as an organization. Sixth, the Regional Office of NAPOLCOM CALABARZON should remain in close contact with other government agency in cases of collaborations are needed for the equal benefit of all parties. Use this study as a guide on the situation and make decisions more informatively. Seventh, the NAPOLCOM CALABARZON and other regional office may utilize the study and its 'Managing Now: Phase 1" action plan as the blueprint to better prepare the supervisors and regional offices. Lastly, further studies can use this as reference by future researchers in different settings, industries, and institutions. The researcher also recommends that on the data gathering part that future researchers would embark on should employ FGD (Focus Group Discussions) as an additional activity to gather data.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto



REFERENCES

- Alase, A. (2017, April 30) The Interpretative Phenomenological Analysis (IPA): A Guide to a Good Qualitative Research Approach. International Journal of Education & Literacy Studies. <http://www.journals.aiac.org.au/index.php/IJELS/article/download/3400/2797>
- Alba, J. (2019, October 28). 6 top benefits of hiring young talent, A fresh coat of paint for your workplace. Unicef. <https://www.unicef.org/thailand/stories/6-top-benefits-hiring-young-talent>
- Alegado, S. (2020, December 22). Manila's Iconic Jeepneys Are One More Casualty of the Pandemic. Bloomberg CityLab. <https://www.bloomberg.com/news/articles/2020-12-21/coronavirus-recession-keeps-the-philippines-jeepneys-off-the-road>
- All4kids (2018, September 25). Why The First 5 Years of Child Development Are So Important. All4kids. <https://www.all4kids.org/news/blog/why-the-first-5-years-of-child-development-are-so-important/>
- Amojelar, D. G. (2021, October 21). DOTr rejects jeepney fare hike amid COVID-19. Manila Standard. <https://manilastandard.net/mobile/article/367265>
- Aspinwall, N. (2020, March 14). Coronavirus Lockdown Launches Manila Into Pandemonium. Foreign Policy. <https://foreignpolicy.com/2020/03/14/duterte-quarantine-philippines-coronavirus-lockdown-launches-manila-into-pandemonium/>
- Attrah (2021, September 28). How To Identify Underperformance and Deal With It The Right Way. Glassdoor for Employers. <https://www.glassdoor.com/employers/blog/identify-underperformance-and-deal-with-it-the-right-way/>
- Bahl, S. (2020, May 29). Will managers lose 'relevance' in the new normal?. HRKatha. <https://www.hrkaatha.com/culture/will-managers-lose-relevance-in-the-new-normal/>
- Bassetti, M. (2018, January 12). Public Service Motivation: Applying Maslow's Hierarchy of Needs to Understand Employee Motivation and Engagement. American Society for Public

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



Administration. https://patimes.org/public-service-motivation-applying-maslows-hierarchy-understand-employee-motivation-engagement/?__cf_chl_tk=sSw6UoZa1LMk2JIGB6JzaG2LEjO5UM5aoUxkBds8xsQ-1638901013-0-gaNycGzNCJE

Bates, J. (2020, December 3). Reimagining fieldwork during and beyond the pandemic. King's College London. <https://www.kcl.ac.uk/reimagining-fieldwork-during-and-beyond-the-pandemic>

Belyh, A. (2019, September 20). Major Approaches & Models of Change Management. Cleverism. <https://www.cleverism.com/major-approaches-models-of-change-management/>

Belyh, A. (2019, September 24). Functions of Management – Planning, Organizing, Staffing and More. Cleverism. <https://www.cleverism.com/functions-of-management-planning-organizing-staffing/>

Bhasin, H. (2020, June 24). POSDCORB Concept. Marketing91. <https://www.marketing91.com/posdcorb/>

Black & Brew (2019, October 6). Why Treating Your Employees To Lunch Goes A Long Way. Black and Brew. <https://blackandbrew.com/why-treating-your-employees-to-lunch-goes-a-long-way/>

Brunelli (2019, November 20). 8 Reasons for Working at Home. The balance careers. <https://www.thebalancecareers.com/reasons-for-working-at-home-3542568>

Brunelli (2019)

Carroll, N. & Conboy, K. (2020, July 14). Normalising the “new normal”: Changing tech-driven work practices under pandemic time pressure. ScienceDirect. <https://www.sciencedirect.com/science/article/pii/S0268401220310252>

Center for Disease Control and Prevention (2021). Coping with Stress. Center for Disease Control and Prevention. <https://www.cdc.gov/coronavirus/2019-ncov/daily-life-coping/managing-stress-anxiety.html>

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



- *****
- Cervantes, P. E. (2021). In the Face of Gender Bias: Understanding the Lived Experiences of Women Cooperators in Business Operations. Laguna College of Business and Arts, Calamba, Laguna.
- Cheng, C., Wang, H., & Ebrahimi, O. V. (2020, March 19). Adjustment to a "New Normal:" Coping Flexibility and Mental Health Issues During the COVID-19 Pandemic. *Frontiers in Psychiatry*. <https://www.frontiersin.org/articles/10.3389/fpsy.2021.626197/full>
- Chhaya, N. (2020, March 23). Here Are The Top Five Leadership Challenges During The Coronavirus Pandemic. *Forbes*. <https://www.forbes.com/sites/niharchhaya/2020/03/23/here-are-the-top-five-leadership-challenges-during-the-coronavirus-pandemic/?sh=67cf16055984>
- Chiscaden, K. (2020, October 13). Impact of COVID-19 on people's livelihoods, their health and our food systems. World Health Organization. <https://www.who.int/news/item/13-10-2020-impact-of-covid-19-on-people%27s-livelihoods-their-health-and-our-food-systems>
- Civil Service Commission (2020, November 9) CSC revises interim guidelines on alternative work arrangements in gov't. Civil Service Commission. <http://www.csc.gov.ph/new-updates/2029-csc-revises-interim-guidelines-on-alternative-work-arrangements-in-gov%E2%80%99t.html>
- Civil Service Commission (2020, October 15). MC No. 18, s, 2020 Amendment to the Revised Interim Guidelines for Alternative Work Arrangements and Support Mechanisms for Workers in the Government during the Period of State of Public Health Emergency due to COVID-19 Pandemic.
- Cook, J. (2021, July 22). The Ultimate Guide to Working from Home. Investopedia. <https://www.investopedia.com/personal-finance/work-from-home-guide/>
- Creswell, J. W. & Creswell, J. D. (2017, December) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (5th ed.). SAGE Publications.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



Del Mundo, J. (2020, December 7). Rebuilding by learning from the stories of others. Management Association of the Philippines. <https://map.org.ph/index.php/2020/12/07/rebuilding-by-learning-from-the-stories-of-others/>

Department of Health (2020, September 30). WORKPLACE HANDBOOK On COVID-19 Management and Prevention. Manila, Philippines.

Department of Labor and Employment. Implementing Rules and Regulations of Republic Act No. 11058 "An Act Strengthening Compliance with Occupational Safety and Health Standards and Providing Penalties for Violations Thereof". Department of Labor and Employment. <https://www.dole.gov.ph/news/department-order-198-18-implementing-rules-and-regulations-of-republic-act-no-11058-an-act-strengthening-compliance-with-occupational-safety-and-health-standards-and-providing-penalties-for-viola/>

Department of Trade and Industry, Department of Labor and Employment (n.d) Interim Guidelines on Workplace Prevention and Control of COVID-19.

Development Academy of the Philippines. (2021, September 9). The Public Sector amidst the COVID-19 Pandemic: A Case Study on the Adoption of Alternative Work Arrangements. Development Academy of the Philippines. <https://coe-psp.dap.edu.ph/the-public-sector-amidst-the-covid-19-pandemic-a-case-study-on-the-adoption-of-alternative-work-arrangements/>

Dingel, J. I. & Neiman, B. (2020, June). How Many Jobs Can be Done at Home?. Beck Friedman Institute. https://bfi.uchicago.edu/wp-content/uploads/BFI_White-Paper_Dingel_Neiman_3.2020.pdf

Dougelmagno (2018, May 6). The power of admitting a weakness and that you're wrong. 100 Steps Mission. <https://100stepsmission.com/2018/05/06/the-power-of-admitting-a-weakness-and-that-youre-wrong/>

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



Editorial Staff (2020, March 5). From Texting to Tweeting: Tech-Savvy Millennials Changing the Way We Work. Business.com. <https://www.business.com/articles/tech-savvy-millennials-at-work/>

Gallo, A. (2021, July 6). Help Your Employees Who Are Anxious About Returning to the Office. Harvard Business Review. <https://hbr.org/2021/07/help-your-employees-who-are-anxious-about-returning-to-the-office>

Gallo, A. (21, January 2019). What to Do When a Work Friendship Becomes Emotionally Draining. Harvard Business Review. <https://hbr.org/2019/01/what-to-do-when-a-work-friendship-becomes-emotionally-draining>

Goodwin, M. (2020, November 29). Tips to prevent coronavirus transmission. Medical News Today. <https://www.medicalnewstoday.com/articles/coronavirus-prevention>

Groysberg, B. & Abrahams, R. (2020, May 14). What Leaders Can Do to Fight the COVID Fog. Harvard Business School. <https://hbswk.hbs.edu/item/what-leaders-can-do-to-fight-the-covid-fog>

Guetterman, T. (2015, May). Descriptions of Sampling Practices Within Five Approaches to Qualitative Research in Education and the Health Sciences.

Guzman, J. E. (2020, August 17). Napolcom resets police exams for next year due to COVID-19. Philippine Information Agency. <https://pia.gov.ph/news/articles/1050495>

Harris, L. (2018, October 3). Lived Experience: What It Is and How to Include It. SPRC. https://www.youtube.com/watch?v=zG5_0PvjaKs

Higgins, L. (2020, April 22). Mastery Mindset And Your Career. Forbes. <https://www.forbes.com/sites/forbescoachescouncil/2020/04/22/mastery-mindset-and-your-career/?sh=64c367de1348>

Hosie, P. J., Sharma, P., & Kingshott, R. (2018, June 11). Bosses deserve to be happy at work too – here's how. The Conversation. <https://theconversation.com/bosses-deserve-to-be-happy-at-work-too-heres-how-97929>

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



Indeed Editorial Team (2020, December 29). How to Be Successful in Middle Management. Indeed. <https://www.indeed.com/career-advice/career-development/be-successful-in-middle-management>

Indeed Editorial Team (2021, February 23). Manager vs. Supervisor: What's the Difference?. Indeed. <https://www.indeed.com/career-advice/career-development/manager-vs-supervisor>

InterGuard (2021, August 6). What the Rise in Remote Work Means for Your Company. InterGuard. <https://www.interguardsoftware.com/what-the-rise-in-remote-work-means-for-your-company/>

International Labour Organization (2020). An employee's guide on working from home in response to the outbreak of COVID-19. p.7.

Jakimowicz, K. (2020, October 20). Back to Work: How Technology Can Help Create a New Normal. Data-Smart City Solutions. <https://datasmart.ash.harvard.edu/news/article/back-work-how-technology-can-help-create-new-normal>

James, J. (2019, June 4). The Power Of Being Grateful For Your Work. AnthroDesk. <https://www.anthrodesk.com/blogs/anthrodesk/the-power-of-being-grateful-for-your-work>

Kets de Vries, M. F. R. (2018, August 22). Dealing with Disappointment. Harvard Business School. <https://hbr.org/2018/08/dealing-with-disappointment>

Kets de Vries, M. F. R. (2020, July 1). How Leaders Can Cultivate Patience in an Impatient World. Insead Knowledge. <https://knowledge.insead.edu/blog/insead-blog/how-leaders-can-cultivate-patience-in-an-impatient-world-14566>

Kirby, S. (2020, June 2). 5 ways COVID-19 has changed workforce management. <https://www.weforum.org/agenda/2020/06/covid-homeworking-symptom-of-changing-face-of-workforce-management/>

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



LaMarco, N. (2019, March 12). The Advantages of Monitoring Employees. CHRON. <https://smallbusiness.chron.com/advantages-monitoring-employees-18428.html>

Lester, K. C. & Graves, L. (2016, May 12). Motivating Your Managers to Want to Do What They Need to Do. ATD. <https://www.td.org/insights/motivating-your-managers-to-want-to-do-what-they-need-to-do>

Lewis, N. (2020, April 22). HR Managers Rethink Their Role During the Coronavirus Pandemic. SHRM. <https://www.shrm.org/hr-today/news/hr-news/pages/hr-managers-rethink-their-work-coronavirus-pandemic.aspx>

Lippincott, M. (2017, May 31). How a Positive Outlook Helps Mindful Leaders Thrive. Key Step Media. <https://www.keystepmedia.com/positive-outlook-mindful-leaders/>

Locklear, J. (2020, June 16) Addressing everyday management challenges in a post Covid-19 world. Training Journal. <https://www.trainingjournal.com/articles/features/addressing-everyday-management-challenges-post-covid-19-world>

Madell, R. (2021, June 14). Pros and Cons of Working From Home. US News – Money. <https://money.usnews.com/money/blogs/outside-voices-careers/articles/pros-and-cons-of-working-from-home>

Mason, E. G. (2021, January 13). New Year, Same Problems: How To Deal With Disappointment. Verywellhealth. <https://www.verywellhealth.com/how-to-deal-with-disappointment-in-a-pandemic-5094291>

Miller, R. M. & Barrio Minton, C. A. (2016, January 1). Interpretative Phenomenological Analysis: A Contemporary Phenomenological Approach. p.3.

Moaje, M. (2020, August 5). Over 10K gov't workers contract Covid-19: CSC. Philippine News Agency. <https://www.pna.gov.ph/articles/1111263>

Montinola III, A. R. (2021, January 19). The Great Reset: Leading for the common good. Management Association of the Philippines. <https://map.org.ph/index.php/2021/01/19/1399/>

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



NAPOLCOM (2018). NAPOLCOM 2018 Annual Report. National Police Commission. p.12, p.14.

NAPOLCOM (2020, October 7). NAPOLCOM sets new guidelines on the filing of police benefits and scholarship grant under the “new normal”. National Police Commission. <https://www.napolcom.gov.ph/index.php/2-uncategorised/103-2020>

Nutten, T. (n.d). Adjusting to the New Normal. Purdue University. <https://www.purdue.edu/caps/covid-19/adjusting-to-new-normal.html>

Official Gazette of the Philippines (2020, March 8). Proclamation No. 922 s. 2020. Official Gazette. <https://www.officialgazette.gov.ph/downloads/2020/03mar/20200308-PROC-922-RRD.pdf>

Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan N., & Hoagwood, K. (2016, September 1) Purposeful sampling for qualitative data collection and analysis in mixed method implementation research.

Performance (2021). 7 Ways to Motivate Employees in Uncertain Times. ADP HR. <https://sbshrs.adpinfo.com/blog/7-ways-to-motivate-employees-in-uncertain-times>

Popomaronis, T. (2016, May 9). Science Says You Shouldn't Work More Than This Number of Hours a Week. Working too much can be counterproductive and even hazardous to your health. You've been warned. Inc. <https://www.inc.com/tom-popomaronis/science-says-you-shouldnt-work-more-than-this-number-of-hours-a-day.html>

Post, J. (2021, December 11). How to Develop a Positive Attitude in the Workplace. Business News Daily. <https://www.businessnewsdaily.com/6912-develop-positive-mindset.html>

Purdue University (n.d). Adjusting to the New Normal. Purdue University. <https://www.purdue.edu/caps/covid-19/adjusting-to-new-normal.html>

Richardson, J. (2020, May 5). The new normal: challenges of virtual communication. Buenos Aires Times. <https://www.batimes.com.ar/news/opinion-and-analysis/the-new-normal-challenges-of-virtual-communication.phtml>

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



Russel Reynolds Associates (2020). Leadership through Uncertainty: 10 Enduring Lessons for turbulent times. https://www.russellreynolds.com/en/Insights/thought-leadership/Documents/Leadership%20under%20Uncertainty_update%202.2020.pdf

See, A. B. (2021, March 15). Rodrigo Duterte Is Using One of the World's Longest COVID-19 Lockdowns to Strengthen His Grip on the Philippines. TIME. <https://time.com/5945616/covid-philippines-pandemic-lockdown/>

Shah, K. A. (2017, April 28). 5 Functions of Management by Henri Fayol. LinkedIn. <https://www.linkedin.com/pulse/5-functions-management-henri-fayol-kalpesh-shah/>

Simovic, D. (2021, June 11). The Ultimate List of Remote Work Statistics - 2021 Edition. Smallbizgenius. <https://www.smallbizgenius.net/by-the-numbers/remote-work-statistics/#gref>

SMARP (2020, September 3). Top 15 Employee Motivation Tips and Benefits. SMARP. <https://blog.smarp.com/top-15-employee-motivation-tips-and-benefits>

Smith, J. A. (2015, February 9). Interpretative phenomenological analysis as a useful methodology for study on the lived experience of pain. British Journal of Pain. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4616994/>

Spiggle, T. (2020, May 21). Can Employers Monitor Employees Who Work From Home Due To The Coronavirus?. Forbes. <https://www.forbes.com/sites/tomspiggle/2020/05/21/can-employers-monitor-employees-who-work-from-home-due-to-the-coronavirus/?sh=58fef702fb7>

Stahl, A. (2018, August 29). 5 Ways To Achieve Career Fulfillment. Forbes. <https://www.forbes.com/sites/ashleystahl/2018/08/29/5-ways-to-achieve-career-fulfillment/?sh=7ce904d43aa0>

Stewart, M. G. (2016, May 10). The Four Dimensions of Job Fulfillment — And a Map to Find Them. Medium. <https://medium.com/personal-growth/the-four-dimensions-of-job-fulfillment-and-a-map-to-find-them-81198b50cd79>

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez,
Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban
Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto

INSTABRIGHT e-GAZETTE

ISSN: 2704-3010

Volume III, Issue IV

May 2022

Available online at <https://www.instabrightgazette.com>



Tanner, J. (2017, January 13). The Psychology of Motivating Employees Through Training and Development. Training Industry. <https://trainingindustry.com/blog/performance-management/the-psychology-of-motivating-employees-through-training-and-development/>

ThinkWell (2021, March 18). Reflecting on Life in the Philippines During the Pandemic. ThinkWell. <https://thinkwell.global/life-philippines-pandemic/>

Venugopal, V. (2020, September 14). Time Management For Working Moms During The Pandemic. Parenting Circle. <https://www.parentcircle.com/time-management-for-working-moms-during-the-pandemic/article>.

Warburton, K. (n.d). Filipino Management Style. World Business Culture. <https://www.worldbusinessculture.com/country-profiles/the-philippines/management-style/>

Wilkie, D. (2020, October 22). Supervisors must deal with their own stress and that of their workers, Supervisors must deal with their own stress and that of their workers. SHRM. <https://www.shrm.org/resourcesandtools/hr-topics/people-managers/pages/covid-and-mental-health-.aspx>

Wilkinson, D. (2017, September). Organisational openness and how it impacts employee performance. Oxford Review. <https://oxford-review.com/blog-organisational-openness/>

Y. L. M. (2020, May 21). Covid-19: What does the 'new normal' mean?. The Star. <https://www.thestar.com.my/lifestyle/health/2020/05/21/covid-19-what-does-the-039new-normal039-mean>.

Yusoff, M. B. (28, July 2019). ABC of Content Validation and Content Validity - Index Calculation. Universiti Sains Malaysia. https://eduimed.usm.my/EIMJ20191102/EIMJ20191102_06.pdf

Zender, J. F. (2020, September 9). Supervisory Challenges in the New Normal. Psychology Today. <https://www.psychologytoday.com/us/blog/the-new-normal/202009/depression-and-pandemic-fatigue>.

Editorial Team

Editor-in-Chief: Alvin B. Punongbayan

Associate Editor: Andro M. Bautista

Managing Editor: Raymart O. Basco

Web Editor: Nikko C. Panotes

Manuscript Editors / Reviewers:

Chin Wen Cong, Christopher DC. Francisco, Camille P. Alicaway, Pinky Jane A. Perez, Mary Jane B. Custodio, Irene H. Andino, Mark-Jhon R. Prestoza, Keive O. Casimiro, Ma. Rhoda E. Panganiban Rjay C. Calaguas, Mario A. Cudiamat, Jesson L. Hero, Albert Bulawat, Cris T. Zita, Allan M. Manaloto
