

Performance Evaluation In Measuring Employees Competitiveness In The Real Estate Industry During Pandemic; A Proposed Guidelines Of Human Resource Program On Work Accomplishment Report

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Abstract — Determining Performance Evaluations in this time of crisis considering the work from home set-up adapted by most of the company was very crucial to Human Resources. This study focused on the employees working remotely in Real Estate Industry in Alliance Global Tower specifically on how the human resource department be able to assess employee's competitiveness on work performance with the use of the HRD Program on making work accomplishment and possible guidelines to make it more effective suggested by the researcher as the output of the study comprising of collecting the employees' feedback regarding the work accomplishment report, defining company's vision and mission then align it in meeting the key-performance indicator, showing participation or involvement of employees on their performance evaluation by honestly rating themselves as well as their superiors, establishing work relationship and elaborating the importance of implementing the human resource program on work accomplishment report by using management theories to ensure the human resource program effectiveness.

This study was grounded on the theoretical framework of the I-P-O model to explore the influencing factors of the team's interaction process. It pointed out that different factors in the input process such as measuring employee competitiveness by the HRD program on work accomplishment report implemented in Real Estate with the use of the research instrument on surveys as the basis on making guidelines on its effectiveness affect the team interaction process directly since it has a huge impact on the team performance, team performance also has a feedback impact on team interaction.

The population of the study comprised of all the working-age from the Real Estate Industry in Alliance Global Tower based on the 14th to 16th floor. The researcher has chosen a purposive type of sampling technique.

Most of the respondents in the study were adolescence aged in their 20's and considered as young adults. Majority were men, regular employees, tenured employees with a length of service of 3-4 years, and most supervisors and who were considered young professionals. The level of outcomes of work from home set up in terms of appropriateness, convenience, emotional involvement, work productivity was interpreted qualitatively as agree. The level of assessment of real estate employees in terms of decision making & work assessment was interpreted qualitatively as agree. There was a significant effect on the performance and level of competitiveness of the employees of the work from home set-up of the real estate Industry employees on the HR program in work accomplishment report.

Keywords — Real Estate Employees, Real Estate Industry, Human Resources Development Program.

I. Introduction

With a current landbank of 3,100 hectares in major tourist destinations like Boracay, Tagaytay, and Batangas, the Real Estate Company, based in Alliance Global Tower in BGC Taguig, was the Philippines' leading developer of master-planned integrated tourism estates. On May 18, 1994, the firm was formed, and in November of the same year, it was listed on the Philippine Stock Exchange. The organization was positioned to be a leader in master-planned, fully integrated tourist development in the Philippines. With huge, strategically positioned lifestyle and leisure estates in major tourist areas, it was placing the country on the global tourism map. Boracay New Coast, Boracay's largest master-planned beach development, was among the company's active projects. That real estate company was redefining the country's tourist environment under the direction of real estate mogul Dr. Andrew L. Tan by enlivening the resort idea with world-class retail and commercial components as well as other interesting lifestyle aspects.

As a start of a new year, the Covid-19 pandemic outbreak changed the lifestyle of people from the way of living down to making a living. This new era made people struggle in all aspects: financially, physically, emotionally. Considering all the misfortunes happening this year, people still tried to live with it and found the easiest way to adjust to the so-called "New Normal".

Despite these obstacles, the researcher produced an excellent research study on the present global scenario, focusing on personnel working remotely in the real estate industry at Alliance Global Tower specifically on how the Human Resource Department was able to assess employee's competitiveness on work performance with the used of the HRD Program on making work accomplishment and possible guidelines such as collecting the employees' feedback regarding the work accomplishment report, defining company's vision and mission then align it in meeting the key-performance indicator, showing participation or involvement of employees on their performance evaluation by honestly rating themselves as well as their superiors, establishing work relationship & elaborating the importance of implementing the human resource program on work accomplishment report by using management theories to ensure the human resource program effectiveness.

This research study entitled performance evaluation in measuring employees competitiveness in the real estate industry during a pandemic; a proposed guideline of human resource program on work accomplishment report seeks to demonstrate that it is an effective HRD tool to a work from home set-up in the real estate organization at Alliance Global Tower, Taguig, which required a recommended guidelines to make it more effective and helpful in the firm.

II. Methodology

The main purpose of the research study was to measure the effectiveness of the HRD Program on work accomplishment a work from home set-up on assessing job performance. Thus, the respondents of this study included would be 193 persons involved with or working in a Real Estate Industry at Alliance Global Tower in BGC Taguig City. 193 only due to the restrictions and conditions of the HR of the company involved in conducting the study as the pandemic was concerned, the employees, managers and immediate heads were chosen merely because they were the persons involved in the said industry on taking into consideration the work accomplished as the new HRD program in measuring performance management there. They were the persons to whom the effect of this new HRD program was to be considered. Moreover, they were the persons involved in one way or another with the transactions in Real Estate in BGC.

The demographics reported in Table 1 were used to choose respondents in the real estate based at Alliance Global Tower. The researcher ensures that taking into account the company's safety regulations, social distance, and skeleton staff, each department contributed equally to the study by asking the selected departments how many people were in the department. The researcher then intended to get a 50% response rate for each department to answer the survey before distributing all survey questionnaires to specified departments every Thursday and Friday in the morning and collecting them before the end of the day. Respondents took the poll seriously, as predicted.

Table 1 Respondents of the Study

Distribution of Respondents

To explain it further, the criteria in choosing the respondents in this research study are as follows

1. A real estate Employee under the agency of LSERV Corporation in Global Estate Resorts Inc. at Alliance Global Tower Taguig City with identified 386 employees by the Human Resources Department.
2. Working employees ages from 20 years old up to 60 years old.
3. Employees working in office hours from 8:00 am – 5:00 pm
4. Have an employment status of neither under agency, regular, project-based, or probationary.
5. Had a length of service from less than 6 months or the newly hired employees to 5 years & up tenured employees in the company.

Table 1
Breakdown of the Respondents

Position	Frequency	Percent
Documentation Associate	24	12.44 %
Senior Specialist	20	10.36 %
Treasury Associate	7	3.63 %
Account Receivable Staff	16	8.29 %
Employee/Staff	11	5.70 %
Supervisor	53	27.46 %
Manager	38	19.69 %
Head	13	6.74 %
Analyst	11	5.70 %
Total	193	100.00 %

With the aim of validation, the researcher presented the draft to the adviser first and sought advice then was approved by the panelists of the research study based on appropriateness, accessibility, emotional involvement, decision making, and work accomplishment outcomes. Its efficiency for reliability was already proven as it was already used by various researchers and studies. A total no. of 4 expert professionals validated the reliability of the survey.

In addition, to measure quantitative analysis, and SPSS version 20 or Statistical Package for the Social Sciences was used as the main software to interpret statistical data presented in the research study and Cronbach Alpha to measure the strength of consistency of the statistical methods used in the research study.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on No. of Items
.983	.983
	28

Cronbach's Alpha. It was a statistical treatment of data used in measuring the reliability and overall consistency of a set of scales used in statistics in the research study. The table shows that there was a high strength of consistency of 90% on the test items used in the research study.

Data Gathering Procedure

After the approval and checking for validation of the instrument used in the research study, to collate the needed data and additional information intended for the research study, the researcher followed the following procedures:

1. Sought the approval of the HR of the Real Estate Industry in Alliance Global Tower which regards the research study by sending a formal letter via email. The researcher personally sought the assistance of the head, managers & supervisors in support of the study conducted.
2. As soon as it was approved by the Human Resources in the company, the researcher personally made the questionnaire relating to the study on the effectiveness of the HRD program on work accomplishment.
3. Then the researcher presented the proposed survey questionnaire for approval to the adviser and experts or professional as well as to the HR of the company for validation or reliability of the survey.
4. After the validation of the survey, the researcher distributed the survey questionnaires to each department and aimed to have a 50% response to each department every Thursday and Friday morning then for collection of answered questionnaires before the said day ends.
5. Right after that, the researcher also prepared a data sheet for easier encoding on the computer.
6. Lastly, with the help of a statistician, the collected questionnaires were checked, tallied, presented, analyzed, and interpreted in the following chapter of this study. Then finally the results were all translated into appropriate tables with interpretation and analysis of the results in the research study.

Statistical Treatment of Data

For compliance in measuring all the data collated in the research study, the researcher used the following statistical methods on the gathered data:

Percentage and Frequency Distribution. This was used for tallying purposes and counting frequencies that fall under each category of work accomplishment report effectiveness. It was used to measure accurately the data given interpreted intended for the research.

Weighted Mean. The weighted mean was also used to calculate the significant effect on the performance and level of competitiveness of the employees of the work from the home set-up of the Real Estate Industry employees on the HR Program in Work Accomplishment Report.

A five-point scale was also used in the research study to assess the level of agreement of the respondents relating to the effectiveness of work accomplishment report as a tool in measuring work performance in a form of five points such as strongly agree, agree, neutral, disagree and strongly disagree.

Pearson Correlation Coefficient. It was a statistical treatment of data used in computing statistical relationships between variables. It was used in the research study to measure the significant effect on the performance, decision-making, and work accomplishment outcomes to

the level of competitiveness of the employees of the work from home set-up of the Real Estate Industry employees on the HR Program in Work Accomplishment Report.

Cronbach's Alpha. It was a statistical treatment of data used in measuring the reliability and overall consistency of a set of scales used in statistics in the research study.

III. Results and Discussion

Demographic Profile of the Respondents

The majority of the real estate employees were still in their 20's and were considered as young adults since due to the pandemic, most of the adult employees resigned for safety purposes and young professionals or the millennials chose to stay since they have more strong immunity.

Most of the respondents were aged 25 years old and below with a frequency of 74 or 38.34%. The minority aged 51-55 with a frequency of 1 or 0.52%.

The majority of the real estate employees in Alliance Global Tower BGC Taguig were dominated by males since many of the males in the organization have more experience in Sales, Marketing, and Real Estate works and females were more on the official organization of the company.

Most of the respondents were male having a frequency of 104 or 53.89%. The outnumbered were female with a frequency of Eighty-nine (89) or 46.11%.

The majority of the real estate employees were regular employees and under probationary employees were less because the hiring of the human resources also decreased due to the economic crisis that our country currently facing due to the pandemic.

Most of the respondents were regular with a frequency of 86 or 44.56 percent. The losing side was under probationary with a frequency of 19 or 9.84.

The majority of the real estate employees were tenured employees and the least number was new hires since the pandemic was a crisis that no one predicted, employees tend to stay at the company to avoid any scarcity of their resources.

Most of the respondents mostly stayed at the company for 3-4 years with a frequency of 71 or 36.79%. The outvoted had a length of service of fewer than 6 months with a frequency of 43 or 22.28%.

Due to the fast-paced promotion in the company, most of the real estate employees were in high-ranking employment positions. Treasury associates were outnumbered because the department has had a high number of turnovers over the past months.

Most of the respondents were Supervisors with a frequency of 53 or 27.46%. The least numbered were the Treasury Associates with a frequency number of 7 or 3.63%.

Outcomes of the work from home set-up to the Real Estate Industry at Alliance Global Tower, BGC Taguig City in this time of Pandemic in terms of appropriateness, convenience, emotional involvement, and work productivity

As for the summary of the level of outcomes of work from home set-up in the Real Estate Industry at Alliance Global Tower proves that the respondents agree that a work from home set-up was applicable and suitable in the industry because the organization was adaptable to change, convenient, and favorable for the employees for fewer expenses, emotional health was an important factor to consider while working at home and work productiveness was best aimed even though the pandemic crisis continue to occur.

In addition, the summary of the level of outcomes of work from home set up of Real Estate Industry in Alliance Global Tower in BGC Taguig in terms of appropriateness with a weighted mean of 3.90 interpreted as agree, 3.87 mean weighted for convenience which means agree, emotional involvement for 3.84 total weighted means analyzed as agree & work productivity as 3.78 weighted mean for agreeing. Therefore, the overall mean of 3.85 resulted in a qualitative interpretation of agree.

Assessment of the Real Estate Employees affected by the Pandemic with a work from home set-up in terms of decision making and work accomplishment outcomes

It showed that the level of assessment of real estate employees in terms of decision-making of the respondents agrees to see that performance evaluations were still necessary even in times of pandemic and daily work accomplishments were favorable to real estate employees since they could monitor all the tasks they done within the day. Therefore, they strongly agreed that the Human Resource on work accomplishment reports an effective program to measure job performance.

To explain it further, the summary of the level of assessment of real estate employees in the Real Estate Industry in Alliance Global Tower in BGC Taguig in terms of decision-making with a weighted mean of 4.10 interpreted as agreeing & 3.80 means weighted for Work Accomplishment Outcomes which means agree, Therefore, the overall mean of 3.95 resulted to the qualitative interpretation of agree.

Significant impact on the Performance and level of competitiveness of the employees of the work from home set-up of the Real Estate Industry Employees

There was a significant relationship between the performance of the real estate employees and the competitiveness of the work from home program of the human resources to the real estate in Alliance Global Tower in BGC Taguig City.

A Pearson product-moment correlation coefficient was computed to assess the relationship between the Performance of the Real Estate Industry employees and the Competitiveness of the WFH program of the HR to the Real Estate Industry employees in BGC. The table shows that there was a very high positive correlation between the two variables, $r = 0.983$, $n = 193$, $p = 0.000$. It also shows that the p-value of .000 was less than .05 it means that there was a significant relationship between the two variables.

There was a significant relationship between the employee's decision-making of the real estate industry and the competitiveness of the work from home program of the human resources to the real estate in Alliance Global Tower in BGC Taguig City.

A Pearson product-moment correlation coefficient was computed to assess the relationship between the Competitiveness of the WFH program and Decision Making of Real Estate Industry employees in BGC. The table showed that there was a very high positive correlation between the two variables, $r = 0.971$, $n = 193$, $p = 0.000$. It also showed that the p-value of .000 is less than .05 it means that there was a significant relationship between the Competitiveness of the WFH program and the Employees Decision making.

There was a significant relationship between the work accomplishment outcomes of the real estate industry employees and the competitiveness of the work from home program of the human resources to the real estate in Alliance Global Tower in BGC Taguig City.

A Pearson Product – Moment Correlation Coefficient was computed to assess the relationship between the Competitiveness of the WFH program and the Work Accomplishment Outcomes of Real Estate Industry employees in BGC. The table showed that there was a very high positive correlation between the two variables, $r = 0.981$, $n = 193$, $p = 0.000$. It also showed that the p-value of .000 was less than .05 it means that there was a significant relationship between the Competitiveness of the WFH program and the Work Accomplishment Outcomes.

Guidelines on Effectiveness of Work Accomplishment Report

PLANNING

Collect the employees' feedback regarding the work accomplishment report.

Established a survey questionnaire on the impact of work accomplishment report to the employees indicating how do they feel about the work accomplishment report if it was convenient for them. And if they thought it was applicable considering the actual jobs they need to do. The survey made by the researcher could be a reference in making one.

ORGANIZING

Define the company's vision and mission then align it in meeting the KPI (Key-Performance Indicator)

Determining the company goals could greatly help in associating the performance skills needed in a specific job and acquiring a new set of skills in a specific task.

Using SMART Method.

Specific - set a particular skill needed for a certain job.

Example: As an Account Receivable Support Staff, they were tasked with the scanning, safe-keeping of the documents filed in the folder of the client as well as providing the request for a needed document of the departments. Therefore, an employee is required to be organized and have good communication skills.

Measurable - every job/task must have an objective and limitations.

Example: As an Account Receivable Support Staff, they were tasked with the scanning, safe-keeping of the documents filed in the folder of the client as well as providing the request for a needed document of the departments. However, to effectively accommodate all the requests and be able to comply with as many scanned documents as possible, the allotted time must consider. For every email request of a document, a minimum of 2 days and a maximum of 3 days is given to the ARD staff to locate the folder, scan the documents, and inform the personnel requested. They should limit on providing special treatments for those departments who wanted to accomplish their request within a day so that the objective of 30 folders a day could be retained.

Attainable – Made sure that the skills set were for the long-term to ensure good job performance of employees and work effectiveness

Relevant – Made the employees realized the importance of the HRD program on work accomplishment reports and its effects on the company. Put into consideration the significance of performance evaluation especially in this time of the pandemic.

Time-Based – A specific period should be set to avoid focusing on one task alone. Multi-tasking skill was primarily needed in accomplishing tasks as many as possible.

Show participation or involvement of employees on their performance evaluation by honestly rating themselves as well as their superiors.

Usual performance evaluations were evaluated by superiors, but for some companies, they let their employees themselves evaluate themselves on how they were at work and how efficient they were in working, to make the employees have a sense of responsibility for their actions at work.

DIRECTING/LEADING

Establish a working relationship.

Have a good employee engagement in acquiring a good relationship between management and the employees by motivating them – treat employees as valued team members and not simply workers in the company. Encouraged them and recognized their efforts by simply saying a job well done and sending a short-quoted quote every time they acknowledged their emails in passing the accomplishment reports of their employees. The management must be held liable to boost their employee's morale, for employee retention and better management-employee relationship especially in this time of a very stressful crisis. Lifting each other's was necessary.

CONTROLLING

Elaborate the importance of implementing the Human Resource Program on work accomplishment report by using management theories: Goal setting theory and Expectancy theory.

In ensuring the effectiveness of the HRD program on work accomplishment, worded quotes, actual surveys were not enough if it was not aligned and practice with the guidance of one the management principle or theories to keep it reliable. That was why acquiring any management practice or principle or theory as others might call it was necessary since it was already validated. Monitoring its effectiveness could be a big help through this

As a response, goal setting theory was investigated since it claimed that an employee's own goals played a key influence in motivating him to work better. This was owing to the personnel's unwavering dedication to their goals. They must either enhance their performance or adjust the targets to make them more achievable if these goals are not attained. The goals of the performance appraisal system would be met if improved performance. (Salaman et al, 2005). Meaning, employees in nature have an individual goal to achieve something, they were urged to finish a specific work in a specific time that could be a tool in motivating their team leaders.

Moreover, the Expectancy theory was assessed because it is founded on the idea that people change their behavior at work based on their chances of reaching their desired results. Individuals altered their behavior in order to increase their chances of achieving their goals. Because it was traditionally considered that performance was affected by future expectations, this idea underscores the concept of performance measurement. (Salaman et al, 2005). Meaning, attitude adjustment at work was most likely called being professional, personal issues and conflicts should always be away at work regardless of what the situation may be. Employees must be professionally ethical.

IV. Recommendations

The following recommendations were made based on the study's findings:

- 1. To the Real Estate Employees.** They should be focus-minded and have a sense of priority in doing work while being at home. Even in this pandemic crisis, employees should be reality-minded since it is their only source of income in this world full of chaos and scarcity of resources and do each task one step at a time. Before starting to work each day, a to-do list of tasks is recommended so that every employee has a clear vision of the objectives he/she must accomplish within the day. Time management is also recommended to avoid too much focus to work or too much focus at home and Taking breaks is necessary to regain needed energy and avoid mental stress to employees.
- 2. To the Real Estate Human Resources Department.** They should recognize the employee's problems in making the work accomplishment reports and have an adjusted time frame in submitting the reports since it's only a newly implemented human resource program, employees must be given time adjusting time in complying with their work accomplishments. employees should be flexible to changes however the HRD should take into consideration that their employees struggle to work at home from the stating factors of doing the household chores while stressing out due to the pandemic crisis. and all the work to be done plus the report to be submitted. A weekly work accomplishment report is recommended so that the employees have ample time in sorting all the jobs he/she done within the week.
- 3. To other Industries/Organizations.** They must be aware of the factors that influence employee engagement while working at home during this difficult time so that they can work on the identified factors and be able to create HR programs or improve the effectiveness of the existing ones for increased work productivity and employee competitiveness at work.