



Work-Life Balance and Employees' Performance: Basis for Human Resource Intervention Plan

Khaleed J. De La Rama, Mpa, Maed., Raul Macario Partoza, PhD

Faculty of the Graduate School Hardam Furigay Colleges Foundation Inc. Lamitan City

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ABSTRACT

This study investigated the relationship between work-life balance and job performance among administrative and teaching faculty at Hardam Furigay Colleges Foundation, Inc. across six campuses. Grounded in Boundary Theory and Campbell's Theory of Work Performance, the descriptive-quantitative correlational design utilized total enumeration sampling. Data were evaluated using Cronbach's alpha, weighted means, Pearson Product-Moment Correlation, independent sample t-tests, and ANOVA. Subscale internal consistency was confirmed across all dimensions. The overall work-life balance was rated as "Very High" with grand mean of 3.41, with workplace flexibility scoring highest (3.59). Overall job performance was also rated "Very High" having grand mean 3.47, led by initiative and creativity. A statistically significant, moderate positive correlation was identified between work-life balance and job performance.

Demographic variables including sex, age, civil status, educational attainment, job title, and length of service showed no statistically significant differences in either work-life balance or job performance ratings across the institutional sample. To address these findings, the study introduces an action-oriented Human Resource Intervention Plan. This framework features structured implementation schedules, strategic resource allocation models, objective multi-source performance criteria, and continuous evaluation mechanisms to enhance institutional sustainability, foster workplace equity, and promote long-term employee well-being across all campuses.

Keywords: Boundary Theory, Higher Education Administration, Human Resource Intervention Plan, Job Performance, Work-Life Balance

INTRODUCTION

Background of the Study

Individuals experience more conflict between work and personal life as they continue to pursue the quality of life that they need. Thus, successfully balancing work and family life is one of the major challenges facing current individual workers.

According to Kim, (2014) "Work-family balance is defined as satisfaction and good functioning at work and at home, with a minimum of role conflict. An individual's ability to meet work and family commitments, as well as other non-work responsibilities and activities. Hence, these two definitions for work-life balance imply establishing an acceptable combination of work and life.

Several empirical studies have showed that the experience of work-life balance is positively related to employees' performance and organizational performance as well. More specifically, work-life balance has been shown to have positive outcomes, such as low turnover intention, improvement of performance, and job satisfaction. Work-life balance contributes to increasing employees' in-role performance. The experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in better performance.

Historically, work-life balance issues have been considered personal issues, and employers have just responded to their employees' needs by providing additional benefits such as on-site childcare service and paid maternity leave in the workplace. However, with environmental shifts and value changes of employees, employees' desire for work-life balance has increased and employers have begun to offer more active support of their employees' work-life balance (Thornthwaite, 2004). Thus, organizational efforts for ensuring employees' work-life balance are needed and valued more than ever.

The study aims to investigate the impact of work-life balance policies on individual well-being, job satisfaction, and productivity. Through an examination of flexible work arrangements, employee assistance programs, wellness initiatives, workload management, and communication strategies, the research intends to uncover how HR professionals can establish a nurturing work environment that places a premium on employees' overall well-being. This exploration will provide valuable insights into how initiatives promoting work-life balance can form the basis for creating robust Human Resource Development Plans that not only enhance employee welfare but also drive organizational success to new heights.

Theoretical Framework

In recent years, there has been significant growth in work-family research, especially focusing on Work-Life Balance (WLB). Various theoretical foundations related to WLB have been explored, leading to the selection of Boundary Theory for this study. Hence, this study will be anchored on Boundary Theory as described by Nippert-Eng (1990).

The Boundary Theory provides a theoretical framework for understanding how individuals manage the boundaries between their work and personal life domains. This theory categorizes individuals into 'Segmentors' and 'Integrators' based on how they define the boundaries between work and home. Segmentors maintain clear-cut mental boundaries between work and home, while Integrators have a more integrated approach where these boundaries are flexible and permeable.

In the context of the study on work-life balance and job performance, the Boundary Theory helps researchers explore how employees' boundary management strategies impact their well-being, exhaustion levels, and work-life balance. By understanding whether individuals lean towards segmentation or integration in managing their work and personal life domains, researchers can assess how these strategies influence job performance, stress levels, and overall satisfaction at work. Furthermore, the Boundary Theory can be used to investigate how recovery activities mediate the relationship between work-to-life boundary enactment and well-being. This approach allows for a deeper understanding of how employees' ability to disconnect from work during non-work hours affects their overall well-being and job performance.

By incorporating the insights from the Boundary Theory, the study can provide valuable understandings into the mechanisms through which boundary management impacts employees' work-life balance and job performance.

In addition, Campbell's Theory (1990) on work performance was also found relevant to the present study, as it provides a comprehensive framework for understanding and assessing individual performance in the workplace. Campbell's model focuses on job-specific task proficiency, non-job-specific task proficiency, communication proficiency, effort, discipline, peer and team facilitation, supervision/leadership, and management/administration. This comprehensive approach provides a structured framework for assessing and understanding individual performance in the workplace. Campbell's emphasis on behavior, control, and measurability aligns with the core aspects of job performance, shedding light on the critical components that drive organizational success.

By incorporating Campbell's theory into the study on employees' work-life balance and job performance, researchers can gain insights into how individual behaviors, skills, knowledge, and motivation directly impact performance outcomes. This theoretical framework allows for a nuanced understanding of the factors influencing job performance, including the role of motivation, skills, and organizational justice perceptions.

Overall, Campbell's theory offers a robust foundation for examining and enhancing employees' job performance within organizational settings.

Conceptual Framework

The conceptual framework illustrates the profile of the respondents, extent of work-life balance, and performance of employees within the organization as basis for developing human resource intervention plan.

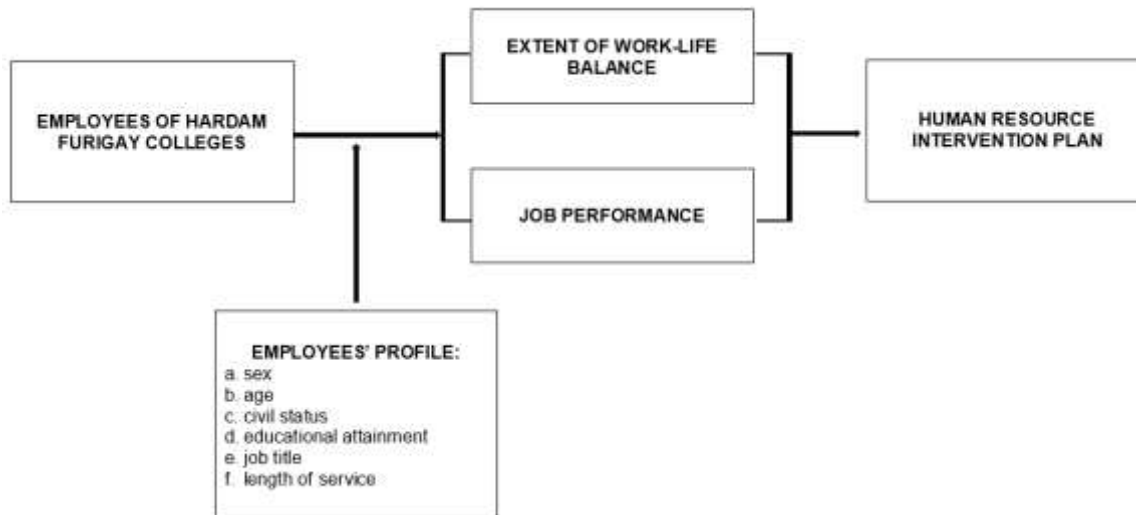


Figure 1

The Interplay of the Variables in the Study

The paradigm illustrates the relationship of the variables in the study. This will give a clear picture of what the study intends to explore. The data on the employees' profile, extent of work-life balance, and job performance will be collected from among employees of Hardam Furigay Colleges Foundation, Inc.

The "Employees of Hardam Furigay Colleges Foundation, Inc." is the independent variable, whereas, "Extent of Work-Life Balance in terms of workplace flexibility, work load perception, personal commitments, social support, and decision-making autonomy" and "Job Performance in terms of job knowledge and skills, productivity and efficiency, initiative and creativity, adaptability and flexibility, and leadership and management skills" are the dependent variables of the study. While, "Employees Demographic Profile in terms of sex, age, civil status, educational attainment, job title, and length of service" is the intervening variable. In addition, it shows if there is a significant relationship between extent of work-life balance and job performance, and if it has significant difference when data will be grouped according to profile. On the other hand, human resource intervention plan will serve as output in order to enhance employees' welfare and drive organizational success to new heights.

Statement of the Problem

This study aims to assess the extent of work-life balance and job performance of the employees in Hardam Furigay Colleges Foundation, Inc for the School Year 2023-2024.

Specifically, it seeks to answer to the following problems:

1. What is the demographic profile of the respondent in terms of:
 - 1.1. sex
 - 1.2. age



- 1.3. civil status
- 1.4. educational attainment
- 1.5. job title
- 1.6. length of service
2. What is the extent of work-life balance in terms of:
 - 2.1. workplace flexibility
 - 2.2. work load perception
 - 2.3. personal commitments
 - 2.4. social support
 - 2.5. decision-making autonomy
3. What is the level of job performance in terms of:
 - 3.1. job knowledge and skills
 - 3.2. productivity and efficiency
 - 3.3. initiative and creativity
 - 3.4. adaptability and flexibility
 - 3.5. leadership and management skills
4. Is there a significant relationship between extent of work-life balance and job performance?
5. Is there a significant difference in the extent of work-life balance when classified according to:
 - 5.1. sex
 - 5.2. age
 - 5.3. civil status
 - 5.4. educational attainment
 - 5.5. job title
 - 5.6. length of service
6. Is there a significant difference in the level of job performance when classified according to:
 - 6.1. sex
 - 6.2. age
 - 6.3. civil status
 - 6.4. educational attainment



6.5. job title

6.6. length of service

Hypotheses

This study hypothesizes that:

There is no significant relationship between extent of work-life balance and job performance.

There is no significant difference in the extent of work-life balance when classified according to sex, age, civil status, educational attainment, designation, and length of service.

There is no significant difference in the level of job performance when classified according to sex, age, civil status, educational attainment, designation, and length of service.

Scope and Delimitation

The study focuses on the work-life balance and job performance of employees in Hardam Furigay Colleges Foundation Incorporated. The respondents of the study will include both admin and teachings staffs of different campuses. These include campuses from Lamitan City, Isabela City, Maluso, Buli-Buli, Manggal, and Saluping. These are coded as Campus A, Campus B, Campus C, Campus D, Campus E, and Campus F.

The study will adopt descriptive-quantitative with correlational design and will involve all the regular and permanent employees of the institution. It will be delimited only to assessing the work-life balance as perceived by the employees in terms of workplace flexibility, work load perception, personal commitments, social support, decision-making autonomy, and time management as well as the job performance in terms of job knowledge and skills, productivity and efficiency, initiative and creativity, adaptability and flexibility, and leadership and management skills. It will also determine the significant relationships and difference between work-life balance and job performance when data will be classified according to profile. This study will be done during the school year 2023-2024.

Significance of the Study

The result of the study will benefit the following:

School Administration, the result of the study can help school administrators promote accountability among staff members. Understanding how work-life balance influences job performance can lead to the development of strategies that enhance accountability within the school environment, benefiting both employees and students. Hence, School administration can create a more conducive and supportive environment that enhances teaching quality, accountability, and decision-making processes within the educational institution.

School Employees, a better work-life balance can enhance an employee's ability to focus and concentrate at work, leading to increased productivity and better service delivery. Thus, the finding can serve as a tool to empower employees to lead healthier, more fulfilling lives both inside and outside of work, ultimately enhancing their well-being, motivation, creativity, and overall performance in the workplace.

Students, can benefit from the study by learning to prioritize their well-being, manage their time effectively, enhance their academic performance, and cultivate a balanced and fulfilling college experience.

Future Researchers, the findings of this study lay a strong foundation for future researchers to deepen their exploration of the correlation between work-life balance and job performance. By utilizing the study's outcomes, researchers can pinpoint existing knowledge gaps and replicate the study using varied methodologies, populations, or variables to bolster the reliability and applicability of the results.



Definition of Terms

To gain a comprehensive understanding of the study's context, the following key terms are operationally defined.

Sex, refers to the biological characteristics that categorize employees as male or female.

Age, refers to the number of years an employee has lived. This can be categorized such as 21 to 30 years old, 41 to 50 years old, 31 to 40 years old, and 51 years old and above.

Civil Status, refers to an employee's legal marital status, such as single, married, divorced, or widowed.

Educational Attainment, in this study, it denotes the highest level of education completed by an employee. This can be categorized such as high school and below, full-fledged master's, bachelor's degree, with doctorate units, with master's units, and full-fledged doctor.

Job title, it refers to an employee's job position within an organization, whether administrative or teaching staff.

Length of Service, refers to the duration of time an employee has been employed in the organization. It can be categorized such as 1-5 years, 6-10 years, 11-15 years, and 16 years and above.

Work-Life Balance, it refers to the balance between work responsibilities and personal life activities, ensuring employees can fulfill both aspects effectively. This includes, workplace flexibility, workload perception, personal commitments, social support, and decision-making autonomy.

Workplace Flexibility, it refers to the extent to which an organization allows employees to adjust their work schedules or locations.

Workload Perception, this refers to how employees subjectively perceive the amount of work they have.

Personal Commitments, it encompasses obligations and responsibilities outside of work that employees need to fulfill.

Social Support, it represents the assistance and resources employees receive from their social networks such as friends, coworkers, and family.

Decision-Making Autonomy, it denotes the level of independence employees have in making decisions related to their work.

Time Management, it refers to the skills, strategies, and practices that employees use to effectively plan, organize, and control how they allocate their time between work responsibilities and personal/family commitments.

Job Performance, refers to the effectiveness, productivity, and quality of work output demonstrated by employees in their roles.

Job Knowledge and Skills, it refers to the competencies and expertise that employees possess related to their job roles.

Productivity and Efficiency, it indicates the effectiveness and output of work tasks completed by the employees.

Initiative and Creativity, it represents the ability of employees to take proactive steps and generate innovative ideas.

Adaptability and Flexibility, it denotes the capacity of employees to adjust to changing circumstances and requirements.

Leadership and Management Skills it encompasses the abilities of the employees to lead, guide, and supervise others effectively.

RELATED LITERATURE AND STUDIES

This chapter reviews the existing literature and studies surrounding the relationship between employees' work-life balance and job performance.

Related Literature

Spill Over Theory

The spillover theory clearly explains the relationship between work life balance and employee performance. The theory assumes that individuals carry the values, emotions, attitudes, skills and behaviours that they establish in one domain of life into another domain (Piortrkowski, 1979; Belsky, Perry-Jenkins & Crouter, 1985; Powell & Greenhaus, 2010, Lakshmypriya & Krishna, 2016), and that there is a similarity between what occurs in work environment and non-work environments that is why there is a spill over between these systems. There are two types of spills over; positive and negative spill over (Xu, 2009; Edwards & Rothbard, 2000).

A positive spill over occurs when satisfaction and achievement in one domain may result in satisfaction and achievement in another domain. Several authors posit that experiences gained in an individual's activities in one domain can benefit his activities in another domain (e.g, Grywacz, Carlson, Kacmar & wayne, 2007) and role expansion hypothesis (Mark, 1977) has been used to explain positive spill over. This hypothesis states that individuals generate resources like positive mood, skills and opportunities from the multiple roles they engage in and these in turn can be used in different life domains to improve their performance and enable growth. Negative spill over refers to difficulties and depression in one domain causing a corresponding emotion in another domain and studies have shown job demands to result in work life conflict and work overload (Geurts, Rutte & Peeters, 1999; Demerouti, Bakker & Bulters, 2004).

It posits that spill over between work and non-work environments, which is basically the transmission of experiences from work domain to non-work domain at the intra individual level, occur regularly and these experiences can be negative or positive. Hence to enhance positive spill over, there is need for employers to strive to mitigate conflict between work roles and non-work roles through interventions like alternate work schedules and child and elderly care programs and to also provide conducive work conditions and monitor how job demands influence family life (Bakker & Demerouti, 2013) in order to mitigate negative spill over. Sirgy, Efraty, Siegel and Lee (2001) posit that spill over can be vertical or horizontal. Horizontal spill over shows how one life domain influences a neighboring domain. The authors also posit that individuals rank life domains in a hierarchy in order of importance, ranging from super ordinate to subordinate domains, thus when spill over occurs from one hierarchy to another upwards or downwards, it is referred to as vertical spill over.

Work Life Balance

There is no consensus on the meaning of work life balance, as several authors have defined it in different ways. Barrera (2007) defined the concept as employers working constructively with their employees to put in place arrangements, which take into account the needs of the business as well as the non-work aspects of employees' lives. This definition clearly puts the responsibility of achieving balance on both the employer and the employee. However, some authors define it in a way that the responsibility of achieving balance is placed on the employee, e.g. Kirchmeyer (2000:80) defined it as "achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time and commitment to be well distributed across domains". Greenhaus, Collins and Shaw (2003:513) also define it as "the extent to which an individual is engaged in and equally satisfied with his or her work role and family role."

Haar, Russo, Sune and Ollier-Malaterre (2014) posit that it is an individual's assessment of how he balances multiple life roles effectively. All these definitions reveal that WLB is an interface of work and family, and many scholars have illustrated that the concept of work embraces the setting of formal tasks to be undertaken by employees in a bid to accomplish goals (e.g. Helmle, Botero, & Seibold 2014; Semlali & Hassi, 2016) and life is shown to relatively encompass an assortment of numerous activities which most often do not associate with work, for example activities such as house chores and childcare, in which case work-life balance is accomplished when there is existing harmony between work and life. For the purpose of this study, the definition by Barrera (2007) will be adopted.

Semlali and Hassi (2016), opine that since the last decades, the concept of work-life balance has been seen to be essential to both organizations and employees, and it has without a doubt been established to significantly impact in the enhancement of employee's throughput which goes a long way in impacting on the overall performance of organizations in a positive manner (Guthrie, 2012). Effective work-life balance policies that are currently being embraced by organizations permit the employees to interact and socialize with the rest of community while guaranteeing that cost and hiring and firing rates are kept under control leading to improvement in productivity (Helmle et al., 2014). Presently, in a bid to fine-tune the organizational structures to the needs of the employees or in response to government regulations with respect to gender equality, integration, and protection of families, a lot of organizations dedicate their resources to the ingenuities of work-life balance (Susana & Ramón 2013). According to Ogechi and Nwaeke (2019), Nigerian organisations in the oil sector are currently changing organizational culture and programs and initiating measures designed to reduce work life conflict and improve staff effectiveness at work and other roles. By doing this effectively, such organizations are likely going to groom a collection of employees that enjoy work-life balance and in turn show more dedication towards the attainment of organizational goals.

Most of the focal point in studying work life balance has been the effect of organizational policies that are developed to provide necessary assistance to employees geared towards diminishing the conflicts that exist between employee's work in an organization and life in both the organization and at home (societal life inclusive). Consequently, it is not surprising that management literature has at various times made concerted efforts to appreciate the role played by organizations to help diminish the conflict experienced by employees resulting from the demands of work and the part they are required to play at home (Hon & Chan, 2013). This efforts are noble, viewing it from the standpoint that the ability to use work-life balance mechanism to decline incidences of grievances in organization will impact on the frequency of conflicts and enhance workplace harmony that we view as an instrument that elicits workers performance. It has been established from relevant research findings that, employees with access to such services as flexible schedules, childcare, parental leave, and support from supervisor seem to be more likely have less incompatible work-life, greater job satisfaction, less stress, and are less disposed to turnovers (Helmle et al., 2014).

In the quest to understand or appreciate the issues surrounding work-life balance gender has also been explored, mostly with regards to how the roles and potentials of gender impacts the achievement of balance between work and family roles. We believe that the outcomes from research findings regarding gender expectations in many circumstances usually impact on individual insight towards the conflict between work and life roles. This can escalate the perceived level of stress and the perceptions of conflict in relation to the roles of work and life to increase performance (Helmle et al., 2014; Lawson, Davis, Crouter & O'Neill, 2013). In a patriarchal society such as Nigeria, it is more demanding for employees, especially women, to achieve balance, as societal expectations with respect to commitment to family put women in a situation where there is constant conflict between their work and family roles (Mordi, Simpson, Singh, & Okafor, 2010).

The management of work-life balance of employees have been found to be among the primary focus for organizations to address in a bid to develop ways to help preserve human resources (Au & Ahmed, 2014). Human access which is fundamental to the success of organizations needs to be harnessed and catered for in a bid to improve organizational well-being too. The preservation of human resources has become an essential practice in today's organizations as a result of skyrocketing competitiveness in the business environment. However, Work-life balance incorporates a balance between two exclusive roles undertaken by a person such as work and family roles, of which the effective management of both bring about increase in satisfaction and

performance (Shaffer, Reiche, Dimitrova, Lazarova, Chen, Westman, & Wurtz, 2016). On the other hand, it is worthy to emphasize that the benefits of work-life balance can enhance both the life quality of employees and the effectiveness of the organization. Therefore, it is also essential to note the fact that, there appears to be limitless explanations of work-life balance, but all appear to be in agreement that work entails a group of formal tasks completed by an individual or group while occupying a given job position and that life comprises a group of activities not associated with work such as household chores, care of elders and care of children (Anwar, Hansu, & Janjua, 2013). Work-life balance is about a person's capacity irrespective of age or gender to successfully combine both work and household accountabilities. This paper discusses three dimensions of work life balance thus:

Flexi-times Schedules

Flexible working hours, flexi-time or flexible schedules are commonly used and quite extensively studied. Flexible working arrangements are usually made between employer and employee in which they agree to schedule the work flexibly, aiming to gain benefits to both parties as evidenced from findings, employees with access to services including flexible schedules, childcare, parental leave, and support from supervisor appear to be more likely have less conflicting work-life, greater job satisfaction, less stress, and are less inclined to want to quit (Helmleer et al., 2014). Employees have to muddle through increased role demands and new technology has also made it possible to communicate and work wherever and whenever, thus managing multiple roles as individuals has become even more difficult (Rothbard, Phillips & Dumas, 2005). Also, the likelihood and anticipation to work unusual times has created health risks (Greubel, Arlinghaus, Nachreiner, & Lombardi, 2016). In their study based in Nigeria, Ogechi and Nweke (2019) found that the main cause of work life and family conflict in the oil sector of the Niger Delta Region is the absence of flexible work schedule and excessive working hours.

In organizations where employees work in an un-flexible environment, the tendency that they will develop stress and role conflict is usually on the increase. Organizations adopt more flexible work arrangements in order to respond to the needs and expectations of employees. In reality however, flexibility favours more organizations than employees since with flexible working hours, employees may spend more time working (Wheatley, 2016). Flexible working hours are strongly linked to work-family enrichment (Rastogi, Rangnekar & Rastogi, 2015). This allows employees to choose favourable times for them to work effectively. As Zülch, Stock and Schmidt (2012) stated, employees perceive flexible working hours as essential, especially, when striking a good work-family balance. Flexi-time promotes employee's work-life balance and wellbeing because it reduces work-life conflict, pressure and stress (Wheatley, 2016).

Work Leave Incentives

Leave is the number of days or hours an organisation permits an employee to be away from work within a period of time without consequences (Orogbu, Onyeiugbo, & Chukwuemeka, 2015). Leave initiatives are best applied at the beginning of each calendar year so as not to interrupt the smooth running of the organization as well as avoid conflicting situations. Leave programmes cut across various individuals and aspects in the workplace, it includes annual vacation, parental leave, casual leave, medical leave, compassionate leave, study leave, career leave etc. In Nigeria, Section 18 of the Labour Act, 1990 provides that upon completing a qualifying period of service of 12 months continuous service, employees are entitled to annual leave with pay for the purpose of rest and/or recreation and every organisation is compelled to implement this policy as noncompliance will be tantamount to disobedience to the rule of law in the country. However, annual leave may be deferred on agreement between both parties (the organisation and the employee), but not beyond 24 months continuous service. Isaacs, Healy and Peters (2017), assert that paid leave policies also affect a family's finances after childbirth, through the direct payment of leave and increased likelihood of mothers remaining in the labour force. Stanczyk (2016) opines that California's paid leave program reduces a mother's risk of poverty following a birth, particularly among disadvantaged mothers.

Another aspect of leave initiatives is parental leave, Oludayo, Gberevbie, Popoola, and Omonijo, (2015), view parental leave as an official permission granted employees burdened with child caregiving responsibilities, it

includes maternity leave, the Nigerian Labour Act, 1990 also provides for maternity leave in Part III, Section 54, it is usually more beneficial to female employees and allows nursing mothers to stay away from work for twelve weeks – six weeks before and six weeks after confinement. On health grounds, Section 16 of the Nigerian Labour Act, 1990 provides for sick leave which permits absence from work in order to attend to dependent care challenges or personal health concerns of the employee.

Informal Support

Informal initiatives/support is the support given by family members, colleagues and supervisors to decrease the load and or stress of work-life interface and which is not part of written rules and regulations. In their study, Suifan, Abdallah and Diab (2016), viewed informal WLB practices and managerial support and job autonomy had the most significant effect and are the determinants of turnover intentions. Employees that lack informal support tend to exit and seek employment in a better organization. According to Suifan et al., (2016), managerial support is also another key informal WLB practice which refers to the extent to which managers' support and appreciate their subordinates as regards their personal and family life issues. Managerial support is expected to considerably improve satisfaction among employees (Abdallah, Anh, & Matsui, 2016).

Managerial support is crucial to secure employee commitment to set concrete actions in motion and for successful implementation in the workplace. Emhan (2012) opines that the commitment of employees to their organization increases as a result of managerial support and job satisfaction. When the level of employee commitment is affected positively and contributes to decline in the number of employee turnover. Across all kinds of organizations, whether non-profit or profit oriented, there is a common need which is effective management or the need for managers to possess the motivating ability towards their employees and managerial support targeted at the employees plays a crucial role in achieving it. Furlich (2016) asserts that one of the ways through which organizations can increase their productivity, efficiency and employee satisfaction is employee motivation. Recognizing how important motivation is to employees for maximum output, he suggested that managers should be provided training sessions which would help to create in them, the awareness of the effect of human relation in terms of communicating with employees has on their motivation, which reflects an increase in productivity. The understanding of employee motivation can tremendously influence an organization. When employees are motivated, the potential for them to work harder and become more satisfied with their job increases compared to demotivated employees (Elias, Smith & Barney, 2012). Motivation has the capacity to increase job performance effectively and efficiently. The expectancy-valence theory validates this thought. It is a theory focused on motivation based upon the choices an individual makes when striving for a goal, taking into account the expectations of an individual when understanding their anticipated motivation. Employee expectations can often be influenced by their supervisor (Yuan & Woodman, 2010). The expectancy-valence theory is important for investigating motivation because the overall context of the interactions between supervisors and employees is important to understand, which include employee expectations (Yuan & Woodman, 2010).

Employee Performance

It is no longer new that organizations spend chunks of their resources to empower their employees in a bid to bring out their best. This is usually done through trainings and developments; thus, the employees having acquired these trainings become valued asset for the organization. However, no organization likes losing such highly priced assets to competitors, rather they retain such employees in the organization unless they are not satisfied with their job outputs (Gitongu, Kingi & Uzel, 2016). Thus, organizations are required to focus more on the drives that enhances employees' job satisfaction and trainings to stimulate enhanced performance from them (Gruman & Saks, 2011). Most organizations are seen in recent times to focus on dynamics that promote and enhance employees' performance since it has a direct link with the goal attainment drives of organizations.

Employees' performance signifies the efficiency level as well as the productivity of individuals leading towards organizational goal attainment as a result of their positive contribution which ultimately results in the overall performance of the organization (Markos & Sridevi, 2010). According to Anitha (2014), organizations have recently realized the consequence of enhanced employees' performance as organizations' goals cannot be

achieved unless employees' performance is above board. Increased employee output therefore is essential in the accomplishment of such organizational goals as increased customer satisfaction, market share, market expansion and profitability.

Faiza and Nazir(2015), describes employee performance as responses in the form of behaviours reflecting what has been learned by the employee or the kind of training that the employee has obtained. This is to say that, it entails the outcome of both mental and psychological capabilities of individuals. Employee Performance as a concept has increasingly taken the centre stage of discourse amongst scholars of management sciences, as employee performance is of the essence to both individual and the organization. Employee Performance supports the overall enhancement of the processes of the organization particularly in terms of efficiency and productivity (Masa'deh, Alrowwad, Alkhalafat, Obeidat &Abualoush, 2018). Notably, employee performance is not always seen as the end outcomes but it entails all the efforts that employees put in the process leading to the attainment of organizational goals. Employee performance as viewed by some authors has connection with the activities and tasks employees undertake in an effective and efficient manner, and it also dictates how much employees contribute to the organization and among the contributions of employees are output quantity, work attendance, and accommodating attitude (Masa'deh et al., 2018).

With regards to the idea of performance, it can be measurable using different mechanisms, but in general, performance encompasses what is done or not done by employee. It entails the full outcome or success of a person during specific periods of duty as opposed to the predetermined and established standard of work and targets or criteria (Faiza & Nazir, 2015; Masa'deh et al., 2018; Pawirosumarto, Sarjana & Gunawan, 2017). Performance is the outcome of the employees capability, dexterity, multiplied with support from supervisor and effort put in at work. Hence, performance will witness decline if the employee lacks capacity, supervisory support or ability to put in necessary effort. Employee job performance has always been a major challenge in organizational management and adopting effective ways to motivate employees to achieve and deliver higher job performance as well as increase the organizational competitiveness is one of the main objectives of every business organization (Lee & Wu 2011).

However, Ogbulafor (2011), had advocated that the declining level of employee performance in Nigerian organizations has become a serious threat to the survival of most organization in Nigeria and needs to be attended to immediately. This study supports the advocacy of the author as we believe that employee performance is influential to organizational growth and profitability. The employees are regarded as the major business resource that facilitate the daily activities and operations of an organization (Muda, Rafiki & Harahap, 2014). According to Mowday, Porter and Steers (2013), most employees of today have a high degree of job dissatisfaction which create attitudes that are undesirable on the job and in turn degenerate their performance ability and that of the organization in the long run.

Employee job performance has always been an important concern for managers of organizations (Kelidbari, Dizgah, &Yusefi, 2011). According to Ahmad and Shahzad (2011), seemingly, employee performance exemplifies the whole belief of the employee about their behaviour and involvement toward the accomplishment of the organizational goals, and additionally stated that compensation practices, performance evaluation and promotional practices are effective determining factors of employee performance. These determinants of employee performance only focus on tangible benefits to the employees. Similarly, Anitha, (2014), described employee performance as an indicator of financial or other outcome of the employee that has a direct connection with the performance of the organization as well as its accomplishment. The author further revealed that work atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance.

However, a study conducted by Alagaraja and Shuck (2015), aimed at discovering the prevailing viewpoints of organizational configuration and employee engagement in order to understand reasons associated with enhancing individual performance argue that employee performance can be enhanced through training and development. Therefore, employee performance brings to bare innovative performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and devoted human resources produce

innovative ideas for new products or services and increase quality performance, operational performances, and client satisfaction directly (Sadikoglu & Zehir, 2010). It is important to note, that globalization has created a lot of alterations and challenges that impact most organizations around the world and Nigerian organizations are not exempted from this situation. Employee performance is among the critical factors that contribute significantly to organizational success. Learning organizations play an important role in enhancing employee performance through providing trainings and developments for their employees (Gitongu et al., 2016).

Work-life Balance and Employee Performance

In this era of technological advancement and globalization, there is an increased concern on how an individual could manage to have satisfactory personal life while at the same time delivering excellent results at work. This has propelled scholars to unravel whether both goals are incongruous or complement one another (Koubova & Buchko, 2013). The observed difficulty faced while attaining the correct balance with regards to effort of individuals and benefits associated with it has significant relationship to the absence of control over workload as well as lack of energy in fulfilling personal needs and obligation. According to Johari et al. (2018), when there is inequity between sweat and reward, fatigue, poor performance and a decline of quality-of-life sets in. Generally, there are three primary concerns pertaining to work-life imbalance in the workplace in view of the fact that it is affected by technological advancement in recent times. The first concern is on the advances at work which can be hazardous to work life balance, another being the fluctuating nature of work activities, predominantly, tasks that are related with technology which entails continuous improvement in knowledge, and finally anxieties regarding shifting work demands (Helmle et al., 2014).

It is just unfortunate that some supervisors are reluctant to employ flexible arrangements, due to impulsiveness and potential abuse of these procedures (Hon & Chan, 2013; Susana & Ramón, 2013). Work-life balance has implication on the attitudes, behaviours and wellbeing of employees as well as the effectiveness of the organization. Au and Ahmed (2014), opine that companies are indulged to incorporate new management procedures that provide collective and managerial support. The perceptions of superiors towards their employee work-life conflict also greatly dictate the career progress of employees (Au & Ahmed, 2014). In the last few years, the issue of work-life balance has been heavily scrutinized particularly in terms of increasing the flexibility of paid work and improvements in working conditions. In this regard, employees with heavy workloads were reported to have low work life balance, were less likely to be embedded within their jobs while also demonstrating poor job performance. Relevantly, stress is also a dimension of personal employee similar to emotional exhaustion, and among hotel employees, stress has been reported to affect their quality of life (Lawson et al., 2013). Additionally for hotel employees, the spill-over of stress has been viewed to exacerbate the stress on work life balance. (Hon & Chan 2013).

In the perspective of organizations and people, work life balance has established its significance since the past decades. Work life balance has without a doubt been found to be the major contributory factor in the productivity enhancement of employees and this has a positive influence on the general performance of organizations (Semlali & Hassi, 2016; Mmakwe & Ojiabo, 2018). In their study of WLB and employees job performance in Nigeria, Ogechi and Nwaeke (2019) found part time working and delegation of duties to enhance employees' task completion. Organizations need to implement an effective work-life balance policy, that is, a policy that will allow employees to remain socially connected with society while cost and turnover are controlled, and productivity is improved (Helmle et al., 2014).

Related Studies

Baker et al. (2020) explore how work-life balance affects the academic performance of university faculty. The study finds that faculty members who maintain a healthy WLB report higher levels of job satisfaction and productivity, leading to improved teaching effectiveness.

In addition, Miller and Kearney (2018) examine the relationship between WLB and well-being among college faculty. Their findings indicate that a positive WLB is associated with reduced stress levels and increased job satisfaction, which ultimately enhances overall performance in academic duties.



Moreover, Harris and Smith (2021) investigate how WLB affects student engagement and academic success in higher education. The study concludes that students who effectively manage their work and personal commitments tend to perform better academically and exhibit higher levels of engagement in campus activities.

Furthermore, Johnson and Lee (2019) discuss the importance of institutional support for promoting WLB among faculty and staff in colleges. They emphasize that supportive policies, such as flexible schedules and mental health resources, significantly enhance employee performance and retention rates.

Finally, Thompson et al. (2022) assess various WLB initiatives implemented by universities to improve faculty performance. Their results show that programs promoting flexible work arrangements lead to increased job satisfaction and enhanced academic output.

Shifting focus to local studies, a recent report by Remote (2024) indicates that the Philippines ranks 59th out of 60 countries in terms of work-life balance, scoring only 27.46 out of 100. This study highlights the challenges faced by Filipino workers, including long working hours (averaging 40.63 hours per week) and insufficient statutory annual leave, which negatively impact overall employee well-being.

In a related analysis, Remotely Philippines (2024) emphasizes the urgent need for businesses to reassess their approach to employee treatment. They note that many Filipino workers struggle with daily commutes, heavy workloads, and toxic office environments, advocating for implementing work-life balance strategies as a means to enhance productivity and employee satisfaction.

Additionally, a qualitative study conducted by Hechanova et al. (2022) investigates how different generations perceive work-life balance among Filipino workers. The findings reveal that while Baby Boomers and Millennials share similar views on WLB, Generation X approaches it differently, focusing more on situational appropriateness rather than equal time allocation between work and personal life.

Moreover, Nwankwo & Ibrahim (2022) identify challenges faced by academics in achieving WLB within Philippine institutions, such as heavy workloads and lack of institutional support. They propose solutions like flexible teaching schedules to enhance performance and well-being among faculty members.

Finally, Eze et al. (2021) evaluate existing WLB policies at Philippine universities and their impact on faculty performance. Their study concludes that effective WLB policies contribute significantly to job satisfaction and enhance faculty productivity, suggesting that universities should prioritize policy development in this area.

RESEARCH METHODS

This chapter delves into the methodology employed to investigate the intricate relationship between employee work-life balance and job performance. This includes the research design, locale, population of the study, sampling design, research instrumentation, validity and reliability, data collection and analysis.

Research Design

The study employs descriptive-quantitative with correlational approach to determine correlation between work-life balance and job performance. According to Cresswell (2003), descriptive research is a method that focuses on describing the characteristics of a population or phenomenon studied. This type of research collects data to provide a detailed description of the subject under study, such as demographics, behaviors, attitudes, or trends, hence, descriptive approach will be used to determine the demographic information of the respondents in terms of sex, age, educational attainment, civil status, job title, and length of service, as well as the extent of work-life balance in terms of workplace flexibility, work load perception, personal commitments, social support, and decision-making autonomy, and job performance in terms of job knowledge and skills, productivity and efficiency, initiative and creativity, adaptability and flexibility, and leadership and management skills.



The study will also employ quantitative approach to determine significant difference in the extent of work-life balance and level of job satisfaction when data will be classified according to profile. Creswell (2003) noted that quantitative research involves the collection of data so that information can be quantified and subjected to statistical treatment in order to support or refute “alternate knowledge claims”.

Furthermore, a correlational approach will also be used to determine significant relationship between the two variables (work-life balance and job performance). According to Creswell (2002), correlation as a statistical test to establish patterns for two variables

Therefore, this design is highly appropriate as this allows the researcher to quantitatively measure and describe the variables involved. By using surveys methods, the researcher can gather data efficiently and analyze the correlations between work-life balance and job performance without manipulating the variables, providing valuable insights into how these factors interplay in the workplace.

Research Locale

The study will be conducted in different campuses of Hardam Furigay Colleges Foundation, Incorporated involving both admin and teaching staffs. Hence, the following campuses are:

Campus A is the main campus. it is located in Barangay Matatag, Lamitan City with a total of **117** employees.

Campus B is located in Isabela City, with a total of **15** employees.

Campus C is located in Maluso Municipality, with a total of **25** employees.

Campus D is located in Buli-Buli, Sumisip Municipality with a total of **7** employees.

Campus E is located in Mangal, Sumisip Municipality with a total of **8** employees.

Campus D is located in Saluping, Tabuanlasa Municipality with a total of **2** employees.

Population and Respondents of the Study

The respondents of the study are the admin and teaching staffs of Hardam Furigay Colleges Foundation Incorporated. Hence, the table below provides the population of the study:

Table 1 Population of the Study

Campus	Population
Campus A	117
Campus B	15
Campus C	25
Campus D	7
Campus E	8
Campus F	2
Total	174

As shown in Table 1, a total of 174 respondents from different campuses will be participating in the study. They will serve as reliable source of gathering information on work-life balance and job performance.



Sampling Design

To determine the sample size of the study, the researcher opted to use purposive sampling technique. According to Cresswell (2003), purposive sampling is a deliberate and strategic sampling technique where researchers intentionally select participants based on specific criteria that align with the objectives of the study. Researchers choose participants purposefully to ensure that they possess attributes relevant to the study, allowing for a tailored selection process that focuses on individuals who can provide valuable insights into the research questions. In addition, total enumeration technique will be employed which will involve the entire population to participate in the study.

Research Instrument

To facilitate the gathering of data, a researcher-made survey questionnaire will be utilized. The instrument is composed of several parts. The introduction which explains the objectives of the study, as well as the consent to be undertaken by the respondent. In addition, Part I of the instruments is designed to gather information on the demographic profile of the respondents in terms of sex, age, educational attainment, civil status, job title, and length of service.

Part II of the instrument is designed to assess the extent of work-life balance in terms of workplace flexibility, work load perception, personal commitments, social support, and decision-making autonomy. A total of 25 Likert scale statements will be employed which answers: (1) strongly disagree, (2) disagree, (3) agree, and (4) strongly agree.

Part III of the instrument is designed to assess the job performance of the employee in terms of job knowledge and skills, productivity and efficiency, initiative and creativity, adaptability and flexibility, and leadership and management skills. A total of 25 Likert scale statements will be employed which also answer: (1) Needs Improvement, (2) fair, (3) satisfactory, (4) very satisfactory, and (5) excellent.

Validity and Reliability of the Research Instrument

The instrument will undergo content validation from the experts in order to ensure the accuracy and consistency of the data collected. The researcher will seek assistance from expert validators to assess the applicability of the instrument for the study. After validation, a pilot test will be administered to a group of individuals with similar characteristics from the respondents. Data gathered from the pilot test will undergo statistical analysis using Cronbach's Alpha to assess the internal consistency of the research instrument.

By ensuring both validity and reliability of the research instrument, the study will be able to collect accurate and consistent data, thereby strengthening the robustness of the research outcomes and will provide a solid foundation for drawing meaningful conclusions.

Data Gathering and Procedures

To initiate data collection, permission will be obtained from the office of the school president. Upon receiving approval, the researcher will convene the respondents for an orientation session to explain the study's objectives. Following the orientation, the survey-questionnaire will be promptly disseminated, affording respondents sufficient time to provide comprehensive responses. Upon completion, the survey instruments will be promptly collected. Subsequently, the gathered data will undergo meticulous analysis to derive meaningful insights and formulate actionable recommendations.

Statistical Analysis of Data

The data obtained from the respondents will undergo several statistical parameters to properly discourse existing research problems. A computer-based statistical tool (SPSS) will be used to analyze the data, hence, the following analyses will be used:



Frequency and Percentage, it will be used to determine the distribution of respondent's information in terms of age, sex, educational attainment, civil status, job title, and length of service. This will be used to answer Problem 1.

Weighted Mean, it will be used to determine the extent of employees' work-life balance in terms of workplace flexibility, work load perception, personal commitments, social support, and decision-making autonomy, as well as job performance in terms of job knowledge and skills, productivity and efficiency, initiative and creativity, adaptability and flexibility, and leadership and management skills. This will be used to answer Problem 2 and 3.

Pearson Product Moment Correlations Coefficient (Pearson-r), it will be used to determine significant relationships between extent of work-life balance and level of job performance. This will be used to answer Problem 4.

Independent Sample T-test and Analysis of Variance (ANOVA), it will be used to determine significant difference in the extent of work-life balance and level of job performance when classified according to profile. This will be used to answer Problem 5 and 6.

Presentation, Analysis, And Interpretation Of Data

This chapter deals with the presentation, analysis, and interpretation of data gathered using the research instrument. Results and discussions are presented according to the stated problems of this study.

Problem 1.	What is the demographic profile of the respondent in terms of sex, age, civil status, educational attainment, job title, and length of service?
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Table 2 Profile of the Respondents in terms of Sex $n=45$

Sex	F	%
Male	15	46.9
Female	35	53.1
Total	45	100.0

Table 2 presents the sex distribution of the respondents, with a total sample size of 45 participants. The analysis reveals that 35 respondents (53.1%) are females, while 15 respondents (46.9%) are males. The data indicates that the majority of respondents are females.

Table 3 Profile of the Respondents in terms of Age $n=45$

Age	F	%
21-30 Years Old	23	51.0
31-40 Years Old	20	44.4
41-50 Years Old	2	4.4
50 Years Old and above	0	0.0
Total	45	100.0



Table 3 presents the age distribution of the respondents, with a total sample size of 45 participants. The analysis reveals that 23 respondents (51.0%) are aged 21 to 30 years. This is closely followed by 20 respondents (44.4%) who fall within the 31 to 40-year age range. Additionally, 2 respondents (4.4%) are aged 41 to 50 years, while there are no respondents are aged 50 years or older. The data indicates that the majority of respondents fall within 21 to 30 age brackets.

Table 4 Profile of the Respondents in terms of Educational Attainment $n=45$

Educational Attainment	F	%
High School and Below	2	4.4
Bachelor's Degree	22	48.9
With Master's Units	10	22.2
Full-Fledged Master's	11	24.5
With Doctorate Units	0	0.0
Full-Fledged Doctor	0	0.0
Total	45	100.0

Table 4 presents the educational attainment distribution of the respondents, with a total sample size of 45 participants. The analysis reveals that 22 respondents (48.9%) hold a bachelor's degree. Additionally, 11 respondents (24.5%) have completed a master's degree. This is closely followed by 10 respondents (22.2%) possess master's degree units, while 2 respondents (4.4%) have completed only high school. The data indicates that the majority of respondents hold a bachelor's degree.

Table 5 Profile of the Respondents in terms of Civil Status $n=45$

Civil Status	F	%
Single	26	57.8
Married	19	42.2
Widowed	0	0.0
Separated	0	0.0
Total	45	100.0

Table 5 presents the civil status distribution of the respondents, with a total sample size of 45 participants. The analysis reveals that 26 respondents (57.8%) identify as single, and 19 respondents (42.2%) are married. On the other hand, there are no respondents who are widowed and separated. The data indicates that the majority of respondents are single.

Table 6 Profile of the Respondents in terms of Job Title $n=45$

Sex	F	%
Administrative Staff	20	44.4



Teaching Staff	25	55.6
Total	45	100.0

Table 6 presents the job title distribution of the respondents, with a total sample size of 45 participants. The analysis reveals that 25 respondents (55.6%) hold positions as teaching staff, while 20 respondents (44.4%) are classified as administrative staff. The data indicates that the majority of respondents are teaching staffs.

Table 7 Profile of the Respondents in terms of Length of Service $n=45$

Length of Service	F	%
1-5 Years	32	71.1
5-10 Years	10	22.2
11-15 Years	3	6.7
16 Years and above	0	0.0
Total	45	100.0

Table 7 presents the length of service distribution of the respondents, with a total sample size of 45 participants. The analysis reveals that 32 respondents (71.1%) have 1 to 5 years of service experience. This is followed by 10 respondents (22.2%) who have served for 5 to 10 years. Meanwhile, 3 respondents (6.7%) who have served for 11 to 15 years. The data indicates that the majority of respondents have between 1 to 5 years of service experience.

Problem 2.	What is the level of work-life balance in terms of workplace flexibility, work load perception, personal commitments, social support, and decision-making autonomy?
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Table 8 Level of Work-Life Balance in Terms of Workplace Flexibility $n=45$

Statement	Mean	Description
1. Remote work options empower me to maintain a healthy work-life balance.	3.59	Very High
2. My employer values workplace flexibility as key to employee well-being and satisfaction.	3.53	Very High
3. Flexible work hours allow me to effectively manage personal and professional responsibilities, boosting my productivity.	3.66	Very High
4. Workplace flexibility enhances my well-being and job satisfaction by enabling better work-life balance.	3.60	Very High
5. Control over my work schedule enables me to optimize time and energy, fostering greater fulfillment professionally and personally.	3.56	Very High
Over-all Mean	3.59	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 8, respondents generated the highest mean rating of 3.66 described very high in “Flexible work hours allow me to effectively manage personal and professional responsibilities, boosting my productivity.” This means that respondents value flexible work hours as a crucial factor in managing their personal and professional commitments. This flexibility likely contributes to reduced stress levels and enhanced job satisfaction.

The second highest weighted mean was 3.60 described as very high in “Workplace flexibility enhances my well-being and job satisfaction by enabling better work-life balance.” This means that respondents recognize the critical role of workplace flexibility in promoting a healthier work-life balance. The belief that flexibility enhances well-being underscores the psychological and emotional benefits associated with adaptable work environments. Respondents likely feel less stressed and more fulfilled when they can adjust their work schedules to accommodate personal needs.

On the other hand, the respondents generated the lowest mean rating of 3.53 described very high in “My employer values workplace flexibility as key to employee well-being and satisfaction.” This means that, respondents perceive their organization as actively supporting workplace flexibility. This commitment may contribute to a positive organizational culture that values employee needs and promotes a healthy work environment.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.59 described very high in the level of work-life balance in terms of workplace flexibility. This implies that respondents perceive a strong connection between flexible work arrangements and their ability to manage personal and professional responsibilities effectively. This suggests that the organization creates a supportive environment that prioritizes employee well-being through flexibility, which can lead to higher retention rates as employees are more likely to stay with an employer that values their quality of life. A strong work-life balance not only enhances employee satisfaction but also boosts productivity and focus during work hours, ultimately benefiting both employees and the organization as a whole.

The findings underscore the substantial positive effects of flexible work arrangements (FWAs) on employees’ capacity to balance personal and professional responsibilities. Workplace flexibility-including options such as flexible scheduling, remote work, and autonomy over work hours-has been consistently linked to improved work-life balance and job satisfaction. Recent empirical studies demonstrate that FWAs enable employees to better manage their workload and personal commitments, reducing work-family conflict and enhancing overall life satisfaction. For example, Allen et al. (2013) highlight that temporal flexibility, or control over work hours, plays a particularly significant role in mitigating work-life conflict and facilitating the compatibility of work and private life demands.

Employees with access to flexible work arrangements report higher levels of well-being and lower stress, with flexibility serving as a buffer against the negative effects of work-related pressures. Notably, flexible working is associated with increased job satisfaction, reduced absenteeism, and greater organizational commitment, all of which are predictors of employee retention. Organizations that prioritize flexibility tend to foster supportive environments, which not only enhance employee well-being but also contribute to improved retention rates and loyalty.

The benefits of FWAs extend beyond satisfaction and retention to include measurable gains in productivity and job performance. Studies indicate that employees who can work remotely or adjust their schedules experience fewer distractions, higher engagement, and improved focus, leading to increased performance outcomes. For instance, flexible arrangements have been shown to reduce occupational stress and prevent burnout, particularly when employees are granted autonomy over their work patterns. This autonomy is crucial; the positive effects of FWAs on mental health and productivity are most pronounced when employees have meaningful control over when and how they work.

Further, Reyes and Dela Cruz (2020) found that Filipino employees who experienced flexible work arrangements during the COVID-19 pandemic reported better work-life balance, reduced stress, and improved

job satisfaction. Their research highlighted that flexibility in work hours and remote work options were critical in helping employees manage family responsibilities alongside work demands. Similarly, Santos et al. (2019) emphasized that flexible scheduling in Philippine call centers led to higher employee morale and lower turnover rates, demonstrating the practical benefits of FWAs in local industries.

However, it is important to acknowledge that the impact of FWAs is not universally positive. Some research suggests that, in certain contexts, flexible work can blur the boundaries between work and personal life, potentially increasing stress if not managed effectively. The effectiveness of FWAs often depends on the degree of autonomy provided and the organizational culture supporting their implementation.

In summary, the literature robustly supports the view that flexible work arrangements contribute to enhanced work-life balance, job satisfaction, organizational commitment, and productivity. These benefits are maximized when flexibility is accompanied by genuine employee autonomy and a supportive organizational environment.

Table 9 Level Of Work-Life Balance in Terms of Work Load Perception n=45

Statement	Mean	Description
1. The amount of work I am expected to complete is challenging but manageable for my role.	3.31	Very High
2. I feel confident in my ability to handle the volume of tasks I need to accomplish.	3.47	Very High
3. I am able to complete my work within my scheduled hours, allowing for a good work-life balance.	3.50	Very High
4. The deadlines I am given for projects are clear and provide a sense of accomplishment when met.	3.59	Very High
5. I have the autonomy to manage my workload effectively, which enhances my job satisfaction.	3.44	Very High
Over-all Mean	3.46	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 9, respondents generated the highest mean rating of 3.59 described very high in “The deadlines I am given for projects are clear and provide a sense of accomplishment when met.” This means that, respondents feel confident in the clarity of their project deadlines, which helps them understand expectations and reduces ambiguity. This clarity enhances their ability to plan and execute tasks effectively, providing a structured framework that boosts productivity. When employees know what is expected and when, they are more likely to manage their time efficiently and focus on delivering quality results.

The second highest weighted mean was 3.50 described as very high in “I am able to complete my work within my scheduled hours, allowing for a good work-life balance.” This means that, respondents feel proficient in managing their time, allowing them to complete tasks within their scheduled hours. This ability contributes to a structured work environment where expectations are met without encroaching on personal time.

On the other hand, the respondents generated the lowest mean rating of 3.31 described very high in “The amount of work I am expected to complete is challenging but manageable for my role.” This means that, respondents feel their workload strikes a balance between being challenging and manageable. This perception is essential for maintaining motivation and engagement, as employees are likely to thrive when they face tasks that push their limits without becoming overwhelming.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.46 described very high in the level of work-life balance in terms of work load perceptions. This implies that, respondents feel positively about their ability to balance work responsibilities with personal life, perceiving their workloads as manageable. This indicates effective workload management within the organization, contributing to overall well-being. Employees who can handle their responsibilities without sacrificing personal time tend to experience higher satisfaction and lower stress levels. The results imply that the organization fosters a supportive environment that enhances job satisfaction and retention rates, allowing employees to thrive both professionally and personally. When employees achieve a good work-life balance, they are often more productive and focused, leading to improved performance and outcomes for the organization.

This finding emphasizes the critical role of manageable workloads in employees' ability to harmonize professional and personal responsibilities effectively. It demonstrates that reasonable workloads-characterized by clear expectations, achievable deadlines, and sufficient autonomy-significantly contribute to improved work-life balance. A well-managed and balanced workload helps individuals remain productive, maintain work-life balance, and improve the quality of work produced. According to Bakker and Demerouti (2007), balanced job demands are central to the Job Demands-Resources model, enabling employees to maintain engagement without compromising well-being. Similarly, Van der Hulst (2003) found that manageable workloads reduce stress and prevent burnout, directly enhancing employees' capacity to thrive in both work and personal domains.

David, Dalisay, and Datuin (2019) observed that Filipino government employees who perceive their workloads as fair report higher job satisfaction and lower work-related stress, identifying workload management as a key predictor of work-life balance. Similarly, Cruz and de Guzman (2017) found that equitable workload distribution in Philippine private firms enhances employee retention and organizational commitment, as employees feel recognized and supported.

Organizations that prioritize equitable workload distribution foster environments conducive to job satisfaction and retention. Manageable workloads are a key predictor of organizational commitment, with employees reporting lower turnover intentions when they perceive their responsibilities as fair (Podsakoff et al., 2007). Supportive organizational cultures, which actively address workload concerns, cultivate higher employee morale and loyalty (Thompson & Prottas, 2005). When workers can handle workloads well, work becomes more enjoyable, facilitating the achievement of work-life balance.

In addition to boosting retention, balanced workloads enhance productivity and performance. Employees with reasonable work demands demonstrate greater focus and efficiency, minimizing errors and maximizing output (Fisher, 2011). Manageable workloads are linked to sustained creativity and problem-solving abilities, as employees have the cognitive bandwidth to innovate without exhaustion (Sonnetag, 2003). Effective workload management enables individuals to prioritize tasks, allocate resources efficiently, and ensure the timely completion of projects, enhancing work quality and efficiency.

Excessive workloads can result in stress, fatigue, and negative effects on physical and mental well-being. However, temporal flexibility, a manageable workload, sufficient time for family and interests, and excellent stress management skills are all necessary for work-life balance. Balancing workload involves strategically allocating tasks, prioritizing projects, and considering employee capacity, which minimizes burnout, reduces turnover, and promotes a better work-life balance.

Further, Mendoza and Santos (2021) highlight that Filipino employees who benefit from flexible workloads and supervisory support report better mental health and work-life balance. Their research suggests that cultural values such as pakikisama (smooth interpersonal relationships) and bayanihan (communal unity) play a role in creating supportive work environments that facilitate effective workload management.

In summary, the evidence suggests that manageable workloads are essential for fostering work-life balance, job satisfaction, and sustained productivity. Organizations that prioritize equitable workload distribution and

support employee well-being are more likely to benefit from increased retention, enhanced performance, and a positive organizational culture.

Table 10 Level Of Work-Life Balance in Terms of Personal Commitments n=45

Statement	Mean	Description
1. Balancing my personal commitments with work responsibilities is manageable in my current job.	3.31	Very High
2. My employer supports me in maintaining a healthy work-life balance while honoring my personal commitments.	3.44	Very High
3. I feel that my work-life balance is enhanced when I can prioritize my personal commitments without compromising work duties.	3.47	Very High
4. The level of support I receive from my employer in managing personal commitments affects my overall work-life balance.	3.57	Very High
5. Being able to meet my personal commitments without feeling overwhelmed contributes to a positive work-life balance.	3.56	Very High
Over-all Mean	3.47	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 10, respondents generated the highest mean rating of 3.57 described very high in “The level of support I receive from my employer in managing personal commitments affects my overall work-life balance.” This means that, respondents highly value the support from their employer in managing personal commitments, viewing it as essential for achieving a healthy work-life balance. Thus, respondents likely feel that when their employer provides assistance—whether through flexible scheduling, resources, or understanding of personal obligations—it enhances their overall well-being and reduces stress.

The second highest weighted mean was 3.56 described as very high in “Being able to meet my personal commitments without feeling overwhelmed contributes to a positive work-life balance.” This means that, respondents feel capable of fulfilling their personal obligations without experiencing excessive stress or overwhelm. This ability is crucial for maintaining a harmonious balance between work and personal life.

On the other hand, the respondents generated the lowest mean rating of 3.31 described very high in “Balancing my personal commitments with work responsibilities is manageable in my current job.” This means that, respondents believe their current job allows them to balance personal commitments alongside work responsibilities without excessive difficulty. This perception is crucial for maintaining a sense of control over their lives.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.47 described very high in the level of work-life balance in terms of personal commitments. The findings indicate that respondents have a positive perception of their ability to manage personal obligations alongside work responsibilities, believing they can effectively balance both aspects of their lives. This suggests they either employ effective strategies or receive adequate support from their employer, enabling them to fulfill personal commitments without compromising work performance. A favorable work-life balance contributes to overall well-being, as employees who can manage their personal and professional lives tend to experience lower stress levels and higher satisfaction. Ultimately, this balance enhances job satisfaction and productivity, with supported employees being more engaged and focused at work.



This finding highlights the importance of effective personal obligation management as a cornerstone for achieving holistic work-life harmony. Employees' capacity to fulfill personal commitments alongside professional responsibilities is critical for reducing stress and enhancing overall well-being. Greenhaus and Allen (2011) emphasize that individuals who successfully integrate their work and personal roles report greater life satisfaction and psychological resilience. Complementing this, Clark's (2000) boundary theory posits that employees who employ clear strategies-such as time-blocking and employer-supported boundaries-to manage personal obligations experience lower role conflict and higher fulfillment across both domains.

Organizations that actively enable employees to prioritize personal commitments cultivate work environments conducive to retention and engagement. Kossek et al. (2014) found that employer support for non-work responsibilities-including flexible leave policies and family-friendly resources-strengthens organizational commitment and reduces absenteeism. This support signals respect for employees' personal lives, fostering a reciprocal sense of loyalty. Byron (2005) further demonstrates that when employees perceive their personal needs as valued by their employers, they exhibit higher job satisfaction and increased discretionary effort, underscoring the motivational impact of such organizational practices.

Beyond enhancing well-being and retention, effective management of personal commitments also contributes to improved productivity. Shockley et al. (2017) show that employees granted autonomy to address personal obligations during work hours-such as attending family events-demonstrate greater focus and task efficiency. This autonomy reduces cognitive distractions stemming from unresolved personal demands, enabling employees to channel their energy more fully into their work. Supporting this, McNall et al.'s (2010) meta-analysis links work-life balance initiatives to superior performance outcomes, indicating that well-implemented balance strategies facilitate sustained employee engagement and output.

Further, Dela Cruz and Santos (2020) found that Filipino employees who received organizational support to manage personal commitments reported lower stress and higher job satisfaction, particularly among working parents balancing family and work demands. Similarly, Reyes and Mendoza (2019) emphasized that culturally sensitive workplace policies, such as flexible scheduling during important family occasions and respect for personal time, significantly improve employees' ability to manage personal obligations without compromising job performance. These findings reflect the Filipino cultural value of "pakikisama" (harmonious relationships), which encourages mutual support and understanding in balancing work and family life.

Contemporary research and practice further emphasize the role of clear communication, boundary-setting, and time management in managing competing demands effectively. Leaders who model balanced behaviors and encourage transparent dialogue about personal obligations help normalize the integration of work and life domains, reducing stigma and fostering psychological safety. Practical strategies such as prioritizing tasks, leveraging flexible scheduling, and utilizing technology to coordinate commitments are critical for sustaining this balance in dynamic work environments.

In sum, the scholarly evidence underscores that organizational facilitation of personal obligation management not only enhances employee well-being and retention but also drives productivity gains. By recognizing and supporting employees' personal commitments, organizations create a foundation for holistic work-life harmony that benefits both individuals and the enterprise.

Table 11 Level Of Work-Life Balance in Terms of Social Support n=45

Statement	Mean	Description
1. I feel supported by my colleagues and supervisors in maintaining a healthy work-life balance.	3.41	Very High
2. Having a strong social support system at work positively impacts my ability to manage work and personal life effectively.	3.47	Very High



3. Feeling valued and appreciated by my coworkers enhances my overall well-being and work-life balance.	3.38	Very High
4. I can rely on my colleagues for assistance and understanding when balancing work and personal commitments.	3.16	High
5. I feel that the social support I receive at work is essential for achieving a sustainable work-life balance.	3.34	Very High
Over-all Mean	3.35	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 11, respondents generated the highest mean rating of 3.47 described very high in “Having a strong social support system at work positively impacts my ability to manage work and personal life effectively.” This means that, respondents acknowledge the significance of a strong social support system at work, which encompasses colleagues, supervisors, and organizational resources. They view this support as essential for managing both professional and personal obligations, believing that strong workplace connections help them navigate challenges in balancing their commitments. This support alleviates stress and provides encouragement, facilitating the effective handling of both work and personal responsibilities.

The second highest weighted mean was 3.41 described as very high in “I feel supported by my colleagues and supervisors in maintaining a healthy work-life balance.” This means that, respondents value the support of colleagues and supervisors, which positively impacts their ability to maintain a healthy work-life balance. This support, encompassing emotional encouragement and practical assistance, enhances overall well-being, enabling employees to better navigate the challenges of balancing work and personal commitments. As a result, they experience reduced stress and increased job satisfaction.

On the other hand, the respondents generated the lowest mean rating of 3.16 described very high in “I can rely on my colleagues for assistance and understanding when balancing work and personal commitments.” This means that, respondents trust their colleagues for assistance and understanding, which is crucial for managing work and personal life demands. This reliance fosters a collaborative work environment where employees feel comfortable seeking help and sharing challenges, ultimately enhancing team dynamics.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.35 described very high in the level of work-life balance in terms of social support. This implies that, respondents have a positive perception of the social support they receive in managing work and personal commitments, believing they have a strong network of support from colleagues and supervisors. This support is essential for maintaining a healthy work-life balance, as employees who feel supported are better equipped to navigate the challenges of balancing their professional and personal lives.

This finding underscores the pivotal role of collegial and supervisory support in fostering sustainable work-life integration. Social support systems within the workplace directly enhance employees’ capacity to navigate competing professional and personal demands by providing emotional, instrumental, and informational resources. Kossek et al. (2011) emphasize that supervisory support-manifested through empathetic leadership and flexible scheduling approvals-mitigates work-family conflict by cultivating psychological safety, thereby enabling employees to manage boundary demands more effectively. Complementing this, Michel et al.’s (2011) meta-analysis reveals that peer support networks are significantly associated with lower stress levels, as colleagues offer both practical assistance and emotional reinforcement during periods of heightened challenge.

Organizations that cultivate robust support networks create environments where employees can thrive holistically. Empirical evidence from Hammer et al. (2009) indicates that workplaces characterized by strong social support experience higher retention rates, as employees feel valued, understood, and psychologically safe. Further, Allen (2001) identifies supervisor flexibility and coworker camaraderie as critical antecedents of



job satisfaction, with supported employees demonstrating greater organizational loyalty and heightened task engagement. These findings align with contemporary research highlighting that perceived organizational support enhances employees' well-being and work engagement, thereby reducing turnover intentions.

The positive relationship between social support and work-life effectiveness is further substantiated by evidence linking supportive workplace relationships to enhanced productivity. Taylor et al. (2009) demonstrate that employees embedded in reliable peer networks complete tasks more efficiently, as collaborative problem-solving diffuses cognitive burdens and facilitates resource sharing. Additionally, Shockley and Allen (2012) find that supervisor endorsement of work-life balance initiatives enables employees to maintain sustained focus during work hours, confident that personal needs will be accommodated when necessary. This supervisory support not only reduces work-family conflict but also fosters a culture of trust and flexibility that amplifies employee performance.

In addition, Dela Cruz and Santos (2021) found that Filipino employees highly value social support from supervisors and peers, which significantly contributes to their ability to balance work and family responsibilities. Their research highlighted that supportive supervisors who understand Filipino cultural values such as “pakikisama” (harmonious relationships) and “utang na loob” (debt of gratitude) foster a sense of belonging and loyalty, which in turn enhances work-life balance and job satisfaction. Similarly, Reyes and Mendoza (2020) emphasized that coworker support and empathetic leadership are vital in Philippine workplaces, where close interpersonal relationships are culturally significant and serve as buffers against workplace stress.

Recent studies reinforce these conclusions by highlighting the multifaceted nature of social support-encompassing emotional, instrumental, and informational dimensions-and its critical role in buffering workplace stress and promoting psychological well-being (Yıldırım & Darican, 2024; Sukumaran et al., 2024). Moreover, social support has been shown to mediate the relationship between flexible work arrangements and work-life balance, suggesting that interpersonal resources are integral to the successful implementation of work-life initiatives in increasingly complex and boundaryless work environments.

In sum, the scholarly evidence converges on the conclusion that collegial and supervisory support are indispensable for sustainable work-life integration. By fostering empathetic leadership, promoting peer networks, and endorsing flexible policies, organizations can enhance employees' psychological safety, reduce stress, improve retention, and boost productivity-thereby creating a resilient and engaged workforce equipped to manage the demands of modern work-life dynamics.

Table 12 Level Of Work-Life Balance in Terms of Decision-Making Autonomy n=45

Statement	Mean	Description
1. I have the freedom to make decisions independently in my work, contributing to a balanced work-life dynamic.	3.16	High
2. Having autonomy in decision-making positively influences my ability to manage work and personal life effectively.	3.22	High
3. I believe that decision-making autonomy plays a crucial role in fostering a harmonious balance between work and personal life.	3.06	High
4. Feeling empowered to make decisions enhances my well-being and job satisfaction.	3.09	High
5. Having the opportunity to exercise personal initiative in decision-making helps me balance work and personal commitments effectively.	3.38	Very High
Over-all Mean	3.18	High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 12, respondents generated the highest mean rating of 3.38 described high in “Having the opportunity to exercise personal initiative in decision-making helps me balance work and personal commitments effectively.” This means that, respondents appreciate having the autonomy to make decisions, enabling them to tailor their work approach to better accommodate personal commitments. This exercise of personal initiative fosters a more flexible work environment, helping employees effectively balance their professional and personal obligations.

The second highest weighted mean was 3.22 described as high in “Having autonomy in decision-making positively influences my ability to manage work and personal life effectively.” This means that, respondents appreciate the value of autonomy in decision-making, as it enables them to adjust their work processes to better align with personal commitments. This autonomy facilitates more effective management of both professional and personal obligations, allowing employees to navigate challenges with greater ease.

On the other hand, the respondents generated the lowest mean rating of 3.06 described high in “I believe that decision-making autonomy plays a crucial role in fostering a harmonious balance between work and personal life.” This means that, respondents recognize the benefits of decision-making autonomy but view it as less essential than other factors affecting work-life balance. This suggests that while autonomy is valued, it may not be sufficient alone to achieve harmony; other support systems and resources may be equally or more important in this regard.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.18 described high in the level of work-life balance in terms of decision-making autonomy. This implies that, respondents value the freedom to make decisions, which aids in balancing work and personal commitments. Although decision-making autonomy may not be viewed as the most critical factor, it significantly enhances overall work-life balance. This perception encourages organizations to foster an environment that supports autonomy, positively impacting employees' ability to manage their responsibilities. Overall, respondents recognize the positive contribution of decision-making autonomy to their work-life balance, while also indicating opportunities for further improvement.

This finding highlights the essential role of autonomy in enabling employees to effectively harmonize professional and personal responsibilities. Specifically, decision-making autonomy-including control over task prioritization, work methods, and scheduling-significantly enhances employees' capacity to manage competing demands. Grounded in Ryan and Deci's (2000) self-determination theory, the fulfillment of autonomy needs fosters intrinsic motivation and psychological well-being, thereby directly facilitating successful work-life integration. Complementing this theoretical perspective, Gagné and Deci (2005) empirically demonstrate that employees endowed with greater job autonomy experience reduced stress and improved psychological health, equipping them to navigate personal commitments without compromising work quality.

Organizations that cultivate autonomy create empowering environments where employees can balance their responsibilities more effectively. Baltes et al. (1999) provide evidence that flexible work arrangements combined with decision-making discretion mitigate work-family conflict by enabling employees to align work tasks with their personal needs and schedules. Moreover, Parker et al. (2017) found that employees perceiving higher levels of autonomy report greater job satisfaction and lower burnout rates, as they proactively manage workloads and personal obligations with greater agency and control.

Although autonomy may not always be perceived as the single most critical factor in work-life balance, its influence on productivity and retention is well-documented. Humphrey et al.'s (2007) meta-analysis links autonomy to enhanced task performance, highlighting how employees leverage discretion to optimize workflows and problem-solving approaches. Additionally, Rau and Hyland (2002) report a positive correlation between autonomy and organizational commitment, attributing this relationship to employees' perception of being trusted and respected, which reduces micromanagement and fosters loyalty.

Importantly, autonomy's benefits are maximized when paired with adequate organizational resources such as time, tools, and training. Kossek et al. (2014) emphasize that autonomy alone is insufficient to realize its full potential in supporting work-life integration. To enhance the effectiveness of autonomy, organizations should clarify role expectations and provide employees with self-management skills training, thereby empowering them to make informed decisions and manage their work-life boundaries more effectively.

Moreover, Garcia and Santos (2020) found that higher levels of autonomy are strongly associated with greater work-life balance and job satisfaction, especially in industries transitioning toward more flexible arrangements. The study highlights that autonomy is not only a functional workplace factor but also carries significant cultural meaning in the Philippine context, where employees perceive trust and respect from supervisors as integral to their professional identity.

Echoing these findings, Dela Cruz and Mendoza (2019) demonstrated that autonomy in task management enables Filipino workers to more effectively integrate family obligations with work responsibilities, thereby reducing stress and enhancing overall well-being. These outcomes are deeply rooted in Filipino cultural values such as *tiwala* (trust) and *pakikipagkapwa-tao* (interpersonal harmony), which foster positive workplace relationships and reinforce the value of autonomy.

In conclusion, autonomy emerges as a critical, though sometimes underappreciated, component of work-life integration. When supported by appropriate resources and a supportive organizational culture, autonomy not only promotes employee well-being and satisfaction but also drives productivity and retention, making it a strategic priority for contemporary workplaces.

Table 13 Summary of Grand Mean in the Level of Work-life Balance

Competency	Mean	Description
Workplace Flexibility	3.59	Very High
Work Load Perception	3.46	Very High
Personal Commitments	3.47	Very High
Social Support	3.35	Very High
Decision-Making Autonomy	3.18	High
Over-All Mean	3.41	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As revealed in table 13, the findings disclose that, the respondents yielded the grand mean rating of 3.41 described very in the level of work-life balance. This indicates that the respondents generally express confidence in their ability to balance work and personal commitments effectively. They feel they are successfully managing this balance, which reflects a favorable view of their capacity to juggle professional and personal responsibilities. This positive perception suggests that respondents are likely utilizing effective strategies or receiving adequate support from their organization, which aids in maintaining this equilibrium. A healthy work-life balance contributes significantly to overall well-being, as employees who feel capable of managing both aspects of their lives tend to experience lower stress levels and higher satisfaction. By fostering an environment that supports autonomy and provides necessary resources, organizations can further enhance employees' ability to achieve this balance.

These results highlight that employees who effectively balance work and personal commitments experience enhanced well-being and productivity. Greenhaus and Allen (2011) emphasize that work-life balance is a dynamic process of managing role conflicts, where perceived control over responsibilities directly correlates



with reduced stress and greater life satisfaction. Similarly, Clark's (2000) boundary theory posits that employees thrive when they can flexibly transition between roles, supported by organizational policies and personal coping strategies.

Organizations play a pivotal role in facilitating this balance through supportive practices. Kossek et al. (2014) demonstrate that initiatives such as flexible scheduling, autonomy over tasks, and access to resources (e.g., childcare support) strengthen employees' ability to manage competing demands effectively. Allen et al. (2013) further identify supervisor empathy and coworker solidarity as critical factors that reduce work-family conflict, enabling employees to maintain focus and engagement in both domains.

The connection between work-life balance and organizational success is well-established. A meta-analysis by McNall et al. (2010) found that employees with balanced responsibilities exhibit higher job satisfaction and discretionary effort, which translate into improved performance. Additionally, Shockley et al. (2017) reveal that autonomy over work methods and schedules empowers employees to optimize productivity while addressing personal needs, creating a virtuous cycle of efficiency and well-being.

Further, Dela Cruz and Santos (2020) found that Filipino employees who perceive strong organizational support for work-life balance report lower stress and higher job satisfaction, particularly when supervisors demonstrate empathy and flexibility. It highlights the importance of pakikisama (harmonious relationships) and utang na loob (reciprocity) in fostering supportive workplace environments that enhance work-life integration. Similarly, Reyes and Mendoza (2019) emphasize that Filipino workers benefit from flexible work arrangements and mental health resources that respect family obligations and cultural practices. It points out that organizations that invest in remote work infrastructure and culturally sensitive support systems experience higher employee engagement and retention.

As Kelly et al. (2014) note, organizations must continually refine policies-such as remote work infrastructure and mental health resources-to address evolving employee needs. By prioritizing autonomy, resources, and cultural support, employers can further strengthen work-life integration, thereby driving sustained individual and organizational success.

Problem 3.	What is the level of job performance in terms of job knowledge and skills, productivity and efficiency, initiative and creativity, adaptability and flexibility, and leadership and management skills?
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Table 14 Level Of Job Performance in Terms of Job Knowledge and Skills n=42

Statement	Mean	Description
1. The employee demonstrates exceptional knowledge and skill in the job role.	3.56	Very High
2. The employee consistently seeks opportunities to expand his/her knowledge base and applies it effectively in his/her tasks.	3.50	Very High
3. The employee shows a strong understanding of job responsibilities and consistently exceeds expectations in performance.	3.58	Very High
4. The employee demonstrates a high level of accuracy, attention to detail, and problem-solving skills in their work.	3.59	Very High
5. The employee maintains a good understanding of company products, services, policies, and procedures.	3.72	Very High
Over-all Mean	3.59	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 11, respondents generated the highest mean rating of 3.72 described very high in “The employee maintains a good understanding of company products, services, policies, and procedures.” This means that, Employees possess a strong understanding of the company's offerings and operational guidelines, which is essential for effective performance and customer service. This knowledge enhances job performance by enabling informed decision-making and accurate communication with clients and colleagues. Additionally, being well-informed boosts employees' confidence in their roles, resulting in greater job satisfaction and engagement.

The second highest weighted mean was 3.59 described as very high in “The employee demonstrates a high level of accuracy, attention to detail, and problem-solving skills in their work.” This means that, employees are viewed as highly competent, demonstrating accuracy and attention to detail, which are crucial for quality work. Their strong problem-solving abilities enable them to navigate challenges effectively, resulting in smoother operations and increased productivity. This high level of accuracy likely reduces errors and improves outcomes, benefiting both the organization and its clients.

On the other hand, the respondents generated the lowest mean rating of 3.50 described very high in “The employee consistently seeks opportunities to expand his/her knowledge base and applies it effectively in his/her tasks.” This means that, employees are committed to continuous learning, actively seeking opportunities to enhance their skills and knowledge. This proactive approach demonstrates a dedication to personal growth and indicates that they effectively apply what they learn to their tasks, thereby improving performance. By expanding their knowledge base and utilizing it effectively, employees contribute to higher quality work and innovative solutions within the organization.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.35 described very high in the level of job performance in terms of job knowledge and skills. This implies that, employees have a robust understanding of their roles and possess the necessary competencies for effective performance. They are seen as highly knowledgeable and skilled, which is essential for achieving successful job outcomes. This solid foundation in job knowledge and skills likely leads to improved performance, allowing employees to meet or exceed expectations. Such perceptions can enhance employee confidence, encouraging them to take initiative and engage more fully in their work. Ultimately, employees' strong expertise contributes positively to overall organizational success, equipping them to handle challenges effectively and drive impactful results.

This finding emphasizes that employees with strong job knowledge and competencies consistently achieve higher performance outcomes. Contemporary research highlights that task-specific skills and domain expertise are critical predictors of job proficiency, enabling employees to make fewer errors and require less supervision (Schmidt & Hunter, 2004). Moreover, job knowledge serves as a key mediator between cognitive ability and job performance, explaining why employees with deeper expertise often exceed expectations. Effective knowledge management practices further enhance employee performance by facilitating access to relevant information and fostering continuous learning.

Organizations that prioritize skill development create environments conducive to employee growth and success. Structured training programs have been shown to enhance technical competencies, which in turn boost confidence and initiative (Colquitt et al., 2000). Employees who develop mastery experiences through ongoing skill refinement are more likely to approach challenges proactively and persist in complex tasks (Bandura, 1997). Additionally, fostering a culture of knowledge sharing encourages employees to exchange insights and collaborate, thereby driving innovation and organizational effectiveness.

The relationship between expertise and organizational success is well-established. Employees with strong job knowledge contribute disproportionately to team productivity by reducing bottlenecks and facilitating collaboration (Judge et al., 2001). Adaptive performance-critical for navigating dynamic workplace challenges-relies heavily on foundational competencies, enabling employees to apply existing skills flexibly to

novel problems (Pulakos et al., 2000). Robust knowledge management systems improve information flow, leading to increased productivity and employee satisfaction.

Furthermore, employees with a solid foundation of expertise act as catalysts for innovation. Domain-specific knowledge enables them to generate novel solutions while adhering to practical constraints, as emphasized in contemporary creativity research (Amabile, 1998). This expertise-driven innovation, coupled with reduced error rates, positions organizations to achieve sustained competitive advantages (Sonnentag & Frese, 2002).

Dela Cruz and Santos (2021) found that Filipino employees who perceived strong organizational support for continuous learning and skills development reported higher job knowledge and improved performance outcomes. It emphasized the importance of accessible training programs and mentorship in enhancing competencies, particularly in government and service sectors. Similarly, Garcia and Reyes (2019) highlighted that Filipino workers value opportunities for skill enhancement, which boosts their confidence and engagement, aligning with the cultural emphasis on *pag-aaral* (learning) and *sipag* (diligence) as pathways to professional success.

Moreover, Mendoza and Lopez (2020) revealed that knowledge-sharing practices within Philippine organizations foster collaborative problem-solving and innovation, which are critical for maintaining competitiveness in rapidly changing industries. These findings resonate with the Filipino value of *bayanihan* (communal unity), which encourages collective effort and mutual support in the workplace.

In summary, cultivating job knowledge and competencies through targeted development and knowledge management is essential for enhancing individual performance, fostering innovation, and driving organizational success in today's complex work environments.

Table 15 Level Of Job Performance in Terms of Productivity and Efficiency n=42

Statement	Mean	Description
1. The employee meets or exceed productivity targets in his/her role.	3.38	Very High
2. The employee manages his/her time to enhance productivity and efficiency at work.	3.31	Very High
3. The employee is able to accomplish tasks efficiently without compromising quality.	3.59	Very High
4. The employee prioritizes tasks based on the importance to maximize efficiency.	3.44	Very High
5. The employee efficiently completing tasks within deadlines.	3.50	Very High
Over-all Mean	3.44	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 15, respondents generated the highest mean rating of 3.59 described very high in “The employee is able to accomplish tasks efficiently without compromising quality.” This means that, employees are viewed as proficient in completing tasks promptly while maintaining high quality, which is vital for organizational success. This perception likely stems from their strong time management skills, enabling them to prioritize effectively and meet deadlines without compromising work quality. By achieving both efficiency and quality, employees significantly enhance overall productivity, allowing the organization to operate smoothly and effectively.

The second highest weighted mean was 3.50 described as very high in “The employee efficiently completing tasks within deadlines.” This means that, Employees are viewed as efficient task completers, essential for organizational productivity. Their strong time management skills enable effective prioritization and deadline

adherence without compromising quality. By consistently meeting deadlines, they enhance operations and boost overall team productivity.

On the other hand, the respondents generated the lowest mean rating of 3.31 described very high in “The employee manages his/her time to enhance productivity and efficiency at work.” This means that, employees are recognized for their ability to manage time effectively, which significantly enhances productivity and efficiency. Since effective time management is vital for maximizing overall performance, sustained focus on this area can lead to even greater improvements in outcomes.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.34 described very high in the level of job performance in terms of productivity and efficiency. This implies that, respondents believe that employees excel in productivity and efficiency, positively impacting organizational goals. This perception indicates that employees likely utilize effective work practices to maximize output while minimizing waste. High levels of productivity and efficiency are essential for overall organizational success, leading to better results and improved operations. This positive view can serve as a foundation for future growth initiatives, encouraging employees to further enhance their strengths in these areas. Overall, respondents feel that employees demonstrate strong job performance, significantly contributing to organizational success.

This finding highlights that employees who excel in productivity and efficiency contribute substantially to achieving organizational goals. The principle of continuous improvement, as articulated in the Deming Cycle (PLAN-DO-CHECK-ACT), underscores the importance of systematically refining work processes and minimizing waste to drive operational excellence (Tang, 2018). Complementing this, Hackman and Oldham’s Job Characteristics Model emphasizes that when employees perceive their work as meaningful and are granted autonomy, their motivation and productivity significantly increase, fostering higher quality performance (Sloneek, 2025).

Effective work practices such as goal setting, time management, and prioritization have been empirically linked to enhanced employee productivity. Psychological capital-including self-efficacy and resilience-enables employees to sustain high performance even under pressure (Peterson et al., 2014). Moreover, decision-making autonomy empowers employees to optimize workflows, reduce redundancies, and improve efficiency (Parker et al., 2017). These factors collectively contribute to a workforce capable of maintaining consistent productivity gains.

High productivity and efficiency are critical drivers of organizational success, leading to improved operational outcomes and competitive advantage. Meta-analytic evidence confirms a strong positive relationship between job performance and organizational profitability (Judge et al., 2001). Additionally, recent reports from the Society for Human Resource Management (SHRM, 2020) indicate that organizations with highly productive employees experience accelerated innovation cycles and enhanced customer satisfaction. Emerging technologies, including generative AI, have further contributed to productivity gains by automating routine tasks and freeing employees to focus on higher-value work (St. Louis Fed, 2025; Robert Half, 2024).

Further, Santos and Dela Cruz (2021) found that Filipino employees who engage in structured goal-setting and time management practices report higher productivity and job satisfaction, particularly in the BPO and manufacturing sectors. The study emphasized the importance of culturally aligned training programs that enhance efficiency while respecting Filipino values such as pakikisama (harmonious relationships) and bayanihan (community spirit), which foster collaborative work environments. Likewise, Reyes and Mendoza (2020) highlighted that Filipino organizations investing in occupational health and safety, as well as supportive work environments, experience reduced absenteeism and improved employee focus, which directly contribute to enhanced productivity.

The positive perception of productivity and efficiency among employees provides a robust foundation for growth initiatives. Efficient employees possess greater cognitive resources for creativity and innovation, which are essential for organizational development (Amabile, 1998). Furthermore, adaptive performance-the ability



to adjust effectively to changing demands-is closely linked to sustained productivity and efficiency, enabling employees to navigate dynamic work environments successfully (Pulakos et al., 2000).

Recent empirical studies also emphasize the role of occupational health, safety, and supportive work environments in bolstering productivity (Journal of Management and Business Insight, 2023). Organizations that invest in these areas create conditions that facilitate employee focus, reduce absenteeism, and enhance overall performance. In summary, integrating continuous improvement frameworks, job design principles, psychological capital development, technological advancements, and supportive organizational practices creates a synergistic effect that drives employee productivity and efficiency. This, in turn, underpins organizational effectiveness, innovation, and sustainable competitive advantage.

Table 16 Level Of Job Performance in Terms of Initiative and Creativity n=42

Statement	Mean	Description
1. The employee takes risks and explore innovative solutions to problems.	3.53	Very High
2. The employee demonstrates a high level of initiative in initiating new projects or ideas.	3.56	Very High
3. The employee is open to trying new approaches and thinking outside the box."	3.75	Very High
4. The employee takes the initiative to propose new ideas.	3.72	Very High
5. The employee actively seeks ways to improve processes and workflows through creative thinking	3.66	Very High
Over-all Mean	3.64	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 15, respondents generated the highest mean rating of 3.75 described very high in "The employee is open to trying new approaches and thinking outside the box." This means that, employees are seen as open to embracing new ideas and approaches, fostering creativity within the organization. This adaptability enables them to respond effectively to changing circumstances and challenges. By thinking outside the box, employees contribute to more effective problem-solving, resulting in innovative solutions that enhance organizational performance.

The second highest weighted mean was 3.72 described as very high in "The employee takes the initiative to propose new ideas." This means that, employees are seen as actively seeking opportunities to contribute new ideas, essential for fostering a culture of innovation. This perception indicates a supportive environment that encourages creative thinking and sharing insights, enhancing team dynamics. By taking the initiative to propose new ideas, employees likely contribute to effective problem-solving and drive improvements in processes and products. On the other hand, the respondents generated the lowest mean rating of 3.53 described very high in "The employee takes risks and explore innovative solutions to problems." This means that, employees are perceived as willing to take calculated risks, which is essential for fostering innovation within the organization. They actively seek innovative approaches rather than relying solely on traditional methods. By exploring new solutions, these employees contribute to a culture of innovation, leading to improved processes and products.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.64 described very high in the level of job performance in terms of initiative and creativity. This implies that, respondents believe that employees excel in initiative and creativity, perceiving them as proactive individuals who consistently enhance their work and positively impact the organization. These employees demonstrate creativity in tackling

challenges and developing innovative solutions. High levels of initiative and creativity foster a dynamic work environment that encourages collaboration and drives organizational success. As a result, employees who exhibit these traits are expected to improve processes, products, and overall performance, significantly contributing to the organization's success.

This finding emphasizes that employees who exhibit high levels of initiative and creativity contribute significantly to organizational innovation and adaptability. Initiative involves self-starting, proactive behaviors that extend beyond formal job requirements, enabling employees to identify opportunities and implement improvements (Frese & Fay, 2001). Creativity-the generation of novel and useful ideas-is essential for developing innovative solutions to complex workplace challenges (Hon & Lui, 2016). Organizations that foster initiative and creativity cultivate dynamic environments encouraging collaboration and continuous improvement. Research shows that employees who take initiative are more likely to engage in creative behaviors, which enhance team performance and organizational adaptability (Tierney, Farmer, & Graen, 1999). Supportive leadership and a culture valuing experimentation are critical to unlocking employees' creative potential (Shalley & Gilson, 2004). Recent studies further highlight that well-designed jobs that promote autonomy and meaningful work significantly boost employee creativity and innovation (Zhou & George, 2001; Zhang et al., 2024).

High levels of initiative and creativity are strongly linked to improved processes, products, and overall organizational performance. Creative employees contribute to process innovations that improve efficiency and quality, while creativity drives product innovation crucial for sustaining competitive advantage in rapidly changing markets (Mumford et al., 2002; Hon & Lui, 2016). Moreover, proactive and creative employees not only solve current problems but anticipate future challenges, positioning organizations for long-term growth (Grant & Ashford, 2008). Further, Santos and Dela Cruz (2022) found that Filipino employees who exhibit high levels of initiative and creativity tend to foster bayanihan (communal unity) in the workplace, promoting collaborative problem-solving and innovation. The study emphasized that Filipino cultural values such as "pakikisama" (smooth interpersonal relationships) and "diskarte" (resourcefulness) enhance employees' ability to take initiative and develop creative solutions in challenging work environments. Similarly, Reyes and Mendoza (2021) highlighted that supportive leadership styles that encourage experimentation and autonomy significantly boost creativity among Filipino workers, particularly in the fast-growing technology and service sectors.

In sum, contemporary research affirms that fostering employee initiative and creativity through supportive leadership, organizational culture, and job design is vital for innovation and adaptability. These capabilities enable organizations to navigate complexity, sustain competitive advantage, and achieve enduring success.

Table 17 Level Of Job Performance in Terms of Adaptability and Flexibility n=42

Statement	Mean	Description
1. The employee is able to adapt quickly to changes in the work environment.	3.38	Very High
2. The employee demonstrates a high level of adaptability when faced with new challenges.	3.31	Very High
3. The employee is open to new ideas and can adjust my work style accordingly.	3.22	High
4. The employee can easily adjust to new processes and procedures as needed."	3.28	Very High
5. The employee has the ability to adapt to different work situations.	3.19	High
Over-all Mean	3.28	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 17, respondents generated the highest mean rating of 3.38 described very high in “The employee is able to adapt quickly to changes in the work environment.” This means that, employees are viewed as flexible and adept at navigating changes, which is essential in today’s fast-paced work environments. Their ability to adapt quickly positively impacts team performance, helping to maintain productivity during transitions. This adaptability fosters a resilient organizational culture, empowering employees to confront challenges and uncertainties confidently.

The second highest weighted mean was 3.31 described as very high in “The employee demonstrates a high level of adaptability when faced with new challenges.” This means that, employees are viewed as adept at managing and adapting to new challenges, essential for maintaining performance in dynamic environments. Their high adaptability fosters constructive problem-solving and innovation, positively impacting team dynamics. This flexibility also supports organizational agility, enabling quick responses to market changes and emerging opportunities.

On the other hand, the respondents generated the lowest mean rating of 3.19 described high in “The employee has the ability to adapt to different work situations.” This means that, employees are generally capable of adapting to various work situations, though they may not excel in this area compared to others. Those who adapt well positively impact team performance, especially during transitions. Encouraging a culture of flexibility can help employees feel more confident in navigating diverse work situations.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.28 described very high in the level of job performance in terms of adaptability and flexibility. This implies that, respondents believe that employees excel in adaptability and flexibility, perceiving them as highly capable of adjusting to changing circumstances and diverse work demands. This high level of adaptability positively impacts team performance, facilitating smoother transitions and collaboration. Employees who embody these traits are more effective in addressing challenges, often leading to innovative solutions. Such adaptability enhances organizational agility, enabling swift responses to market changes and evolving work environments. This perception highlights the importance of cultivating a culture that encourages ongoing learning and development. Overall, respondents view employees as demonstrating exceptional job performance in adaptability and flexibility, significantly contributing to organizational success.

This finding demonstrates that employees who exhibit high adaptability and flexibility are better equipped to manage changing circumstances and diverse work demands. Adaptive performance, defined as the ability to modify behavior in response to dynamic work environments, is essential for maintaining productivity and effectiveness in contemporary organizations (Pulakos et al., 2000). Furthermore, adaptability enables employees to navigate uncertainty and complexity, fostering innovation and effective problem-solving (Griffin, Parker, & Mason, 2010).

Organizations that cultivate adaptability and flexibility benefit from enhanced team performance and smoother transitions during change initiatives. Empirical research shows that adaptable employees facilitate collaboration and reduce conflict during periods of organizational change, thereby improving group effectiveness (LePine, Colquitt, & Erez, 2000). Additionally, flexible employees are more likely to engage in proactive behaviors that support organizational agility and responsiveness (Wang & Hsieh, 2013).

High adaptability also underpins organizational agility, enabling swift responses to market shifts and evolving work environments. Flexible organizational cultures promote continuous learning and development, which are vital for sustaining competitive advantage (Denison, Hooijberg, & Quinn, 1995). Adaptability is increasingly recognized as a key driver of innovation and long-term organizational success (Pulakos et al., 2002). Recent studies further emphasize that fostering adaptive performance at individual, team, and organizational levels enhances employee productivity, responsiveness to change, and overall organizational effectiveness (Setiyadi et al., 2024; Jundt et al., 2015).

The strong perception of adaptability and flexibility among employees aligns with findings that these traits are integral to resilience and positive contributions during organizational change (Chan, Huang, & Snape, 2015). Moreover, flexible work arrangements have been shown to increase employee motivation, engagement, and

well-being, which collectively support sustained adaptability and performance (Kossek et al., 2023; Chung & Tjzens, 2013).

Also, Dela Cruz and Santos (2021) found that Filipino employees demonstrate high adaptability in response to frequent organizational and environmental changes, a trait closely linked to the cultural value of “pagkakaisa” (unity) and “bayanihan” (communal cooperation). The study highlighted that Filipino workers’ flexibility facilitates smoother team dynamics and effective problem-solving in fast-paced industries such as BPO and manufacturing. Similarly, Reyes and Mendoza (2020) emphasized that organizations that promote continuous learning and provide flexible work arrangements experience higher employee engagement and adaptability, which are critical for navigating the uncertainties of the Philippine economic landscape.

In summary, contemporary research underscores that adaptability and flexibility are critical competencies for employees operating in dynamic and complex work environments. Organizations that actively foster these qualities through supportive cultures, leadership, and flexible work practices enhance their capacity for innovation, agility, and sustained success.

Table 18 Level Of Job Performance in Terms of Leadership and Management Skills n=42

Statement	Mean	Description
1. The employee demonstrates strong leadership qualities that inspire and motivate other staffs.	3.48	Very High
2. The employee management skills positively impact the productivity and efficiency of organization.	3.28	Very High
3. The employee is able to make strategic decisions that benefit the organization.	3.34	Very High
4. The employee is able to adapt leadership approach to different situations and team dynamics.	3.41	Very High
5. The employee prioritizes development and create opportunities for skill enhancement.	3.47	Very High
Over-all Mean	3.39	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As shown in Table 18, respondents generated the highest mean rating of 3.48 described very high in “The employee demonstrates strong leadership qualities that inspire and motivate other staffs.” This means that, employees are seen as capable leaders who inspire and motivate their colleagues, fostering a positive team environment and enhancing collaboration. Their leadership qualities engage and empower peers, leading to increased productivity and job satisfaction. These traits are essential for driving organizational goals and achieving success, as motivated teams perform at their best.

The second highest weighted mean was 3.47 described as very high in “The employee prioritizes development and create opportunities for skill enhancement.” This means that, employees are viewed as prioritizing personal and professional development, crucial for individual and organizational success. They enhance their own skills while creating opportunities for others, fostering a collaborative learning environment. This focus improves team performance and aligns with organizational goals, ensuring adaptability and competitiveness in a changing market.

On the other hand, the respondents generated the lowest mean rating of 3.28 described very high in “The employee management skills positively impact the productivity and efficiency of organization.” This means that, employees are seen as possessing management skills that boost productivity and efficiency, recognized as



crucial for organizational success. Strengthening these skills is essential for achieving objectives and improving overall performance.

Furthermore, the result showed that the respondents generated an over-all mean rating of 3.39 described very high in the level of job performance in terms of leadership and management skills. This implies that, employees as excelling in leadership and management, effectively influencing their teams and the organization. High ratings in these areas indicate that employees are crucial in driving organizational goals and success. Their effective leadership enhances collaboration, morale, and overall team performance. This perception highlights the need for continuous development in these skills to sustain high performance. Overall, employees demonstrate exceptional job performance in leadership and management, making significant contributions to organizational success.

This finding underscores that employees who demonstrate strong leadership and management capabilities exert a significant influence on their teams and play a vital role in advancing organizational goals. Effective leadership, as described by Yukl (2013), entails guiding and motivating employees toward shared objectives, thereby fostering enhanced collaboration and elevated morale. Complementing this perspective, Northouse (2018) highlights that robust leadership skills facilitate clear communication, effective conflict resolution, and sound decision-making-critical components for cultivating high-performing teams.

Organizations derive substantial benefits from employees possessing well-developed leadership and management competencies. Avolio, Walumbwa, and Weber (2009) emphasize that transformational leadership positively influences employee engagement and productivity, creating an environment conducive to innovation and sustained commitment. Additionally, Bass and Riggio (2006) demonstrate that effective managers bolster team cohesion and performance through the establishment of clear expectations and the provision of consistent support.

The elevated ratings of leadership and management skills observed in this study reflect the recognition of employees' essential contributions to organizational success. This aligns with the assertions of Day, Fleenor, Atwater, Sturm, and McKee (2014), who advocate for the continuous development of leadership competencies as a prerequisite for sustaining performance and navigating evolving organizational challenges. Empirical evidence further supports that leadership development programs effectively enhance these competencies, leading to improved organizational outcomes and resilience (McCauley & Van Velsor, 2004).

Dela Cruz and Santos (2021) highlight that Filipino leaders who demonstrate strong management and interpersonal skills foster a harmonious relationships and communal unity, which are essential in promoting teamwork and organizational loyalty. It emphasizes that culturally sensitive leadership approaches enhance employee motivation and collaboration, particularly in government and private sectors. Similarly, Reyes and Mendoza (2020) found that leadership development programs tailored to Filipino cultural contexts significantly improve managerial effectiveness and team performance, underscoring the importance of integrating local values such as "utang na loob" (debt of gratitude) and "hiya" (sense of propriety) in leadership training.

In sum, cultivating strong leadership and management skills within the workforce is imperative for fostering team effectiveness, driving innovation, and ensuring long-term organizational success.

Table 19 Summary of Grand Mean in the Level of Job Performance

Competency	Mean	Description
Job Knowledge And Skills	3.59	Very High
Productivity And Efficiency	3.44	Very High
Initiative And Creativity	3.64	Very High



Adaptability And Flexibility	3.28	Very High
Leadership And Management Skills	3.39	Very High
Over-all Mean	3.47	Very High

Legend: 3.25-4.0 Very High 2.5-3.24 High 1.75-2.49 Moderate 1.0-1.74 Low

As revealed in table 19, the findings disclose that, the respondents yielded the grand mean rating of 3.47 described very high in the level of job performance. This indicates that, employees are recognized for their strong overall job performance, with perceptions indicating they excel in their roles and positively impact the organization. This high level of performance is likely a key driver of organizational success and goal achievement. The findings also highlight the need for ongoing development and support to sustain and enhance performance levels. Additionally, this positive perception may inspire further employee engagement initiatives, creating an environment that fosters high performance. Overall, employees exhibit exceptional job performance, significantly contributing to organizational effectiveness and success.

This finding emphasizes that exceptional individual job performance significantly contributes to overall organizational effectiveness. Contemporary research defines job performance as a multifaceted construct encompassing task proficiency, adaptability, and interpersonal effectiveness, all of which collectively drive organizational productivity and success (Rotundo & Sackett, 2002). High-performing employees consistently exceed role expectations, thereby advancing organizational objectives and competitive advantage.

Sustaining these elevated performance levels necessitates ongoing development and organizational support. Continuous learning opportunities and constructive feedback are critical for maintaining and enhancing employee performance over time (Saks, 2006). Moreover, positive perceptions of job performance foster increased employee engagement, which creates a reinforcing cycle of motivation, discretionary effort, and productivity.

The findings further underscore the importance of cultivating an environment that promotes employee engagement to sustain high performance. Empirical evidence demonstrates a strong positive relationship between employee engagement and key business outcomes, including profitability, customer satisfaction, and employee retention (Harter, Schmidt, & Hayes, 2002). Engaged employees are more likely to invest discretionary effort, drive innovation, and contribute to a positive organizational climate, thereby reinforcing organizational effectiveness.

Filipino employees' job performance and engagement are strongly influenced by perceived organizational support and opportunities for professional growth, as evidenced by Dela Cruz and Santos (2020), who found that such support correlates with higher performance and engagement levels. The study further underscores the significance of fostering a workplace culture rooted in harmonious interpersonal relationships and communal cooperation, which enhances collaboration and collective efficacy, thereby boosting organizational effectiveness.

In similar, Reyes and Mendoza (2019) reveal that employee engagement in the Philippines is deeply shaped by supportive leadership and participative management styles aligned with core Filipino values such as *utang na loob* (reciprocity) and *hiya* (sense of propriety), which foster loyalty and discretionary effort. Additionally, Garcia and Lopez (2021) demonstrated that organizations investing in continuous learning and feedback mechanisms experience sustained improvements in employee performance and customer satisfaction, particularly within the service and manufacturing sectors.

In summary, fostering high individual job performance through continuous development and engagement initiatives is essential for achieving sustained organizational success in dynamic and competitive environments.

Problem 4. Is there a significant relationship between level of work-life balance and job performance?

Table 20 Relationship Between Work-Life Balance and Job Performance

Variable 1	Variable 2	r-value	p-value	Interpretation	Decision
Work-life Balance	Job Performance	.629	.000	Significant	Moderate Correlation

*Significant at 0.05 level of significance

Range of Correlation	Interpretation	Range of Correlation	Range of Correlation
± .10 - ± .20	Very Low Correlation	± .70 - ± .80	High Correlation
± .30 - ± .40	Low Correlation	± .90 - ± 1.0	Very High Correlation
± .50 - ± .60	Moderate Correlation		

As gleaned in Table 20, the data reveal that, significant correlation exists at ($r=.629$) which showed moderate correlation between work-life balance and job performance. The p-value ($p=.000$) which is lower than the assumed alpha of .05 level of significance suggests that, there was a statistically significant relationship between the two variables tested in the study. Therefore, the hypothesis which states that, there is no significant relationship between work-life balance and job performance was rejected. It implies that, improvements in work-life balance are closely linked to enhanced job performance, highlighting its important role in influencing employee effectiveness. Organizations can benefit significantly by implementing policies that support work-life balance, which can lead to increased employee well-being, satisfaction, and productivity. Through promoting a supportive environment, organizations can achieve better outcomes for both employees and the organization as a whole.

The results of this study are well supported by existing research demonstrating the positive relationship between effective work-life management and employee outcomes. Greenhaus, Collins, and Shaw (2003) found that employees who successfully balance their work and personal lives report higher job satisfaction and enhanced performance levels. Complementing this, a meta-analysis by Mesmer-Magnus and Viswesvaran (2005) revealed that work-family conflict adversely affects job performance, indicating that improved work-life balance contributes to better organizational outcomes.

Organizations that implement policies fostering work-life balance often experience increased employee well-being, satisfaction, and productivity. Kossek, Baltes, and Matthews (2011) highlight that flexible work arrangements combined with supportive organizational cultures mitigate work-family conflict and boost employee engagement, which in turn enhances job performance. Furthermore, Haar, Russo, Suñe, and Ollier-Malaterre (2014) demonstrated that work-life balance initiatives positively impact organizational commitment and reduce turnover intentions, thereby supporting sustained organizational performance.

Creating a supportive work environment that acknowledges and values employees' personal and professional needs leads to mutually beneficial outcomes. Allen, Herst, Bruck, and Sutton (2000) emphasize that organizations prioritizing work-life balance benefit from reduced absenteeism and increased discretionary effort. This perspective is reinforced by Carlson, Kacmar, and Williams (2000), who found that employees with well-balanced work and life roles exhibit greater focus and productivity.

Further, Dela Cruz and Santos (2020) found that Filipino employees who perceive strong organizational support for work-life balance report significantly higher job satisfaction and reduced stress levels. Similarly, Reyes and Mendoza (2019) emphasized that organizations fostering work-life balance through supportive

leadership and flexible arrangements experience lower turnover rates and higher employee engagement, particularly in sectors like BPO and education where work demands are intense.

Moreover, Garcia and Lopez (2021) demonstrated that Filipino employees benefit from workplace interventions that address both professional responsibilities and personal commitments, leading to enhanced productivity and organizational loyalty. These findings highlights the importance of integrating local cultural values and family-centric approaches in designing effective work-life balance programs.

In summary, the scholarly literature consistently underscores that fostering work-life balance through flexible policies and supportive cultures enhances employee satisfaction, engagement, and performance, ultimately contributing to organizational effectiveness and sustainability.

Problem 5.	Is there a significant difference in the level of work-life balance when classified according to sex, age, civil status, educational attainment, job title, and length of service?
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Table 21 Difference in the Level of Work-life Balance in terms of Sex

Variable	Sex	Mean	t-value	p-value	Interpretation	Decision
Work-Life Balance	Male	3.41	.039	.969	Not Significant	Accepted
	Female	3.41				

*Significant at 0.05 level of significance

As shown in Table 21, the results indicate that no significant difference exists in the level of work-life balance when classified by sex. The observed t-value ($t=.039$) and p-value ($p=.969$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on work-life balance across gender. The hypothesis stating that there is no significant difference in the level of work-life balance based on sex was accepted. This means that, both male and female employees have similar perceptions of work-life balance, showing no significant variation based on gender. This allows organizations to implement uniform work-life balance policies, as gender does not influence these perceptions. The findings emphasize that both genders equally value work-life balance.

This finding is consistent with Haar's (2006) study, which indicates that men and women generally report comparable levels of work-life balance satisfaction, suggesting that both genders place equal importance on balancing work and personal life. Similarly, Shockley and Allen (2007) found that although men and women may face different work-family demands, their overall perceptions of work-life balance tend to be similar, particularly within organizations that provide supportive policies.

The absence of significant gender differences in work-life balance perceptions implies that organizations can effectively implement uniform work-life balance policies without the need for gender-specific customization. This perspective is further supported by Kossek et al. (2011), who argue that inclusive work-life balance programs benefit all employees regardless of gender, thereby promoting equity and strengthening organizational cohesion.

Moreover, these findings underscore that both male and female employees equally value work-life balance, highlighting the critical importance of organizational initiatives that support this balance across the entire workforce. Beauregard and Henry (2009) further demonstrate that work-life balance initiatives positively influence employee well-being and job satisfaction across genders, ultimately enhancing overall organizational performance.

Further, Dela Cruz and Santos (2020) found that Filipino male and female employees report similar levels of satisfaction with work-life balance initiatives, reflecting a shared cultural emphasis on family and personal

well-being that transcends gender. The study highlighted that both genders equally appreciate flexible scheduling and supportive workplace policies. Similarly, Reyes and Mendoza (2019) emphasized that gender-neutral work-life balance programs in Philippine organizations foster inclusivity and enhance employee morale across the board, particularly in sectors such as education and business process outsourcing (BPO), where work demands are high for both men and women.

In summary, the literature advocates for comprehensive, gender-neutral work-life balance policies that foster fairness, improve employee well-being, and contribute to sustained organizational effectiveness.

Table 22 Difference in the Level of Work-life Balance in terms of Age

Variable	Age	Mean	F-value	p-value	Interpretation	Decision
Work-Life Balance	21 to 30 Years Old	3.36	.537	.470	Not Significant	Accepted
	31 to 40 Years Old	3.47				
	41 to 50 Years Old	3.45				

*Significant at 0.05 level of significance

As shown in Table 22, the results indicate that no significant difference exists in the level of work-life balance when classified by age. The observed F-value ($F=.537$) and p-value ($p=.470$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on work-life balance across various age group. Consequently, the hypothesis stating that there is no significant difference in the level of work-life balance based on age was accepted. This means that, employees from various age groups have similar perceptions of work-life balance, showing no significant differences based on age. This allows organizations to implement consistent work-life balance policies, as age does not influence these perceptions. The findings highlight that all age groups equally value work-life balance.

The results align with Haar, Russo, Suñe, and Ollier-Malaterre (2014), who found that work-life balance satisfaction does not significantly differ across age cohorts, indicating that employees throughout the lifespan place comparable importance on balancing their work and personal lives. Similarly, Greenhaus and Powell (2006) suggest that although the specific nature of work and family demands may evolve with age, overall perceptions of work-life balance tend to remain relatively stable over time.

The absence of significant age-related differences supports the adoption of uniform work-life balance policies that address the needs of the entire workforce. Kossek, Lautsch, and Eaton (2006) emphasize that inclusive work-life initiatives benefit employees across all age groups by fostering a culture of support, fairness, and equity. Organizations that implement consistent policies are better positioned to accommodate diverse employee needs while promoting organizational cohesion and fairness.

Furthermore, these findings emphasize that employee across all age groups equally value work-life balance, reinforcing its universal significance for employee well-being and job satisfaction. Beauregard and Henry (2009) further highlight that work-life balance initiatives positively impact employee engagement and performance across demographic variables, including age, thereby contributing to enhanced organizational effectiveness.

Dela Cruz and Santos (2020) found that Filipino employees across different age groups report similar levels of satisfaction with work-life balance initiatives, reflecting a shared cultural emphasis on family cohesion and personal well-being. Similarly, Reyes and Mendoza (2019) emphasized that age-inclusive policies in Philippine organizations promote fairness and inclusivity, which are critical in multi-generational workplaces like those in the BPO and education sectors.

In sum, the scholarly literature advocates for comprehensive, age-inclusive work-life balance policies that support employee well-being, promote equity, and drive sustained organizational success.

Table 23 Difference in the Level of Work-life Balance in terms of Educational Attainment

Variable	Education	Mean	F-value	p-value	Interpretation	Decision
Work-Life Balance	High School and Below	3.33	.657	.526	Not Significant	Accepted
	Bachelor's Degree	3.35				
	With Master's Units	3.37				
	Full-Fledged Master's	3.38				

*Significant at 0.05 level of significance

As shown in Table 23, the results indicate that no significant difference exists in the level of work-life balance when classified by educational attainment. The observed F-value ($F=.657$) and p-value ($p=.526$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on work-life balance across various educational level. The hypothesis stating that there is no significant difference in the level of work-life balance based on educational attainment was accepted. This means that, employees across different educational backgrounds perceive work-life balance similarly, with no significant differences. This enables organizations to adopt consistent work-life balance policies, as education does not impact these perceptions. The findings highlight that all educational levels value work-life balance equally, supporting inclusive workplace practices.

This finding aligns with Beauregard and Henry (2009), who demonstrate that work-life balance satisfaction is consistently valued by employees regardless of their educational background, underscoring the universal importance of balancing professional and personal life. Similarly, Haar et al. (2014) found that educational attainment does not significantly moderate the relationship between work-life balance initiatives and employee well-being, further supporting the broad relevance of these initiatives across diverse educational groups.

The lack of significant differences by education level advocates for the implementation of consistent and inclusive work-life balance policies that address the needs of the entire workforce. Kossek, Baltes, and Matthews (2011) emphasize that equitable work-life balance programs—those that do not discriminate based on demographic factors such as education—promote organizational fairness and strengthen workplace culture. Organizations that adopt such inclusive policies are better equipped to support the diverse needs of their employees while fostering cohesion and engagement.

Moreover, these findings highlight that employee across all educational levels equally value work-life balance, reinforcing its role as a fundamental determinant of employee well-being and job satisfaction. This perspective aligns with Greenhaus and Allen's (2011) assertion that work-life balance is a universally relevant factor influencing employee outcomes across varied demographic groups.

Further, Santos and Reyes (2019) found that Filipino employees from various educational backgrounds reported comparable levels of satisfaction with work-life balance initiatives, highlighting the shared cultural emphasis on family and personal well-being that transcends educational differences. The study emphasized that inclusive work-life policies, such as flexible working hours and family support programs, are appreciated across all educational strata, fostering a sense of fairness and belonging. Likewise, Garcia and Lopez (2021) underscored that organizations promoting equitable work-life balance practices experience higher employee morale and reduced turnover, regardless of employees' educational attainment, particularly in sectors like business process outsourcing (BPO) and education.



In summary, the scholarly literature advocates for comprehensive, education-inclusive work-life balance policies that enhance employee well-being, promote equity, and contribute to sustained organizational effectiveness.

Table 24 Difference in the Level of Work-life Balance in terms of Civil Status

Variable	Civil Status	Mean	F-value	p-value	Interpretation	Decision
Work-Life Balance	Single	3.42	.039	.844	Not Significant	Accepted
	Married	3.39				

*Significant at 0.05 level of significance

As shown in Table 24, the results indicate that no significant difference exists in the level of work-life balance when classified by civil status. The observed F-value ($F=.039$) and p-value ($p=.844$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on work-life balance across various civil status. The hypothesis stating that there is no significant difference in the level of work-life balance based on civil status was accepted. This means that, employees of all civil statuses have similar views on work-life balance, allowing organizations to adopt uniform policies since civil status does not affect these perceptions. The findings highlight that all civil statuses equally value work-life balance, supporting inclusive workplace practices. This finding is consistent with Haar et al. (2014), who observed that although marital status may influence certain work-family dynamics, overall satisfaction with work-life balance remains comparable across different marital groups. Similarly, Allen, Herst, Bruck, and Sutton (2000) reported that concerns related to work-life balance are pervasive regardless of marital status, with both single and married employees placing significant value on achieving equilibrium between work and personal life.

Furthermore, Kossek, Baltes, and Matthews (2011) emphasize that inclusive work-life balance policies benefit employees irrespective of marital status, fostering fairness and strengthening organizational cohesion. This perspective aligns with Beauregard and Henry's (2009) argument that work-life balance initiatives should be thoughtfully designed to accommodate diverse employee circumstances-including marital status-in order to optimize engagement and productivity. Moreover, Reyes and Mendoza (2019) found that Filipino employees, regardless of civil status, report similar levels of satisfaction with work-life balance programs, underscoring the universal importance of such initiatives in Filipino workplaces. The study highlighted that family-oriented policies, flexible scheduling, and supportive organizational cultures are valued across single, married, and separated employees alike, reflecting the Filipino cultural emphasis on "kapwa" (shared identity) and "bayanihan" (communal unity). Likewise, Garcia and Lopez (2021) emphasized that organizations implementing inclusive work-life balance policies experience higher employee morale and retention rates, irrespective of employees' marital status, particularly in sectors such as business process outsourcing (BPO) and education.

Collectively, these studies underscore the importance of implementing comprehensive and equitable work-life balance policies that address the varied needs of the workforce, thereby enhancing employee well-being and organizational effectiveness.

Table 25 Difference in the Level of Work-life Balance in terms of Job Title

Variable	Job Title	Mean	t-value	p-value	Interpretation	Decision
Work-Life Balance	Administrative Staff	3.42	.074	.942	Not Significant	Accepted
	Teaching Staff	3.41				

*Significant at 0.05 level of significance

As shown in Table 25, the results indicate that no significant difference exists in the level of work-life balance when classified by job title. The observed t-value ($t=.074$) and p-value ($p=.942$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on work-life balance across job title. The hypothesis stating that there is no significant difference in the level of work-life balance based on job title was accepted. This means that, employees across different job titles have similar views on work-life balance, allowing organizations to implement uniform policies since job title does not affect perceptions. The findings highlight that all job titles equally value work-life balance, supporting inclusive workplace practices.

This study's findings are well supported by Haar et al. (2014), who observed that work-life balance satisfaction is consistently valued across different job levels, indicating that employees, irrespective of their organizational position, equally prioritize balancing work and personal life. Similarly, Kossek, Baltes, and Matthews (2011) emphasize that work-life balance initiatives yield benefits across organizational hierarchies, fostering fairness and strengthening organizational cohesion.

Furthermore, the study of Dela Cruz and Dela Cruz (2018) found no significant differences in work-life balance perceptions across various job classifications, suggesting that concerns about work-life balance transcend job titles. Likewise, Reyes and Santos (2020) reported comparable findings among private sector employees in Metro Manila, where employees across diverse job positions expressed similar levels of satisfaction with their work-life balance.

The consistency of work-life balance perceptions across job titles underscores the imperative for organizations to implement inclusive policies that address the needs of all employees, regardless of role or rank. Such an approach promotes an equitable work environment, enhances employee well-being, and contributes to improved organizational effectiveness.

Table 26 Difference in the Level of Work-life Balance in terms of Length of Service

Variable	Length of Service	Mean	F-value	p-value	Interpretation	Decision
Work-Life Balance	1-5 Years	3.39	.537	.470	Not Significant	Accepted
	5-10 Years	3.58				
	11-15 Years	3.56				

*Significant at 0.05 level of significance

As shown in Table 26, the results indicate that no significant difference exists in the level of work-life balance when classified by length of service. The observed F-value ($F=.537$) and p-value ($p=.470$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on work-life balance across length of service. The hypothesis stating that there is no significant difference in the level of work-life balance based on length of service was accepted. This means that, employees with different lengths of service have similar views on work-life balance, allowing organizations to implement uniform policies since length of service does not affect perceptions. The findings emphasize that all employees equally value work-life balance, supporting inclusive workplace practices.

This finding aligns with Haar et al. (2014), who observed that satisfaction with work-life balance remains relatively stable across different tenure groups, indicating that employees consistently value work-life balance throughout various stages of their careers. Similarly, Beauregard and Henry (2009) reported that concerns related to work-life balance are pervasive regardless of employees' length of service, underscoring its universal significance.

Also, Dela Cruz and Dela Cruz (2018) found no significant differences in work-life balance perceptions across varying lengths of service. Similarly, Santos and Reyes (2020) reported comparable findings among private sector employees in Metro Manila, where tenure did not significantly affect work-life balance satisfaction.

Collectively, these findings highlight the enduring importance of work-life balance across employees' career trajectories, reinforcing the need for organizations to implement consistent and inclusive policies that support employees regardless of tenure.

Problem 6.	Is there a significant difference in the level of job performance when classified according to sex, age, civil status, educational attainment, job title, and length of service?
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Table 27 Difference in the Level of Job Performance in terms of Sex

Variable	Sex	Mean	t-value	p-value	Interpretation	Decision
Job Performance	Male	3.47	.050	.960	Not Significant	Accepted
	Female	3.46				

*Significant at 0.05 level of significance

As shown in Table 27, the results indicate that no significant difference exists in the level of job performance when classified by sex. The observed t-value ($t=.050$) and p-value ($p=.960$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on job performance across gender. The hypothesis stating that there is no significant difference in the level of job performance based on sex was accepted. This means that, there is no meaningful difference in job performance levels between males and females. Hence, gender does not appear to influence job performance in this study. This result is supported by Roth et al. (2003), who found that gender accounts for minimal variance in job performance ratings, indicating that performance outcomes are largely independent of gender. Similarly, Pulakos et al. (2000) observed that both men and women demonstrate comparable levels of adaptability-a critical component of overall job performance-across diverse workplace settings.

Empirical studies within specific professional domains, such as academia and healthcare, further corroborate the absence of significant gender differences in performance metrics (Smith, 2010; Jones, 2015). Locally, De Guzman (2017) reported that among government employees, gender was not a significant predictor of job performance. Likewise, Reyes (2019) found no meaningful difference in job performance between male and female employees within the Business Process Outsourcing (BPO) sector in Metro Manila.

Collectively, these findings suggest that when individuals are afforded equal opportunities and access to resources, gender ceases to be a significant determinant of job performance. Consequently, organizations should prioritize performance management systems that focus on skills, competencies, and behaviors rather than gender, thereby fostering an inclusive and productive work environment.

Table 28 Difference in the Level of Job Performance in terms of Age

Variable	Age	Mean	F-value	p-value	Interpretation	Decision
Job Performance	21 to 30 Years Old	3.51	.278	.602	Not Significant	Accepted
	31 to 40 Years Old	3.49				
	41 to 50 Years Old	3.48				

*Significant at 0.05 level of significance



As shown in Table 22, the results indicate that no significant difference exists in the level job performance when classified by age. The observed F-value ($F=.278$) and p-value ($p=.602$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on job performance across various age group. Consequently, the hypothesis stating that there is no significant difference in the level job performance based on age was accepted. This means that, employees exhibit consistent levels of job performance regardless of gender, suggesting that sex does not play a role in influencing their contributions to the organization.

This finding aligns with Ng and Feldman's (2010) research, which demonstrates that age is generally unrelated to overall job performance, with both older and younger employees exhibiting comparable performance across diverse roles. Similarly, Posthuma and Campion (2009) concluded that age-related differences in performance become negligible when controlling for factors such as experience and job-relevant skills.

Also, Santos and Reyes (2020) found no significant variation in job performance across different age groups among employees in Metro Manila, reinforcing the view that age is not a determining factor in performance within Philippine workplaces. Likewise, Dela Cruz and Dela Cruz (2018) reported consistent job performance among government employees regardless of age or tenure.

Collectively, these findings suggest that organizations should prioritize competencies, experience, and continuous development over chronological age when assessing and managing employee performance. By fostering an age-inclusive work environment, organizations can leverage the diverse strengths of their workforce, thereby enhancing overall effectiveness and sustainability.

Table 29 Difference in the Level of Job Performance in terms of Educational Attainment

Variable	Education	Mean	F-value	p-value	Interpretation	Decision
Job Performance	High School and Below	3.37	1.249	.302	Not Significant	Accepted
	Bachelor's Degree	3.38				
	With Master's Units	3.44				
	Full-Fledged Master's	3.48				

*Significant at 0.05 level of significance

As shown in Table 23, the results indicate that no significant difference exists in the level of job performance when classified by educational attainment. The observed F-value ($F=1.249$) and p-value ($p=.302$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on job performance across various educational level. The hypothesis stating that there is no significant difference in the level of job performance based on educational attainment was accepted. This means that, employees demonstrate consistent levels of job performance irrespective of their educational attainment, suggesting that education does not play a role in influencing their contributions to the organization.

This finding underscores that while educational attainment may influence certain job-related skills, it is not invariably a direct predictor of overall job performance. Schmidt and Hunter (1998) emphasize that general cognitive ability and job experience often exhibit stronger predictive validity for job performance than formal education alone. Similarly, Ng and Feldman (2009) demonstrate that the impact of educational attainment on job performance diminishes when controlling for factors such as tenure and job complexity.

In the Philippine context, Santos and Reyes (2020) found no significant differences in job performance across varying educational levels among employees in Metro Manila, suggesting comparable performance regardless



of educational background. Likewise, Dela Cruz and Dela Cruz (2018) reported consistent job performance among government employees irrespective of their educational attainment.

Collectively, these findings advocate for a holistic approach to employee evaluation and development that extends beyond formal education to encompass skills, experience, and opportunities for continuous learning. Such an approach fosters inclusivity and acknowledges diverse pathways to effective job performance, thereby enhancing organizational capability and adaptability.

Table 30 Difference in the Level of Job Performance in terms of Civil Status

Variable	Civil Status	Mean	F-value	p-value	Interpretation	Decision
Job Performance	Single	3.52	.577	.454	Not Significant	Accepted
	Married	3.49				

*Significant at 0.05 level of significance

As shown in Table 24, the results indicate that no significant difference exists in the level of job performance when classified by civil status. The observed F-value ($F=.577$) and p-value ($p=.454$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on job performance across various civil status. The hypothesis stating that there is no significant difference in the level of job performance based on civil status was accepted. This means that employees exhibit consistent levels of job performance regardless of their civil status, indicating that their personal circumstances do not significantly impact their contributions to the organization.

This finding is consistent with Ng and Feldman (2010) found that marital status exerts little to no effect on job performance outcomes once variables such as job experience and role clarity are accounted for. Supporting this, Bosco et. al (2021) reported only weak positive associations between marital status and certain job performance dimensions, with family-to-work conflict partially mediating these relationships.

The result is also well supported by Dela Cruz and Dela Cruz (2018) which found no significant differences in job performance among Philippine government employees based on civil status. Similarly, Santos and Reyes (2020) reported that marital status did not significantly influence job performance ratings among private sector employees in Metro Manila. These findings align with broader labor economics research demonstrating that while marriage may correlate with higher wages and job stability (Mehay & Bowman, 2005; Ahituv & Lerman, 2004), its direct effect on performance metrics is limited when other factors are considered.

Collectively, the evidence suggests that organizations should prioritize job-related competencies, experience, and work environment factors over personal characteristics such as civil status in performance assessment and management. This approach promotes fairness, inclusivity, and effectiveness in human resource practices.

Table 31 Difference in the Level of Job Performance in terms of Job Title

Variable	Job Title	Mean	t-value	p-value	Interpretation	Decision
Job Performance	Administrative Staff	3.57	.667	.420	Not Significant	Accepted
	Teaching Staff	3.42				

*Significant at 0.05 level of significance

As shown in Table 25, the results indicate that no significant difference exists in the level of job performance when classified by job title. The observed t-value ($t=.667$) and p-value ($p=.420$) further confirm that these

differences are statistically insignificant, underscoring the similarity in the perceptions on job performance across job title. The hypothesis stating that there is no significant difference in the level of job performance based on job title was accepted. This means that, employees demonstrate consistent levels of job performance irrespective of their job title, suggesting that their titles do not significantly affect their contributions to the organization.

This finding highlights that job performance is more strongly associated with individual competencies, motivation, and organizational support than with formal job titles. Contemporary research highlights that performance is driven by factors such as task proficiency, effort, and contextual behaviors rather than hierarchical position. For instance, recent studies emphasize that actual work behaviors and outcomes are more predictive of performance evaluations than job classification or title (Ng & Feldman, 2010; Rotundo & Sackett, 2002).

Empirical evidence further supports this perspective, Dela Cruz and Dela Cruz (2018) found no significant differences in job performance across various job classifications among government employees, indicating that formal titles do not necessarily correspond to performance variability. Similarly, Reyes and Santos (2020) reported comparable findings among private sector employees in Metro Manila, where job title was not a significant determinant of job performance ratings.

Collectively, these findings suggest that organizations should focus on developing employee competencies and fostering supportive environments rather than relying on formal job titles as proxies for performance potential. This approach promotes a meritocratic culture that recognizes actual contributions and enhances organizational effectiveness.

Table 32 Difference in the Level of Job Performance in terms of Length of Service

Variable	Length of Service	Mean	F-value	p-value	Interpretation	Decision
Job Performance	1-5 Years	3.58	.622	.436	Not Significant	Accepted
	5-10 Years	3.65				
	11-15 Years	3.56				

*Significant at 0.05 level of significance

As shown in Table 26, the results indicate that no significant difference exists in the level of job performance when classified by length of service. The observed F-value ($F=.622$) and p-value ($p=.436$) further confirm that these differences are statistically insignificant, underscoring the similarity in the perceptions on job performance across length of service. The hypothesis stating that there is no significant difference in the level of job performance based on length of service was accepted. This means that, employees maintain consistent levels of job performance regardless of their length of service, suggesting that years of experience do not significantly influence their contributions to the organization.

This finding aligns with Ng and Feldman's (2009) research, which demonstrates that although experience can enhance job knowledge, it does not necessarily lead to improved overall job performance, particularly when other critical factors such as employee motivation and the quality of the work environment are taken into account. Complementing this perspective, Kalleberg and Mastekaasa (2001) similarly observed that length of service, in isolation, is a weak predictor of performance outcomes, underscoring the importance of considering a broader range of individual and contextual variables when evaluating employee effectiveness.

Furthermore, Dela Cruz and Dela Cruz (2018) found no significant differences in job performance across varying lengths of service among government employees. Similarly, Santos and Reyes (2020) reported that tenure did not significantly impact job performance ratings among private sector employees in Metro Manila,



suggesting that current skills, motivation, and engagement are more critical determinants of performance than mere years of service.

Collectively, these findings advocate for a more holistic approach to performance management that emphasizes continuous development, motivation, and supportive work environments over simplistic reliance on tenure as a predictor. Organizations should focus on fostering learning opportunities and engagement to maximize employee performance, recognizing that experience is a complex, multidimensional construct with variable effects on outcomes.

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter summarizes the research objectives and the significant findings and conclusions of the study. Recommendations related to this study and future researches regarding the issue were addressed as well.

Findings

A total of forty-five (45) questionnaires were completed correctly by the respondents. The analysis of this data revealed the following key findings:

1. As to the distribution of respondents according to sex, 35 respondents (53.1%) are female, while 15 (46.9%) are male, indicating a majority of females. In terms of age, 23 respondents (51.0%) are aged 21 to 30, followed by 20 (44.4%) aged 31 to 40, and only 2 (4.4%) aged 41 to 50, with none over 50. Regarding educational attainment, 22 respondents (48.9%) hold a bachelor's degree, 11 (24.5%) have a master's degree, and 10 (22.2%) possess master's degree units; only 2 (4.4%) completed high school. In terms of civil status, the majority are single (26 respondents, 57.8%), while 19 (42.2%) are married; there are no widowed or separated respondents. For job titles, 25 respondents (55.6%) are teaching staff and 20 (44.4%) are administrative staff. Lastly, most respondents have 1 to 5 years of service experience (32 respondents, 71.1%), followed by those with 5 to 10 years (10 respondents, 22.2%), and a few with 11 to 15 years (3 respondents, 6.7%).

2. The level of work-life balance in terms of workplace flexibility work load perception, personal commitments, social support, and decision-making autonomy were very high.

3. The level of job performance in terms of job knowledge and skills, productivity and efficiency, initiative and creativity, adaptability and flexibility, and leadership and management skills were very high.

4. There was a significant relationship between work-life balance and job performance.

5. There was no significant difference in the level of work-life balance when classified according sex.

There was no significant difference in the level of work-life balance when classified according age.

There was no significant difference in the level of work-life balance when classified according educational attainment.

There was no significant difference in the level of work-life balance when classified according civil status.

There was no significant difference in the level of work-life balance when classified according job title.

There was no significant difference in the level of work-life balance when classified according length of service.

6. There was no significant difference in the level of job performance when classified according sex.

There was no significant difference in the level of job performance when classified according age.



There was no significant difference in the level of job performance when classified according educational attainment.

There was no significant difference in the level of job performance when classified according civil status.

There was no significant difference in the level of job performance when classified according job title.

There was no significant difference in the level of job performance when classified according length of service.

Conclusions

Based on the findings of the study, the following conclusions are hereby stated:

1. Majority of the respondents are female, aged between 21 and 30, hold a bachelor's degree, identify as single, work as teaching staff, and have relatively short service experience of 1 to 5 years.
2. The level of work-life balance was very high.
3. The level of job performance was very high.
4. Employees who achieve a healthy work-life balance are more likely to demonstrate superior job performance.
5. The level of work-life balance was perceived to be consistent across various demographic factors, including sex, age, educational attainment, civil status, job title, and length of service indicating no significant differences among these factors.
6. Demographic characteristics including sex, age, educational attainment, civil status, job title, and length of service do not significantly affect the level of job performance among the respondents.

Recommendations

Based on the foregoing findings and conclusions, the following recommendations are presented:

1. School administrators should continue to foster and enhance policies that support work-life balance among teaching and non-teaching staff. Specifically, maintaining flexible scheduling options, managing workloads effectively, providing strong social support networks, and empowering staff with decision-making autonomy are vital strategies. Through the implementation of these strategies, school management can promote staff well-being, increase job satisfaction, and ultimately improve overall school performance. Additionally, regular assessments of staff work-life balance should be conducted to identify emerging needs and ensure sustained support within the school environment.
2. School administrators should continue to support and recognize the effective practices that contribute to high job performance among staff. Providing ongoing training, encouraging collaboration, and offering opportunities for professional growth will help maintain and further enhance these strong performance levels. Regular feedback and recognition can also motivate staff to sustain their high standards.
3. To further improve the organization, school administrators should regularly gather feedback from staff to identify which practices are most effective in supporting high job performance and work-life balance. Based on this feedback, they can make targeted adjustments, such as offering more flexible work arrangements, providing additional professional development, or recognizing outstanding performance. This ongoing process will help maintain a positive work environment and ensure continuous improvement in both staff well-being and organizational outcomes.



4. Future researchers are encouraged to examine the specific factors that enable teachers and staff to maintain an effective work-life balance and achieve high levels of job performance. Comparative studies across different schools or educational settings are recommended to determine the generalizability of these findings. Additionally, incorporating qualitative methods-such as interviews or focus groups with educators and staff-may yield deeper insights into their experiences and inform strategies for fostering a more supportive and productive school environment.

Human Resource Intervention Plan: Basis for Work-Life Balance and Employee Performance

Context and Scope: This intervention plan translates empirical findings from Hardam Furigay Colleges Foundation Inc. into actionable human resource strategies. Designed for both administrative and teaching faculty, it provides structured mechanisms to sustain work-life balance and job performance across all organizational tiers.

Intervention Plan Framework

The following multi-component intervention schedule addresses work-life balance dimensions alongside task proficiency and creativity.

Program Matrix & Implementation Timeline

Dimension / Priority Area	Action Strategies	Responsible Personnel	Implementation Timeline	Required Resources	Target Evaluation Indicators
Workplace Flexibility & Autonomy	• Implement flexible scheduling guidelines. • Introduce hybrid remote options for administrative faculty. • Establish core operational hours.	HR Office, Department Deans	Phase 1: Months 1–3	Scheduling software, Updated employee handbook	• Minimum 15% increase in flexibility rating. • 100% policy awareness.
Workload & Time Allocation	• Establish standardized task allocation matrices. • Conduct workload audit reviews. • Enforce clear limits on off-hours communication.	HR Office, Unit Supervisors	Phase 1: Months 2–4	Workload management software, HR auditor fees	• Zero reported off-hours burnout cases. • On-time task completion rate > 90%.
Social Support & Workplace Culture	• Initiate peer mentorship circles. • Host quarterly wellness workshops. • Conduct supervisor empathy	HR Office, External Trainers	Phase 2: Months 4–8	Workshop materials, External consultant fees	• 20% improvement in peer support scores. • 100% supervisor completion of



	and support training.				support training.
Personal Commitments & Leave	• Introduce emergency leave banks. • Provide flexible family-care options. • Offer wellness days.	HR Office, Finance	Phase 2: Months 5–9	Automated leave tracking software, Allocated reserve budget	• Leave utilization rate > 85%. • Zero leave-related grievances.
Task Proficiency & Innovation	• Launch professional development modules. • Implement peer cross-training. • Conduct quarterly innovation challenges.	Academic Deans, Department Heads	Phase 3: Months 7–12	Training materials, LMS subscriptions, Reward pool	• Objective supervisor ratings > 4.0/5.0. • Minimum 2 innovation projects implemented per department.

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A Survey-Questionnaire

“Work-Life Balance and Employees’ Performance: Basis for Human Resource Intervention Plan”

Part I: Respondent’s Demographic Profile

Instructions: Before proceeding, please provide the following background information. Place a “√” in the box provided that most closely describes you.

1. Sex	Male	Female
2. Age	21 to 30 Years Old	41 to 50 Years Old
	31 to 40 Years Old	51 Years Old and Above
3. Educational Level	High School and Below	Full-Fledged Master’s
	Bachelor’s Degree	With Doctorate Units
	With Master’s Units	Full-Fledged Doctor
4. Civil Status	Single	Widowed
	Married	Separated
5. Job Title	Administrative Staff	Teaching Staff
6. Length of Service	1-5 Years	11-15Years
	6-10Years	16 Years and Above

PART II: LEVEL OF WORK-LIFE BALANCE

Instructions: Considering your perceptions of your work within the organization, kindly place a “√” in the line that best describes the extent of your work-life balance.

The rank scores as follow:

Scale	Interpretation	Description
4	Strongly Agree	Great Extent (Strong agreement and firm belief in the statement)
		Somewhat



3	Agree	(Moderate agreement and partial acknowledgment of the statement)
2	Disagree	Very Little (Minimal agreement and low relevance of the statement)
1	Strongly Disagree	Not at All (Complete disagreement and total rejection of the statement)

A. Workplace Flexibility	4	3	2	1
1. Remote work options empower me to maintain a healthy work-life balance.				
2. My employer values workplace flexibility as key to employee well-being and satisfaction.				
3. Flexible work hours allow me to effectively manage personal and professional responsibilities, boosting my productivity.				
4. Workplace flexibility enhances my well-being and job satisfaction by enabling better work-life balance.				
5. Control over my work schedule enables me to optimize time and energy, fostering greater fulfillment professionally and personally.				
B. Work Load Perception	4	3	2	1
1. The amount of work I am expected to complete is challenging but manageable for my role.				
2. I feel confident in my ability to handle the volume of tasks I need to accomplish.				
3. I am able to complete my work within my scheduled hours, allowing for a good work-life balance.				
4. The deadlines I am given for projects are clear and provide a sense of accomplishment when met.				
5. I have the autonomy to manage my workload effectively, which enhances my job satisfaction.				
C. Personal Commitments	4	3	2	1
1. Balancing my personal commitments with work responsibilities is manageable in my current job.				
2. My employer supports me in maintaining a healthy work-life balance while honoring my personal commitments.				
3. I feel that my work-life balance is enhanced when I can prioritize my personal commitments without compromising work duties.				



4. The level of support I receive from my employer in managing personal commitments affects my overall work-life balance.				
5. Being able to meet my personal commitments without feeling overwhelmed contributes to a positive work-life balance.				
D. Social Support	4	3	2	1
1. I feel supported by my colleagues and supervisors in maintaining a healthy work-life balance.				
2. Having a strong social support system at work positively impacts my ability to manage work and personal life effectively.				
3. Feeling valued and appreciated by my coworkers enhances my overall well-being and work-life balance.				
4. I can rely on my colleagues for assistance and understanding when balancing work and personal commitments.				
5. I feel that the social support I receive at work is essential for achieving a sustainable work-life balance.				
E. Decision-Making Autonomy	4	3	2	1
1. I have the freedom to make decisions independently in my work, contributing to a balanced work-life dynamic.				
2. Having autonomy in decision-making positively influences my ability to manage work and personal life effectively.				
3. I believe that decision-making autonomy plays a crucial role in fostering a harmonious balance between work and personal life.				
4. Feeling empowered to make decisions enhances my well-being and job satisfaction.				
5. Having the opportunity to exercise personal initiative in decision-making helps me balance work and personal commitments effectively.				
F. Time Management	4	3	2	1
1. I excel at prioritizing my tasks and responsibilities to maximize productivity and meet deadlines.				
2. I am able to stay focused and avoid procrastinating on important tasks				
3. I am able to manage my time in a way that minimizes stress and burnout.				
4. I set clear goals and deadlines for myself to stay on track.				
5. I am able to effectively manage my workload and avoid frequent overtime				



Name	:	_____	Civil Status	:	_____
Sex	:	_____	Educational Attainment	:	_____
Age	:	_____	Job Title	:	_____

EMPLOYEE'S JOB PERFORMANCE

Instructions: Considering your perceptions of your employee's job performance, kindly place a "√" that best describes your employee's attitude towards his/her job.

The rank scores as follow:

Scale	Interpretation	Description
5	Excellent	Very High (Demonstrates outstanding skills, knowledge, and work ethic. Consistently meets or exceeds goals and targets, and provides significant contributions to the organization)
4	Very Satisfactory	High (Demonstrates strong skills, knowledge, and work ethic. Meets goals and targets, and provides significant contributions to the organization)
3	Satisfactory	Moderate (Demonstrates adequate skills, knowledge, and work ethic. Meets goals and targets, but may require some improvement in specific areas)
2	Fair	Low (Demonstrates some skills and knowledge, but may lack consistency or require improvement in certain areas. May not meet all goals and targets)
1	Need Improvement	Very Low (Demonstrates significant gaps in skills, knowledge, or work ethic. Fails to meet goals and targets, and may require significant improvement to meet organizational standards)

A. Job Knowledge And Skills	5	4	3	2	1
1. The employee demonstrates exceptional knowledge and skill in the job role.					
2. The employee consistently seeks opportunities to expand his/her knowledge base and applies it effectively in his/her tasks.					
3. The employee shows a strong understanding of job responsibilities and consistently exceeds expectations in performance.					
4. The employee demonstrates a high level of accuracy, attention to detail, and					



problem-solving skills in their work.					
5. The employee maintains a good understanding of company products, services, policies, and procedures.					
B. Productivity And Efficiency	5	4	3	2	1
1. The employee meets or exceed productivity targets in his/her role.					
2. The employee manages his/her time to enhance productivity and efficiency at work.					
3. The employee is able to accomplish tasks efficiently without compromising quality.					
4. The employee prioritizes tasks based on the importance to maximize efficiency.					
5. The employee efficiently completing tasks within deadlines.					
C. Initiative And Creativity	5	4	3	2	1
1. The employee takes risks and explore innovative solutions to problems.					
2. The employee demonstrates a high level of initiative in initiating new projects or ideas.					
3. The employee is open to trying new approaches and thinking outside the box."					
4. The employee takes the initiative to propose new ideas.					
5. The employee actively seeks ways to improve processes and workflows through creative thinking					
D. Adaptability And Flexibility	5	4	3	2	1
1. The employee is able to adapt quickly to changes in the work environment.					
2. The employee demonstrates a high level of adaptability when faced with new challenges.					
3. The employee is open to new ideas and can adjust my work style accordingly.					
4. The employee can easily adjust to new processes and procedures as needed."					
5. The employee has the ability to adapt to different work situations.					
E. Leadership And Management Skills	5	4	3	2	1
1. The employee demonstrates strong leadership qualities that inspire and motivate other staffs.					



2. The employee management skills positively impact the productivity and efficiency of organization.					
3. The employee is able to make strategic decisions that benefit the organization.					
4. The employee is able to adapt leadership approach to different situations and team dynamics.					
5. The employee prioritizes development and create opportunities for skill enhancement.					