

# Work-life Balance and its Influence on Work Engagement Among Employees of Commercial Operations Department of Aklan Electric Cooperative Inc

Mary Aira Garcia<sup>1</sup>, Mary R. Tortuya<sup>2</sup>

## ABSTRACT

This study examined the relationship between work-life balance and work engagement among employees of the Commercial Operations Department (COD) at Aklan Electric Cooperative Inc. (AKELCO). The research sought to determine the degree of work-life balance and engagement among COD employees, and whether demographic variables such as age, sex, civil status, and years of service influence these factors. Utilizing a descriptive-correlational research design, the study employed a researcher-made questionnaire, validated by experts, and pre-tested for reliability. Data were collected from 86 randomly selected employees using stratified random sampling across eight AKELCO area offices in Aklan and Antique. Findings revealed a high degree of work-life balance in time management, stress management and recreational activities and a high degree of work engagement in job demands and job resources. A statistically significant relationship resulted between the two variables. The study underscores the importance of fostering employee well-being to enhance engagement and organizational performance, particularly in public utility settings.

**KEYWORDS:** Work-Life Balance, Work Engagement, Aklan Electric Cooperative Inc., Commercial Operations Department, Employee Well-being, Job Demands, Job Resources, Time Management, Stress Management, Recreational Balance

## Chapter 1

### THE PROBLEM AND ITS BACKGROUND

This chapter presents the introduction of the study. It highlights the statement of the problem and null hypothesis. The theoretical framework and conceptual framework define the basis of this study. This chapter also presents the significance of the study, scope and limitation of the study and definition of terms.

### Introduction

Employees in today's fast-paced work environments frequently find themselves struggling to reconcile mounting work demands with their personal lives. This convergence, or absence thereof, has become increasingly a focus of interest to researchers, human resource managers, and organizational executives alike. Work-life balance (WLB) can be defined as the capacity of individuals to distribute time and energy between work and personal obligations in a manner consistent with overall well-being and satisfaction

(Beauregard & Henry, 2009). On the other hand, work engagement is a positive psychological state marked by vigor, dedication, and absorption in one's job Schaufeli et al. (2002).

Many studies point to how well work-life balance is important for achieving high employee engagement. Achama and Amah (2024) discovered that emotional and physical commitment in the workplace is largely influenced by one's work-life balance, particularly in energy-driven sectors such as electricity distribution. Likewise, Panda and Sahoo (2021) and Naig and Borbon (2021) underscored that employees with emotional stability—usually with good work-life balance—have greater organizational commitment and job performance. These studies were consistent with the Job Demands-Resources (JD-R) theory that posited job demands can drain energy but adequate job resources, such as work-life balance, can enhance engagement and well-being (Bakker & Demerouti, 2007).

While existing literature has touched on WLB and engagement in various industries—healthcare and education, hospitality and government—the fields are still not fully understood. Most studies have focused on WLB in general settings or certain groups of workers such as Generation Z workers, working mothers, or academics in higher education (Lestari & Margaretha, 2021; Limongco et al., 2019). Nevertheless, few studies have looked at how time management, stress management, and recreational activities, as the important building blocks of work-life balance, engage with job demands and job resources to affect engagement in semi-rural or public utility service settings. Additionally, there is little research on how the nature of employment status and job type (regular vs. contractual) influence both work-life balance and engagement—a topical concern in today's gig economy and flexible labor market.

Promoting a harmonious work-life balance among employees in the Commercial Operations Department (COD) ensures they are more likely to connect positively with their duties. Therefore, promotes more production and joy. To compensate for the lack of their fellow employees, Commercial Operations Department employees often have to do multiple things. Due to this situation, they start neglecting their own responsibilities, which eventually leads them to postpone their work. Workers who are doing jobs for which they lack the required training or experience might struggle to do such jobs efficiently or to handle customer complaints in a proper way.

Moreover, the huge demand for workloads and the stringent deadlines sometimes lead to many issues. In addition, the employees tend to put in overtime hours due to excessive workloads and stringent deadlines, leaving them with minimal leisure time for personal activity or rest. When you juggle many tasks and work overtime hours, it is difficult to create a demarcation between workplace duties and personal life. The confluence of all these factors poses problems to the personnel in balancing work demands while maintaining their individual well-being.

Among the key responsibilities of COD employees are collecting payments, managing client complaints, and guaranteeing customer satisfaction. The COD has to also establish channels for individuals to provide feedback so that service quality can be always improved and any new issues can be handled. This proactive approach not only helps operations function more smoothly but also demonstrates that the cooperative values its member consumers more. Actively seeking feedback allows the cooperative to identify areas for development and promptly address any new challenges. However, some difficulties make it challenging to juggle work-life balance and work engagement given that their job is quite demanding. These difficulties could cause COD workers to feel burnt out and disengaged, which would compromise their work engagement.

Mayo (2016) noted that employees who believe they have strong power over their lives are more capable of managing workplace and home responsibilities thereby improves their work quality and engagement.

For COD employees, achieving such balance is a continuous struggle because of the specific challenges that they encounter. The long drives to the assigned points add to the exhaustion and the constant need to find a place where they can nearby relax makes the balancing act between career and personal responsibilities even more challenging.

This study aimed to explore how employees of AKELCO's Commercial Operations Department manage the relationship between their engagement at work and the skill to effectively engage with both career demands and personal responsibilities, especially through strategic time use and pressure responsiveness. This analysis could help find out how improving work employees skill in managing the interplay between individual commitments and work-related obligations can increase motivation, reduce stress, and contribute to AKELCO's overall success.

### STATEMENT OF THE PROBLEM

This study aimed to evaluate the relationship between the degree of work-life balance and degree of work engagement among employees of Commercial Operations Department of Aklan Electric Cooperative Inc. Specifically, this study aimed to answer the following questions:

1. What is the profile of the respondents when they are classified according to
  - 1.1 age;
  - 1.2 sex;
  - 1.3 civil status;
  - 1.4 length of service and
  - 1.5 employment status?
2. What is the degree of work-life balance of the respondents in terms of:
  - 2.1 time management;
  - 2.2 stress management and;
  - 2.3 recreational activities?
3. What is the degree of work engagement of the respondents in terms of:
  - 3.1 job demands and;
  - 3.2 job resources?
4. Is there a significant difference in the degree of work-life balance of the respondents when they are grouped according to their profile variables?
5. Is there a significant difference in the degree of work engagement of the respondents when they are grouped according to their profile variables?
6. Is there a significant relationship between the degree of work-life balance of the respondents and their degree of work engagement?
7. Based on the results of the study what human resource intervention plan can be proposed?

### Null Hypotheses

This study sought to test the following hypotheses:

1. There is no significant difference in the degree of work-life balance of the respondents when grouped according to their profile variables.
2. There is no significant difference in the degree of work engagement of the respondents when grouped according to their profile variables.

3. There is no significant relationship between the degree of work-life balance of the respondents and their level of work engagement.

### **Theoretical Framework**

This study was based on Work/Family Border Theory and Job Demands-Resources Theory.

#### **Work/Family Border Theory**

The Work/Family Border Theory (Clark, 2000) investigated how people managed the boundaries between their professional and personal life. The concept addresses how COD employees juggle their family and personal obligations with their professional responsibilities. According to Clark (2000), work and home are separate worlds each defined by different standards, expectations, and behaviors. Employees who have high expectations in both the work and family domains may feel increased stress, which can lead to decreased work engagement and unhappiness.

Within the context of AKELCO, border-crossing policies could appear as staff members changing their work hours or using flexible schedules to fulfill family commitments, including providing care or family activities, without endangering their professional obligations. Organizational support from AKELCO—such as flexible work policies or a positive workplace—can enable staff members to strike a balance between these two opposing spheres. The organization helps people to combine their personal and professional lives, hence increasing job involvement and improving work-life balance as people feel appreciated and competent to control both domains (Clark, 2000).

Furthermore, the theory emphasized the importance of family support (Clark, 2000), which can reduce the conflict between work and family roles. If AKELCO's employees have the support from their families—whether through shared household responsibilities or encouragement—this allows them to focus on their tasks at work, leading to increased work engagement. A lack of such support may create challenges, increasing the potential for conflict between personal and work obligations and affecting work performance.

Work/Family Border Theory emphasized the changing nature of balancing work and family roles, suggesting that COD employees at AKELCO must constantly adjust their strategies to handle both work and family responsibilities. When both the workplace and family provide support, employees can more easily manage these demands, which helps improve their work engagement and work-life balance.

#### **Job Demands-Resources Theory**

A well-known theory in organizational psychology that explains how job characteristics influence employees' well-being and performance is the Job Demands-Resources (JD-R) Theory, introduced by Bakker and Demerouti (2007). According to the JD-R model, every job has its own set of challenges that can lead to stress (Bakker & Demerouti, 2007; Bakker et al., 2003a; Bakker et al., 2003b; Demerouti et al., 2001; Demerouti & Bakker, 2011). These challenges primarily stem from job demands and job resources.

To put it simply, "job demands" are those aspects of any given profession that are always taxing on our mental, emotional, and physical faculties. Dealing with difficult clientele, high-pressure situations, heavy workloads, and tight deadlines are all examples of such demands. Cognitive tasks, such as problem solving and decision making, may also be required of employees in some jobs. When these responsibilities become too much for an employee to handle, it can lead to exhaustion, burnout, and fatigue (Demerouti et al.,

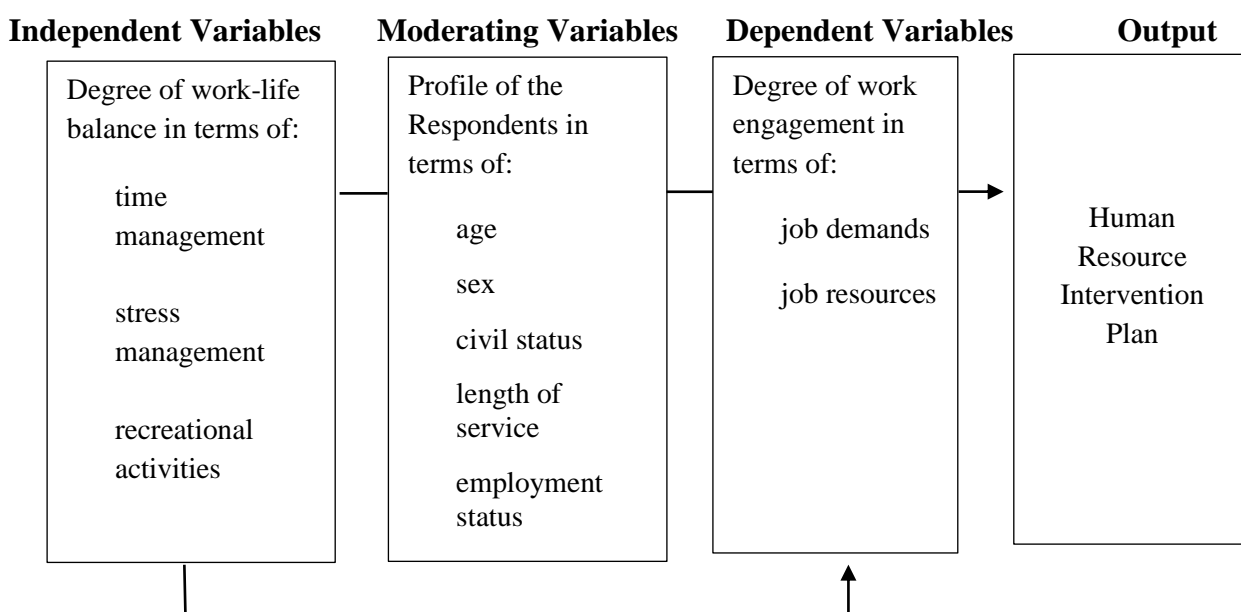
2001). Employees are able to meet their work goals, handle workplace demands, and advance in their flexibility with the support of job resources, which might be physical, psychological, social, or organizational in nature. Job resources include things like boss and colleague support, autonomy in decision-making, and initiatives to strike a work-life balance so that employees may successfully juggle their personal and professional lives. Training and promotions are two examples of opportunities for professional improvement that can be useful tools. In principle, these tools help people satisfy job expectations, reduce any negative effects, and become more invested in their work, according to JD-R (Bakker & Demerouti, 2007).

The JD-R model was especially useful for employees in the Commercial Operations Department of Aklan Electric Cooperative Inc. Their responsibilities include managing client inquiries, addressing consumer complaints, and facilitating seamless operations, which can induce considerable stress if inadequately managed. Nevertheless, tools such as supportive leadership, training initiatives, and efficient communication can assist in maintaining their engagement and motivation.

This study employed the JD-R model to investigate the impact of the equilibrium between job demands and job resources on work engagement. The study also explored how effectively juggling work and personal obligations could enhance employee engagement by highlighting work-life balance as a vital workplace resource. This concept elucidated how sufficient resources can alleviate the effects of job pressures, fostering a supportive work environment conducive to employee flourishing.

## Conceptual Framework

The independent variable of the study was the degree of work-life balance, assumed to influence the dependent variable, the work engagement. The moderating variables were age, sex, civil status, length of service, and employment status assumed to affect both the dependent and independent variables.



**Figure 1** Conceptual framework of the study.

## Significance of the Study

The results of this study could be beneficial to the following:



**Commercial Operations Department Manager.** This study could provide insights into the factors that influence work-life balance and work engagement within the COD. Understanding these factors would enable the COD manager to develop strategies aimed at improving employee engagement and well-being. By tackling the issues associated with job expectations and augmenting job resources, the COD manager may cultivate a more productive and supportive work environment, hence boosting overall departmental performance.

**Area Managers.** Through this study area managers of the Commercial Operations Department could benefit greatly from the findings of this study. Area managers would be better positioned to implement policies and practices that promote a healthier work-life balance if they obtain a deeper understanding of how the ability to maintain a healthy work-life balance affects employee engagement. Not only would this mitigate fatigue, but it could also enhance productivity, engagement, and satisfaction among employees. Furthermore, area managers can use the study's findings to foster an environment that values employees' well-being, resulting in improved performance and lower turnover.

**COD Employees.** The result of this study could be expected to positively impact the COD employees of AKELCO by promoting a healthier work-life balance and boosting work engagement—both of which contribute to a more supportive and fulfilling work environment. By finding ways to improve work-life balance, employees would more likely to experience less stress, greater happiness at work, and better overall health. As a result, their engagement increases, leading to higher job satisfaction and enjoyment. When policies are tailored to meet employees' needs, it can significantly boost their motivation, productivity, and satisfaction. Ultimately, this would not only reduce fatigue but also enhance overall productivity and engagement within the organization.

**Human Resource Division Manager.** The findings of this study could serve as a valuable resource for the Human Resource Division of AKELCO in addressing issues related to work-life balance and work engagement. These insights could help HR develop strategies to promote a healthier work-life balance for COD employees, ultimately boosting their overall engagement and productivity. By applying these findings, the HR division can take a more proactive approach in creating a supportive work environment that benefits both the employees and the cooperative.

**Future Researchers.** This study could serve as a valuable resource for other researchers, providing a foundation for future investigations on the same topic.

### **Scope and Limitation of the Study**

This study examined the relationship between the degree of work-life balance and the degree of work engagement among COD employees of the Aklan Electric Cooperative, Inc. (AKELCO). The research was conducted across eight area offices of AKELCO, located in Lezo, Kalibo, Banga, Altavas, Ibajay, Caticlan, Boracay, and Pandan, Antique. The researcher employed a descriptive-correlational method to explore this relationship. From a total of 110 employees, 86 were randomly selected as respondents, determined using Parel's Formula. A stratified random sampling technique was utilized to enhance the validity of the study.

The research instrument used in this study was a researcher-made questionnaire divided into three parts. The questionnaire underwent validation by experts in research and business-related fields and was pre-tested on 10 respondents who were not included in the final study sample.

The collected questionnaires were tallied, computed, analyzed, and interpreted. All statistical computations were processed using Jamovi software. To describe the categorical data, frequency counts,

percentages, means, and standard deviations were utilized. To test for significant differences, the t-test and one-way analysis of variance (ANOVA) were employed. Additionally, the Pearson Correlation Coefficient was used for correlation analysis.

### Definition of Terms

The following are definitions of words used in this study.

**Age** which means this number of years a living creature including a human or animal has lived. The measure of age is usually in terms of years and it describes the duration in which has elapsed whereby a person, item or object will have been existing (Oxford English Dictionary, n.d).

In this research, age referred to the total duration of time the respondents have spent living up until the point of administering the data collection tool. This approach ensured that the researcher captured their exact age relevant to the study period. The population groups included respondents within the ages of 21-35 years old and 36-50 years old as well as 51 years and older.

**Sex** is one of the two major categories of living organisms, with species or organisms also classified specifically by their genitalia or reproductive organs and structures (Merriam-Webster Dictionary, n.d).

In this research, sex indicated the gender identity of the respondents, categorized as male or female.

**Civil status** is a legal status of a person in terms of marital status and has several forms; single for a person with no marital history, married for a couple who live together legally or by mutual agreement as spouses, a person who has been separated from their partner, whether officially or unofficially, due to particular challenges, and widower/widow for a person whose spouse is dead (Philippine Statistics Authority, n.d.). In this study, respondents' civil status was categorized as single or married.

**Length of Service** refers to the total number of months an employee has worked since their official hire date, minus any periods of unpaid leave. This metric is often used to determine eligibility for service awards. If an employee is rehired after a break in service, their official hire date is updated to the date of rehire (Ithaca College, n.d.).

In this study, length of service referred to the total number of years respondents have been employed at AKELCO, categorized as less than 5 years, 5 to 15 years, and above 15 years.

**Employment status** refers to an individual's legal standing in their job, which determines their employment rights and the responsibilities of their employer (Acas, 2023).

In this study, employment status referred to the classification of respondents based on their type of employment at AKELCO, categorized as either regular, probationary, or job order. In this study, regular employees are those who have met the standards set by AKELCO. Probationary employees were closely monitored or assessed to determine if they meet AKELCO's standards and qualify for regular employment. Meanwhile, job order employees were individuals hired by AKELCO for specific tasks or projects on a temporary basis, often for short-term or occasional work.

**Degree of Work-life Balance** refers to the balance between the time you spend working and the time you spend on activities that are important to you, like being with family or enjoying hobbies (Staff, C. 2024). In this study, the degree work-life balance referred to how employees in the COD employees of AKELCO manage their job responsibilities alongside personal life, including time with family and personal interests. This was determined based on the responses in part II of the survey questionnaire and classified as Very High, High, Low and Very Low.

**Time** refers to the ability to organize and prioritize tasks and goals within a structured schedule, enabling individuals to complete tasks and achieve objectives on time by assigning responsibilities and setting

deadlines for their completion (Tumanishvili, 2022). It is often measured using self-assessment surveys, performance evaluations, and productivity tracking tools that analyze how efficiently individuals manage their time (Aeon & Aguinis, 2017; Claessens et al., 2007).

In this study, time management referred to the respondents' ability to effectively allocate their time between work responsibilities and personal recreational activities.

**Stress management** refers to various techniques that help individuals effectively handle stress and challenges, also known as adversity, in their lives. Managing stress can lead to a more balanced and healthier lifestyle (Mayo Clinic, n.d.).

In this study, stress management referred to the strategies and techniques used by the respondents to cope with stress related to their work and personal life.

**Recreational activities** is a way to relax and have fun during your free time when you're not working (Cambridge Dictionary, n.d)

In this study, recreational activities referred to the leisure activities and hobbies that respondents engage in during their free time.

**Degree of Work engagement** pertains to how employees connect with their tasks and responsibilities. It primarily focuses on the individual's role within the company, including how motivated and committed they are to their position and its importance in the business structure (Sinclair, 2023).

In this study, the degree of work engagement referred to a positive, fulfilling state of mind characterized when COD employees feel energetic, committed, and focused on their work. This happens when job resources like work-life balance, support from colleagues, and freedom to make decisions help them manage the challenges of their job, such as heavy workloads, customer demands, and work pressures. Based on the responses in part III of the survey questionnaire, it was determined as as very high, high, low and very low.

**Job demands** refer to the physical, psychological, social, or organizational elements of a job that require continuous physical or mental (cognitive and emotional) effort or skills, often leading to physiological and psychological strain. Examples include intense work pressure, poor physical working conditions, and irregular schedules (Demerouti & Bakker, 2011). Job demands are often measured using surveys, employee feedback, and organizational assessments that consider stress levels, job strain, and overall workload perception (Demerouti & Bakker, 2011).

This study described job demands as the physical strain, emotional stress, as well as intellectual effort needed to carry out one's duties that COD employees of AKELCO face as part of their work responsibilities. These included high workloads, long working hours, handling consumer complaints, meeting collection targets, and dealing with operational pressures such as tight deadlines and customer expectations.

**Job resources** are the physical, psychological, social, or organizational factors of a job that serve various purposes. They can support the achievement of work goals, help mitigate job demands and their related physiological and psychological impacts, and foster personal growth, learning, and development (Demerouti, Bakker, 2011)

In this study, job resources included things like work-life balance initiatives, support from supervisors and co-workers, autonomy in decision-making, opportunities for career development, and a positive work environment



## **Chapter 2**

### **REVIEW OF RELATED LITERATURE**

This chapter presents related local and foreign studies relevant to this research. It covers topics such as work-life balance, time management, stress management, recreational activities, work engagement, job demands, and job resources and relationship between work-life-balance and work engagement.

#### **Work-Life Balance**

Work has become one of the central domains of life for most Filipino adults in the working population together with family, relationships, health, and spirituality. According to the Congressional Policy and Budget Research Department (2023), the Philippine Statistics Authority's Labor Force Survey Report stated that 6 in 10 Filipinos from 15 years and above are part of the labor force, which represents 50.3 million out of 77.3 million Filipinos of working age. For some, work is more than just a source of income, it can also be a source of self-esteem, a sense of worth, belongingness, and at some point, even personal identity (Fryers, 2006). One's career or work, once found ideal and appropriate for the individual, may give life meaning and promote well-being (Ward and King, 2017), thus contributing to their general sense of happiness and satisfaction.

Erselcan and Süral Özer (2023) conducted a comparative study involving participants from Italy and Turkey, which supported the idea that generally Employees who are typically happy are often more productive and experience greater job fulfilment. Moreover, Srivastava (2013) revealed that job satisfaction, commitment to the organization, and trust are positively linked., while Stackhouse et al. (2022) emphasized that having dedicated employees significantly impacts overall organizational efficiency, particularly in the long term. Companies whose employees experience fulfillment, dedication, and a positive atmosphere at work tend to build motivated, consistent, and effective teams. This, in turn, positively impacts overall performance, client satisfaction, financial success, and long-term sustainability, (Human Resource Management International Digest, 2023).

As workplaces continue to modernize, attaining work-life harmony has evolved into a shared focus for both workers and organizations, aiming to align career demands with personal life obligations. Increasing work-related pressures and evolving workplace trends have not only impacted individuals' personal, family, and social spheres (Naig & Borbon, 2021), but have also significantly transformed modern organizational environments. The working population nowadays often faces work-related challenges such as unrealistic deadlines, multiple roles, increased workload, company politics, dynamic work regulations, unproportionate salary-to-expense ratio, and role conflict in fulfilling both work and familial obligations. These challenges could result in an inability to maintain "balance" across various aspects of their lives which could negatively affect their physical and mental health and even their relationships, taking a toll not only for individuals but the organization itself as well (Demerouti et al., 2001; Maslach & Leiter, 2016).

Achieving balanced in work-life integration fosters employee welfare, boosts their efficiency and productivity, reduces their likelihood of burnout and turnover, improves mental and physical health, improves career satisfaction and engagement, better relationships and social connections, reduces absenteeism, enhances company reputation, raises employee morale, and refine workplace environment (Sianquita and Laguador, 2017; Jaharuddin and Zainol, 2019; Santos and Caballero, 2019; Sánchez-Hernández et al., 2019; Gumpal and Cardenas, 2021; Lestari and Margaretha, 2021; Caringal-Go and Hechanova, 2022; Stanley and Sebastine, 2023; Marecki, 2024; Shah and Gawande, 2024). The studies

of Santos and Caballero (2019), Sánchez-Hernández et al. (2019), Gumpal and Cardenas (2021), and Lestari and Margaretha (2021) formative the finding that younger professional, including Millennial and iGeneration workers place emphasis on having flexible hours to maintain equilibrium between work and personal life viewing the two functions distinctly which is now increasingly regarded as a major strategy for talent management concerning attraction and retention in organizations.

As defined by Rodríguez-Sánchez et al. (2020), balance between career and personal commitments integrates several theories, practices and policies of an organization, including, though not exclusively, flexible working hours, non-financial incentives, and work sharing arrangements, which are essential to enhance a positive working climate. Scholars have extensively explored work-life balance, with many theories examining how professional and personal domains interact—highlighting aspects such as integration, conflict, and mutual enrichment. Theories such as the Conflict and Spillover theories of WLB highlight the challenges and stresses that are caused by the overlapping roles as an employee and for instance, a person's role in a family while Segmentation-Integration and Work-Family Border theories explore boundary management strategies, with the latter being more comprehensive on how individuals manage these said borders (Khateeb, 2021).

Current WLB research investigates numerous relationships, interactions, and shaping the relationship between work and personal life. Traditional WLB research investigates relationships among elements such as age, gender, and employee motivation, engagement, workplace satisfaction, organizational commitment, recognition and recreation, productivity, health outcomes, involvement, and happiness. Recent studies highlight a common theme: effective strategies for balancing professional responsibilities alongside personal matters supports employee well-being and contributes to improved organizational results, such as higher productivity and employee retention (Khateeb, 2020).

Mental health is also becoming a growing area of interest in work-life balance research, as studies examine how stress, burnout, and well-being are influenced by how effectively a person handles responsibilities at work alongside personal obligations (Saini, 2020; Shah and Gawande, 2024). Studies like the one conducted by Hopkins and Bardoel (2023) explore the impact of a constantly connected work culture, in which employees are expected to remain digitally accessible beyond regular working hours. Such expectations can disrupt the boundary separating professional responsibilities from personal time, which may contribute to heightened stress and exhaustion.

Modern work-life balance (WLB) research trends also highlight gender and diversity considerations, examining how WLB needs vary across gender, age, and cultural backgrounds. Iqbal et al. (2021) examined work flexibility and its association with higher job satisfaction and reduced turnover, the results suggest that hybrid models offer significant benefits for employees with caregiving roles, especially women, as they allow them to accommodate their caregiving responsibilities. However, contradictory studies by Hemashree and Altaf (2022) found that for the IT industry, the four-day workweek is not applicable for organizations in this field since they have to plan their workflow twice, schedule employees adequately, and retrain employees to cope with the reduced working days, which the sample found inconvenient, impractical, and burdensome.

The four-day workweek, although beneficial and ideal for some, still has numerous drawbacks and limitations making it challenging for an organization to tailor-fit to their work models. Schor et al. (2023), Burchell et al. (2023), and Autonomy Institute (2023) identified challenges the four-day workweek presents several challenges, including, impact on customer service and availability, cost and structural

adjustments, work-life boundary issues, reduced income for hourly workers, and compatibility issues across industries.

### **Time Management**

Based on Khateeb (2021), the Enrichment-Facilitation Theory of WLB suggests that abilities, resources, and emotional experiences developed in one aspect, for instance, time management skills, may facilitate better performance in another domain. Attaining Work-Life Balance involves properly handling responsibilities from both areas. When the pressures from both work and personal life grow, employees begin to experience enhanced pressure to effectively cope and budget time and resources to fulfill the activities and satisfy both areas Bella (2020).

Cano, et al. (2024) stated that effective time management is an important remedy to employee effectiveness, improving employee productivity, improving performance, helping them manage prioritization, ushering the organization towards success, and guiding them towards functional management of both their work and life. Meanwhile, according to Bella (2020), managing time effectively through priority setting and scheduling reduces stress, supports productivity, and enhances job satisfaction, enabling individuals to ensure that both professional and personal responsibilities are comfortably met. This further contributes to the overall psychological and emotional well-being, fostering a more efficient workforce, leading to a productive workforce and ensuring organizational success.

### **Stress Management**

Numerous personal and job-related factors may lead to stressors and emotional well-being issues for employees, potentially causing an imbalance across work and personal domains and make it difficult to achieve a healthy integration of both areas. (Gumpal and Cardenas, 2021). Studies on social workers found that high stress and low support directly impact employees' well-being along with effectiveness underlining the necessity of organizations to provide stress relief techniques resources and social support to promote resilience and reduce burnout (Stanley and Sebastine, 2023)

A study on WLB and Job Performance among hospital employees conducted by Sianquita and Laguador (2017) concluded that the majority of their participants have high WLB when it comes to time and stress management while late-middle-aged individuals have higher WLB in contrast with younger employees who are single. Furthermore, employees who are high school graduates with shorter terms of service have higher WLB compared to tenured employees who completed higher academic studies.

The disparity between the professional and personal domains results in increased stress, which may result in employee attrition (Jaharuddin and Zainol, 2019). Julianto et al. (2024) investigated how factors such as workplace pressure, support from management, intent to leave, job involvement, and work-life balance are connected. Results indicated that elevated stress levels at work strongly influence the desire to resign; however, this impact can be reduced with effective managerial support.

### **Recreational Activities**

Incorporating recreational activities positively impacts employee wellness, job contentment, and general well-being. Recreational programs are organization-initiated activities that aim to enhance work environments, improve employee morale, and even benefit their physical and mental health (Saini, 2020). An impact analysis was conducted by Saini (2020) on recreational activities and their effect on how leisure activities influence employees' satisfaction with their jobs in the hospitality sector. Consequently, most

respondents in the current study feel that recreational activities within the organization significantly influence their work environment. Because of the recent pandemic, changing workloads with periods of high demand and idle time can throw off the balance of leisure activities by either making employees too tired or angry to enjoy useful free time (Sibley et al., 2020).

For Naithani (2016), health and recreation dimensions significantly contribute in the outcome of expatriate academicians' assignments as it is an important psychographic factor of their adjustment while Aksoy and Çankaya (2021) demonstrated that employees participating in recreational activities, such as sports, reported higher life satisfaction and job engagement than those without such outlets, emphasizing the value of relaxation and leisure. The present research underscored the significance of workplace recreation initiatives in improving employees' perspectives on work, fostering positive attitudes, and promoting healthier lifestyles and overall well-being.

When organizations make an effort to provide these rewards, they cultivate a setting where employees feel acknowledged and valued. It plays a role in nurturing a feeling of reciprocal commitment, which in turn encourages employees to remain engaged and contribute positively (McGee, 2021). This, in turn, results in employees who are motivated and driven, this, as a result, contributes to reaching the organization's aims.

### **Work Engagement**

Work engagement represents an emotional and mental state that connection to their job, particularly their drive and commitment, which is strongly connected to work-life balance. (Saleem et al., 2024). In decision-making, when employees participate it nurtures a feeling of responsibility and inclusion, enhancing engagement as well as commitment. This is particularly impactful in high-stress fields, where engagement through involvement can mitigate feelings of alienation or burnout such as in the healthcare and customer service sectors (Harvard Business School, 2020).

When employees successfully navigate the challenges of their work and personal lives, they tend to be more engaged, which plays a role in overall career satisfaction and reduces turnover Jaharuddin and Zainol (2019). As Sánchez-Hernández et al. (2020) discussed, the best companies often enhance engagement through supportive work-life balance practices, aligning organizational values with employee well-being, which is particularly attractive to Millennial and Gen Z employees who prioritize balanced, flexible work environments.

According to Jaharuddin and Zainol (2019), both Work-Life Balance and work engagement act as driving forces with the capability to safeguard an organization's constant growth, making it imperative for the firm to support WLB practices. In (2024), Achama and Amah examined the work-life balance (WLB) and work engagement within electricity distribution firms in Nigeria, concluding that employees' emotional and physical investment in the organization is significantly shaped by work-life balance, ultimately influencing the level of energy and involvement within the workforce. Siregar et al. (2022) and Iqbal et al. (2017) also affirmed the positive impact of work-life balance (WLB) on work engagement, while employee cynicism was shown to have a negative correlation with both job engagement and WLB. In the context of Higher Education Institutions (HEIs), a study by Limongco et al. (2019) revealed that HEI faculty experienced higher WLB during their youth while it gradually diminished as they grew older for not much attention and responsibilities were given to them while married employees have more balance than faculty members who were given more responsibilities. This study also shows that the overall WLB of workforce in an establishment is strongly affected by the unequal distribution of workload.

In line with existing literature exploring how work-life balance (WLB) and job engagement relate to employee turnover, Saleem et al. (2024) confirmed previous research findings that WLB positively influences job engagement. But they also discovered that this relationship between work-life balance and the intention to leave was not moderated by job engagement. In contrast, Lestari and Margaretha (2021) found no significant impact of WLB on job engagement among Y-generation employees, though they did observe that WLB significantly affects turnover intention. Results suggest that the Y generation has less tolerance towards low WLB and a need arises for the company leadership to invest in work and life balance programs to ensure employee retention.

An exploration on the effect of the Pandemic to Industrial-Organizational Psychology was explored by Rudolph et al. (2021), shedding light on COVID-19 shaped modern work settings and how it affected organizational employee factors such as time management, stress management, and recreational activities, work engagement. The pandemic has revolutionized traditional work practices and as a consequence, organizations have to remodel their work set-ups in order to catch up and align to transformed business and organizational demands. HR departments as a result have to make adjustments and tailor their operational models to fit the situation and set-up of employees, Commonly referred to as Idiosyncratic Deals (I-deals), these arrangements aim to fulfill the specific demands of employees while simultaneously benefiting the organization (Rousseau et al., 2006). This involves negotiating flexible work schedules and structures to foster long-term commitment to work and enhance overall staff wellness. I-deals offer significant advantages serving the interests of both employees and companies, particularly in reducing work-personal life conflict and boosting engagement for those working from home or in flexible telecommuting setups (Hornung et al., 2008). They also contribute to improving situational work performance at the same time (Gajendran et al., 2015).

Excessive work commitments cause burnout alongside disengagement but insufficient work causes boredom which decreases motivation until employee engagement suffers. By showing opposing opinions the observation demonstrates why companies need both reasonable workloads and helpful work environments according to JD-R principles. Organizations provide employees alongside suitable work-related resources which include autonomy and feedback and support enable workers to use their resources effectively to enhance employee engagement. Enhanced resource management from adequate job resources enables workers to maintain their motivation when faced with lower demand circumstances (Bakker & Demerouti, 2007; Xanthopoulou et al., 2007).

Stress within organizations, particularly related to the resources available in a job, is heavily influenced by the well-established Job Demands-Resources (JD-R) Theory (Demerouti et al., 2001). The applications of the JD-R Theory, from optimizing intervention strategies to creating recovery opportunities, aim to prevent burnout simultaneously improving employee productivity and well-being. In a research on employee retention, Samrudh (2022) identified job autonomy and perceived organizational support as key factors shaping employees' choices to remain with the company after the COVID-19 pandemic, especially considering the transition to remote work

Building on the JD-R model, Günther et al. (2022) emphasized the role of managing workplace expectations and resources to support teleworkers, especially during the challenges of the coronavirus outbreak. Their study discovered that effective leadership methods plus support from human resources make it easier for remote workers to manage their challenges. It also illustrated the interconnectedness of well-being dimensions—such as happiness, health, and relational well-being—reinforcing the need for a comprehensive approach to engagement. Xanthopoulou et al. (2007) argued that leadership and



organizational practices significantly impact worker outcomes, a notion echoed by Günther et al. (2022), who proposed that enhancing the well-being of teleworkers demands a holistic perspective on HRM and leadership. This approach underscores the value of synchronizing HRM and leadership techniques focused on employees' needs for motivation and recovery to maintain job engagement.

### **Relationship between Work-life Balance and Work Engagement**

Among such key contributors to work engagement is achieving work-life balance although this directly affects levels of workforce commitment, as well as professional satisfaction and effectiveness. The research by Chang et al. (2019), Naig & Borbon (2021), Panda & Sahoo (2021), Achama & Amah 2024, Marecki 2024 shows that maintaining good job and personal life equilibrium results in increased work engagement among employees. Achama and Amah (2024) emotional engagement functions as an essential job involvement dimension demonstrating staff member dedication to their organization and strongly relates to work-life balance. Naig and Borbon (2021) found that emotional stability among employees primarily associated with maintaining work-life balance leads to boost organizational dedication and more effective engagement.

Job embeddedness is the focus of (Chang et al.'s 2019) research about intern retention patterns. An employee's organizational commitment and workplace engagement depend on their success in balancing work responsibilities with personal life demands according to their research. Studies show work and personal life equilibrium success among employees leads them to become more involved at higher levels than workers who experience difficulties maintaining work-life balance.

### **Synthesis**

This paragraph captures all related to the concerning the work, alongside insights into the topics of work-life balance and employee engagement.

Work-life balance have been a growing concern to employees in their places of work and in employment settings because of the advanced work demands that obstruct balancing personal and professional activities.

Supportive co-workers, flexible policies, and strong interpersonal relationships at work are examples of organizational policies that aid in addressing these issues. Those kinds of policies, classified as "job resources" under the JD-R model—are capable of ameliorating the undesirable effects job demands have upon one's psychological health. Defined in the framework under the Job Demands - Resources Theory (JD-R), job resources contain the potential for countering dangers associated with demands in the occupation.

These programs assist workers live healthier, lowering burnout and improving job satisfaction. The report shows Gen Z and Millennials value flexible work schedules more than previous generations. Since they improve work-life balance, these agreements persuade employees to stay with the company and work harder. Modern employees expect work-life balance (WLB), thus companies should consider it.

Company profits are strongly correlated with employee engagement. Flexibility and employee input into decision-making boost engagement. Employees are more engaged, stay longer, and the workplace benefits. Research indicates that modifying work-life boundaries strengthens employees' emotional and physical dedication to their roles.

Achieving balance across career and personal responsibilities enhances workplace fulfillment and fosters loyalty to the organization. However, challenges such as unrealistic deadlines, multiple job

responsibilities, and workplace politics can disrupt this balance, negatively impacting employees' mental well-being and diminishing their loyalty to the organization. A lack of support at work can elevate stress levels, which consequently raises the chances of employees resigning and harms their health. The Job Demands-Resources (JDR) model suggests that stress can be mitigated by ensuring proper job resources, which facilitate efficient boundary management and minimize unnecessary demands and barrier. Strategies such as recognizing and rewarding employees, together with promoting policies that support personal-professional balance, contributes to a positive workplace environment. As a result, boosts work fulfillment, engagement, motivation, as well as productivity. Employees who feel recognized and valued tend to demonstrate increased organizational loyalty. Encouraging sustained involvement and optimizing their output. Research has shown that recognition, especially in high-stress jobs, does not just improve retention but also reinforces employees' sense of connection to the organization. Therefore, employees who perceive genuine appreciation from their supervisors are more motivated to excel and stay with the business.

The capacity to achieve work-life balance largely takes into account one's gender in addition to one's cultural environment. Caregiving women face greater obstacles when they try to combine work and home responsibilities. Social constructs influenced by responsibilities are collectivist societies tending toward segmentation of roles and individualist cultures favoring integration.

The JD-R framework offers a thorough approach to examining how work engagement is linked to various job-related factors, workplace support, and job fulfillment. Employee well-being and organizational effectiveness rely on creating mutually beneficial support systems, flexible policies, and strong relationships among coworkers. Through promoting a workplace that recognizes the importance of both teamwork and individual input, organizations is able to improve engagement, retention, as well as productivity. Implementing approaches like adaptable working hours, supportive leadership, and health and well-being programs helps employees achieve better work-life harmony, ultimately leading to strengthen their lasting devotion to the organization.

### **Chapter 3**

#### **METHODOLOGY**

This chapter outlines the research methodology employed in the study on work-life balance and work engagement among employees of the Commercial Operations Department of Aklan Electric Cooperative, Inc. It provides a detailed discussion of the research design, the study's locale, population and sampling techniques, data-gathering instruments, procedures for establishing content validity and reliability, data collection process, and the statistical methods used for data analysis.

#### **Research Design**

This study employed a descriptive-correlational research design to explore the degree of work-life balance and work engagement among employees of the Commercial Operations Department (COD) of Aklan Electric Cooperative, Inc. (AKELCO). This research method was considered appropriate, as the primary goal was to identify and analyze the relationship between work-life balance and work engagement. The descriptive aspect of the design allowed the researcher to present a clear picture of the current state of both variables, while the correlational component facilitated the examination of how they were related to one another.

### Locale of the Study

This study was conducted within the Aklan province, specifically focusing on employees of the Commercial Operations Department (COD) of Aklan Electric Cooperative, Inc. (AKELCO). AKELCO is the only supplier of electricity in the province of Aklan. It caters the needs of all 17 municipalities in Aklan, 2 Towns in neighboring province, Antique (Pandan and Libertad), and a barangay in Capiz (Brgy. Damayan, Sapián). The cooperative has eight area offices situated in both western and eastern parts of Aklan which includes an office in Pandan, Antique.

The western area offices is composed of Ibajay, Caticlan and Boracay while eastern offices are Lezo, Kalibo, Banga and Altavas. Additionally, the Pandan Area Office is included due to its proximity to Aklan. Each of these area offices is under the Commercial Operations Department (COD) of AKELCO with several key positions which includes the COD Manager, Area Managers, Member Service Assistants (MSAs), Tellers, Disconnection Clerks and Consumer Welfare Desk Clerks (CWDs). The department head is the COD Manager who supervises the eight Area Managers and their operations. Each Area Manager is tasked with supervising the staff within their assigned area, addressing operational concerns, and making essential decisions to support the cooperative's goals and services.

There are nine MSAs in total—one assigned to each area office, with two stationed at the Kalibo Area Office. MSAs play a vital technical role in the organization, handling responsibilities such as processing new connection applications, conducting house inspections for meter installation, managing service transfers and disconnections, and replacing defective meters. They also handle consumer complaints and perform inspections when necessary.

There are a total of twenty-four tellers across the area offices. Each area office has two tellers, while the Banga Area Office has three, Lezo has four, and Kalibo has seven tellers. Tellers are responsible for receiving payments from consumers. In Kalibo, specific tellers are also assigned to remit collections from AKELCO's accredited bayad centers, such as ECPay, GCash, Maya, and Palawan. Similarly, the Pandan and Ibajay Area Offices remit payments to AKELCO's Parent Collector, an accredited collector in Libertad, Antique, and Nabas, Aklan, due to the distance of these locations.

There are eight Disconnection Clerks, with one assigned to each area office. Their primary tasks include printing disconnection notices, monitoring their returns, issuing disconnections for consumers with unpaid bills, and issuing reconnection orders once payments are made. Additionally, they cater to consumer concerns and complaints, comply with reporting requirements, and temporarily act as tellers in the absence of a teller. While all area offices have Parent Implementers for the issuance of disconnection notice, reconnection orders, service dropping, change meters, and service testing, the Boracay Area Office is unique. It has seven crew members who are directly hired by AKELCO to handle these specific tasks.

The Consumer Welfare Desk Clerks (CWDs) are responsible for managing consumer complaints and concerns through various channels, including walk-ins, phone calls, and messaging apps. There are eight CWDs, and each has a scheduled night shift as part of AKELCO's 24/7 hotline service.

### Population and Sampling Techniques

The intended respondents for this study were chosen from the eight area offices of Aklan Electric Cooperative, Inc. (AKELCO), composed of regular and job order personnel. Out of a total of 110 employees from the Commercial Operations Department (COD), 86 were selected to participate as respondents as part of this research. The sample size was assessed using the Parel et al. formula.

To ensure representation from all eight area offices of AKELCO, this study utilized a stratified sampling

technique. Such approach enabled the researcher in proportionally allocating the sample across various offices, effectively capturing the diversity of COD employees within the organization.

## Distribution of Respondents

Area Office	Population	Sample Size	Percent (%)
Lezo	16	13	14.55
Andagao	21	15	19.09
Banga	15	12	13.64
Altavas	9	7	8.18
Ibajay	11	9	10.00
Caticlan	9	7	8.18
Area Office	Population	Sample Size	Percent (%)
Pandan	9	7	8.18
Boracay	16	13	14.55
Main Office	4	3	3.64
<b>Total</b>	<b>110</b>	<b>86</b>	<b>100%</b>

\*Sampling Rate: Sample/Population =  $86/110 = 78.18\%$

## Data Gathering Instrument

For the purpose of this research, a questionnaire was constructed to assess the work-life balance and their degree of work engagement. This questionnaire contained specific elements pertinent to the research and was presented in an alignment rating scale. The survey instrument was further categorized into three parts. Part I acquired the demographic profile of the respondents such as age, sex, civil status, length of service and employment status.

Part II evaluated the work-life balance of the respondents in terms of time management, stress management, and recreational activities. This part had 15 questions that would allow the respondents to

Numerical Rating	Verbal Interpretation
4	Strongly Agree
3	Agree
2	Disagree
1	Strongly Disagree

respond based on the given statements and graded as follows:

Part III measured the degree of work engagement of the through analyzing their job demands and job resources. It consisted of 20 items, with responses rated using the following scale:

Numerical Rating	Verbal Interpretation
4	Strongly Agree
3	Agree
2	Disagree
1	Strongly Disagree

**Content Validity**

In order to maintain relevance and clarity of the instrument, three experts with research/business background conducted the face and content validation for the instrument. Their comments, suggestions, and recommendations were integrated to effectively enhance the effectiveness of the questionnaire. As a result of their evaluation, the instrument obtained a weighted mean score of 4.60, indicating a high validity level.

Following the review by experts and required revisions, the revised questionnaire was then subjected for pilot testing.

**Reliability**

To evaluate the external consistency of the instrument used, a test-retest method was employed by the researcher. This technique involved providing the same questionnaire to the same set of respondents at two separate times. For this purpose, the instrument was pilot tested with 10 respondents who were excluded from the main study. Furthermore, the researcher calculated Cronbach's Alpha in Jamovi to determine the reliability of the questionnaire, with the anticipated reliability value for the measurement of work-life balance and work engagement being 0.787.

Findings indicated that the questionnaire demonstrated a good reliability, with Cronbach's Alpha coefficients of 0.842 for the initial test and 0.867 for the follow-up, shows good internal consistency. All these results indicated that the instrument was dependable for data collection. Furthermore, the degree of the relationship between the two sets of scores was substantial, which further validated the consistency of the research tool.

**Data Gathering Procedure**

After completing the required revisions from the pre-oral defense, the researcher obtained approval from the Dean of the Faculty of Masters in Business Administration and Management Education to conduct the study. A formal letter was then sent to the acting general manager of Aklan Electric Cooperative, Inc. (AKELCO) to request permission for data collection. Once approval was granted, the researcher proceeded with the data-gathering process.

A researcher-made questionnaire was used to assess work-life balance and work engagement. It consisted of three sections: demographic information, work-life balance, and work engagement. Before distribution, the questionnaire was validated by three experts to ensure clarity and relevance. A pilot test was also conducted with 10 respondents outside the main study, and reliability was confirmed using Cronbach's Alpha.

After securing all necessary approvals, the researcher personally administered the questionnaire to the respondents across the eight area offices of AKELCO. Stratified random sampling was used to ensure fair representation of different employment categories. Respondents were given enough time to complete the survey.

Ethical considerations were strictly followed and participation was voluntary, respondents gave informed consent, and all responses were kept confidential. After data collection, the responses were securely stored and analyzed using Jamovi software.

**Data Analysis**

The data in this study were evaluated using statistical methods with the help of Jamovi software. Basic



statistical methods, such as frequency distribution, percentage, and weighted mean, were adopted to summarize the data and measure the degree of work-life balance and work engagement. The computed means were categorized to assess how well employees managed their time, stress, and recreational activities.

To determine differences between groups, a t-test was used to compare work-life balance and work engagement based on sex, civil status, and employment status. Meanwhile, one-way ANOVA was applied to check for variations across different age groups and lengths of service.

Lastly, the Pearson Correlation Coefficient was utilized to examine the relationship between work-life balance and work engagement, with results interpreted based on standard correlation strength guidelines.

## Statistical Treatment

The statistical techniques listed below were applied using Jamovi to resolve the research problem. Frequency distribution, percentage, and weighted mean, among other descriptive statistics, were employed to assess the categorical data. Work-life balance among respondents was evaluated based on the weighted mean derived from the scale applied in the work-life balance questionnaire, as shown in the Data Gathering Instrument. The assessed means were transformed based on the principle of rounding off numbers, as

Mean Range	Verbal Interpretation	Description
3.50 – 4.00	Very High Degree of WLB	The employee always manage his/her time, stress, and recreational activities effectively.
2.50 – 3.49	High Degree of WLB	The employee oftentimes manage his/her time, stress, and recreational activities effectively.
1.50 – 2.49	Low Degree of WLB	The employee rarely manage his/her time, stress, and recreational activities effectively.
1.00 – 1.49	Very Low Degree of WLB	The employee did not manage his/her time, stress, and recreational activities effectively.

follows:

The weighted means calculated for the degree of work engagement, based on the Work Engagement Scale in the data gathering instrument, were converted as follow

Mean Range	Verbal Interpretation	Description
3.50 – 4.00	Very High Degree of Engagement	Employees showed exceptional motivation, energy, and involvement. They effectively manage job demands with strong resources like support, training, and recognition, leading to high performance, collaboration, and satisfaction.
2.50 – 3.49	High Degree of Engagement	Employees was highly engaged, balancing job demands with available resources. They are motivated, productive, and maintain good relationships, though stress is occasionally present.

1.50 – 2.49	Low Degree of Engagement	Employees showed low engagement, struggling with job demands due to insufficient resources. They experience low motivation, limited collaboration, and reduced performance.
1.00 – 1.49	Very Low Degree of Engagement	Employees was disengaged, overwhelmed by job demands with little support. They show minimal motivation, poor performance, and weak relationships.

To examine the relationship between work-life balance and work engagement, the study employed the Pearson Correlation Coefficient to determine both the strength and significance of their relationship. The interpretation of this relationship was as follows:

Correlation Coefficient	Description
0.00 - 0.19	Very Low Correlation
0.20 - 0.39	Low Correlation
0.40 - 0.59	Moderate Correlation
0.60 - 0.79	High Correlation
0.80 - 1.00	Very High Correlation

All tests were done through the use of Jamovi version 2.4.11.

## Ethical Consideration

The ethical considerations for the respondents in this research included obtaining informed consent, ensuring confidentiality and data security, promoting voluntary participation, prioritizing beneficence, providing debriefing opportunities, obtaining approvals from relevant authorities, and maintaining continuous monitoring to address any ethical concerns promptly. These steps were taken to protect the rights and welfare of the respondents.

## Chapter 4

### PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the findings using both descriptive and statistical approaches. It provides a comprehensive overview of the data gathered, including respondents' demographic profile, their degree of work-life balance and work engagement, and explores differences in these dimensions across different demographic groups, and tests the relationship between work-life balance and work engagement.

### Profile of the Respondents

Shown in Table 1 is the frequency and percentage distribution of the respondents' personal profile.

As shown in Table 1, 50 (58%) were male, while 36 (42%) were female. This reveals that male respondents comprise a greater proportion compared to female respondents.

In terms of age, 39 (45%) were 21 to 35 years old, while 42 (49%) were ages between 36 to 50, and the remaining 5 (6%) were 51 years old and above. This shows that respondents are mostly in the 36 to 50 age bracket.

Regarding civil status, 56 (65%) were married, and the remaining 30 (35%) are single. This shows that the majority of respondents were married.

As to length of service, 30 (35%) has worked for less than 5 years, 34 (40%) for 5 to 15 years, and 22 (25%) for above 15 years. Findings revealed that a large number of respondents have served AKELCO for a duration of 5 to 15 years.

As to employment status, 69 (80%) of the respondents are regular and 17 (20%) of the respondents are job order. This indicated that most of the respondents hold regular employment status.

**Table 1.**  
**Distribution of Respondents by Profile Variables**

<i>Profile Variables</i>	<i>f</i>	<i>%</i>
<b><i>Sex</i></b>		
Male	50	58
Female	36	42
<b><i>Age</i></b>		
21 – 35 years old	39	45
36 – 50 years old	42	49
51 years old and above	5	6
<b><i>Civil Status</i></b>		
Married	56	65
Single	30	35
<b><i>Length of Service</i></b>		
Less than 5 years	30	35
5 – 15 years	34	40
Above 15 years	22	25
<b><i>Employment Status</i></b>		
Regular	69	80
Job Order	17	20
<b>Total</b>	86	100%

## Degree of Work-life Balance of the Respondents

Table 2 presents the degree of work-life balance in terms of time management, stress management, and recreational activities. From the findings, it can be said that generally, the respondents experienced a high degree of work-life balance ( $M = 3.27$ ,  $SD = 0.42$ ). Time management ( $M = 3.37$ ,  $SD = 0.42$ ) were marked as high. Based on the ratings most respondents successfully balanced their work requirements with their personal responsibilities, as well as Stress management ( $M = 3.27$ ,  $SD = 0.43$ ), recreational activities ( $M = 3.16$ ,  $SD = 0.43$ ). However, the computed mean of 3.16 for recreational activities indicated a decrease in leisure participation, likely due to workload limitations. Stanly and Sebastine's (2023) study on social workers pointed to the harmful effects of high stress and low support to overall well-being and performance, warranting organizational attention. Recreational activities significantly affect overall well-being and job satisfaction. Saini (2020) found that organization-initiated recreational programs improve work environments and employee morale, both physical and mental well-being.

**Table 2**  
**Degree of Work-life Balance of the Respondents**

Variables	$\bar{x}$	Rank	SD	Verbal Interpretation
Time Management	3.37	1	0.42	High
Stress Management	3.27	2	0.43	High
Recreational Activities	3.16	3	0.43	High
<b>Work-life Balance</b>	3.27		0.42	High
<i>1.00 – 1.49</i>	<i>1.50 – 2.49</i>	<i>2.50 – 3.49</i>	<i>3.50 – 4.00</i>	
<i>Very Low</i>	<i>Low</i>	<i>High</i>	<i>Very High</i>	

#### A. Degree of Work-life Balance of the Respondents in terms of Time Management

Table 3 shows the degree of work-life balance of the respondents in terms of time management.

Results revealed that in terms of “*Effectively managing time between work responsibilities and personal commitments.*” (M = 3.48, SD = 0.56), “*Utilizing the support systems available at the workplace to help balance work and personal life effectively.*” (M = 3.31, SD = 0.55), “*Prioritizing tasks facilitates the balance of meeting work deadlines with personal interest and family time.*” (M = 3.48, SD = 0.58), “*Regularly planning a daily schedule to ensure time allocation for both work tasks and personal activities.*” (M = 3.41, SD = 0.60), “*Having sufficient time to rest and recover after shifts.*” (M = 3.17, SD = 0.59) a high degree work-life balance between private life and work responsibilities, especially with respect to managing time efficiently was reflected.

However, “*Having sufficient time to rest and recover after shifts.*” while still indicating a “high” work-life balance, it had the lowest rating (M = 3.17). It may suggest that some respondents may experience challenges in achieving adequate rest. This lower rating may suggest that while employees manage their time well, the demands of their work schedules, overtime requirements, and the necessity to attend to personal responsibilities after work could be affecting their ability to get adequate rest. Additionally, factors such as unpredictable workloads and the need to remain available for consumer concerns may contribute to this issue.

**Table 3**  
**Degree of Work-life Balance of the Respondents in terms of Time Management**

Variables	$\bar{x}$	Rank	SD	Verbal Interpretation
Effectively managing time between work responsibilities and personal commitments.	3.48	1.5	0.56	High
Having sufficient time to rest and recover after shifts.	3.17	5	0.59	High
Utilizing the support systems available within the work environment to help sustain a productive blend of work and personal commitments.	3.31	4	0.55	High

Prioritizing tasks facilitates the balance of meeting work deadlines with personal interest and family time.	3.48	1.5	0.58	High
Regularly planning a daily schedule to ensure time allocation for both work tasks and personal activities.	3.41	3	0.60	High
<b>Over-All</b>	<b>3.37</b>		<b>0.58</b>	<b>High</b>
<i>1.00 – 1.49</i>	<i>1.50 – 2.49</i>	<i>2.50 – 3.49</i>	<i>3.50 – 4.00</i>	
<i>Very Low</i>	<i>Low</i>	<i>High</i>	<i>Very High</i>	

## B. Degree of Work-life Balance of the Respondents in terms of Stress Management

Table 4 gives the degree of work-life balance of respondents in regards to stress management.

Findings revealed regarding “*Remaining calm and focused during stressful and challenging situations at work.*” (M = 3.31, SD = 0.61), “*Prioritizing self-care activities in one's personal life.*” (M = 3.27, SD = 0.60), “*AKELCO provides adequate resources for effective stress management.*” (M = 3.25, SD = 0.60), “*Actively engaging in stress-relief activities outside of work.*” (M = 3.18, SD = 0.58), “*Developing effective coping strategies to manage work-related stress*” (M = 3.26, SD = 0.58) indicated a high degree of work-life balance

However, in “*Actively engaging in stress-relief activities outside of work.*” had the lowest mean score of 3.18. This points to the fact that while employees acknowledge the significance of stress management, external factors including limited hours, personal obligations, and the high-pressure demands of their profession may restrict their capacity to engage in relaxation or recreational activities. Research highlights that active participation in stress-relief activities, such as exercise, socialization, and hobbies contributes to overall well-being and reduces job-related burnout (Sonnetag & Fritz, 2015).

**Table 4**  
**Degree of Work-life Balance of Respondents in terms of Stress Management**

Variables	$\bar{x}$	Rank	SD	Verbal Interpretation
Prioritizing self-care activities in one's personal life.	3.27	2	0.60	High
AKELCO provides adequate resources for effective stress management.	3.25	4	0.55	High
Remaining calm and focused during stressful and challenging situations at work.	3.31	1	0.61	High
Actively engaging in stress-relief activities outside of work	3.18	5	0.58	High
Developing effective coping mechanisms to handle work-related stress.	3.26	3	0.58	High
<b>Over all</b>	<b>3.25</b>		<b>0.58</b>	<b>High</b>
<i>1.00 – 1.49</i>	<i>1.50 – 2.49</i>	<i>2.50 – 3.49</i>	<i>3.50 – 4.00</i>	
<i>Very Low</i>	<i>Low</i>	<i>High</i>	<i>Very High</i>	



## C. Degree of Work-life Balance of the Respondents in terms of Recreational Activities

Table 5 illustrates the degree of work-life balance of respondents in relation to recreational activities. Outcomes revealed that with regard to “*Engaging in recreational activities even during busy work periods to maintain my well-being.*” (M = 3.08, SD = 0.65), “*Finding time for hobbies and interests outside of work*” (M = 3.03, SD = 0.58), “*Taking breaks for recreational activities during work hours improves productivity and focus.*” (M = 3.18, SD = 0.74), “*Balancing workload with personal hobbies and interests.*” (M = 3.25, SD = 0.59), “*Prioritizing time for recreational activities in the weekly routine*” (M = 3.22, SD = 0.69) the results suggested a high degree of work-life balance, indicating that respondents frequently managed their recreational activities effectively.

However, in “*Finding time for hobbies and interests outside of work*” received the lowest mean score (M = 3.03, SD = 0.58). This suggests that while employees are engaging in recreational activities, these practices may not yet be fully integrated into their daily routines. As Aksoy and Çankaya (2021) emphasized, participation in recreational activities is positively associated with higher life satisfaction and work engagement. Similarly, Saini (2020) noted that organizational support through recreational programs enhances employee well-being and morale. Thus, the limited integration of hobbies among the respondents may hinder their overall work-life balance and engagement.

**Table 5**  
**Degree of Work-life Balance of Respondents in terms of Recreational Activities**

Variables	$\bar{x}$	Rank	SD	Verbal Interpretation
Engaging in recreational activities even during busy work periods to maintain my well-being.	3.08	4	0.65	High
Finding time for hobbies and interests outside of work	3.03	5	0.58	High
Taking breaks for recreational activities during work hours improves productivity and focus.	3.18	3	0.74	High
Balancing workload with personal hobbies and interests.	3.25	1	0.59	High
Prioritizing time for recreational activities in the weekly routine	3.22	2	0.69	High
<b>Over-All</b>	<b>3.15</b>		<b>0.65</b>	<b>High</b>
<i>1.00 – 1.49</i>	<i>1.50 – 2.49</i>	<i>2.50 – 3.49</i>	<i>3.50 – 4.00</i>	
<i>Very Low</i>	<i>Low</i>	<i>High</i>	<i>Very High</i>	

## Degree of Work Engagement of the Respondents

Table 6 outlines the degree of work engagement of respondent’s base on job demands and job resources. In relation to overall work engagement, job demands, and job resources, the findings showed that workers have a “high” level of work engagement (M = 2.92, SD = 0.42). Likewise, job demands (M = 2.74, SD = 0.51) and job resources (M = 3.18, SD = 0.33). The notable levels of engagement observed suggest that employees remained spirited and devoted, even in the face of the pressures and expectations tied to their work.

The high rating for job resources implied that AKELCO provided employees with a reasonable level of organizational support, autonomy, and even professional growth which helps increase the degree of work engagement in the company.

Saks (2006) has explained why the other end of organizational support is equally important, arguing that if an employee perceives the support and resources offered by the organization to be strong, he or she is most likely to become engaged in the work. This points to the fact that while these employees face challenges, they do not appear to be unresourcefully negative.

**Table 6.**  
**Degree of Work Engagement of the Respondents**

Variables	$\bar{x}$	Rank	SD	Verbal Interpretation
Job Demands	2.74	2	0.51	High
Job Resources	3.18	1	0.33	High
<b>Work Engagement</b>	2.92		0.42	High
<i>1.00 – 1.49</i>	<i>1.50 – 2.49</i>	<i>2.50 – 3.49</i>	<i>3.50 – 4.00</i>	
<i>Very Low</i>	<i>Low</i>	<i>High</i>	<i>Very High</i>	

## A. Degree of Work Engagement of the Respondents in terms of Job Demands

Table 7 indicates that the respondents demonstrated a significant work engagement association with their job demands.

The results revealed that in terms of “*Feeling that the job challenges in a way that enhances the skills and keeps being engaged in work*” (M = 3.31, SD = 0.65), “*Managing deadlines effectively, which enhances the ability to stay engaged in work*” (M = 2.52, SD = 0.79), “*Regularly dealing with challenging clients or situations that require significant emotional effort*” (M = 2.97, SD = 0.79), “*Requires performing physically demanding tasks that leave one tired at the end of the day*” (M = 2.59, SD = 0.80), “*Staying engaged and maintaining focus when the task and responsibilities become demanding*” (M = 2.53, SD = 0.74), “*The job requires consistent high-level performance, sometimes with limited breaks or recovery time.*” (M = 2.53, SD = 0.29) respondents rated it as high. On the other hand “*Heavy workloads often require extra hours to meet deadlines.*” (M = 2.29, SD = 0.93) “*The amount of work expected to be completed within a given timeframe does not feel overwhelming.*” (M = 2.09, SD = 0.77) “*The work is not mentally exhausting, as it does not involve solving complex problems.*” (M = 2.16, SD = 0.79) “*The demands of the job sometimes present challenges but do not hinder motivation and engagement in work.*” (M = 2.38, SD = 0.72) were rated low.

The results were supported by Bakker and Demerouti (2007), who emphasized that challenging work duties such skill-enhancing tasks and emotionally engaging interactions can stimulate motivation and increase engagement. For instance, the high mean score for “*Feeling that the job challenges in a way that enhances the skills and keeps being engaged in work*” aligns with this theory, suggesting that when employees perceive demands as growth opportunities, their engagement rises.

Moreover, Schaufeli and Bakker (2004) found that work engagement is often higher when individuals face manageable yet stimulating job demands that allow for skill use and development. However, they also noted that excessive workload, unrealistic deadlines, and lack of recovery time together with a minimum rest period destroys both motivation and student engagement which echoes the lower scores in

the items related to heavy workloads and mental exhaustion.

**Table 7**  
**Degree of Work Engagement of the Respondents in terms of Job Demands**

Variables	$\bar{x}$	Rank	SD	Verbal Interpretation
Heavy workloads does not require extra hours to meet deadlines.	2.29	8	0.93	Low
Managing deadlines effectively, which enhances the ability to stay engaged in work.	2.52	6	0.79	High
The amount of work expected to be completed within a given timeframe does not feel overwhelming.	2.09	10	0.77	Low
Regularly dealing with challenging clients or situations that require significant emotional effort.	2.97	2	0.79	High
The work is not mentally exhausting, as it does not involve solving complex problems.	2.16	9	0.79	Low
The demands of the job sometimes present challenges but not hinder motivation and engagement in work.	2.38	7	0.72	Low
Requires performing physically demanding tasks that leave one worn out by the end of the day.	2.59	3	0.8	High
Staying engaged and maintaining focus when the task and responsibilities become demanding.	2.53	4.5	0.74	High
Feeling that the job challenges in a way that enhances the skills and keeps being engaged in work.	3.31	1	0.65	High
The job requires consistent high-level performance, sometimes with limited breaks or recovery time.	2.53	4.5	0.29	High
<b>Over-all</b>	3.15		0.65	High
<i>1.00 – 1.49</i>	<i>1.50 – 2.49</i>	<i>2.50 – 3.49</i>	<i>3.50 – 4.00</i>	
<i>Very Low</i>	<i>Low</i>	<i>High</i>	<i>Very High</i>	

## B. Degree of Work Engagement of the Respondents in terms of Job Resources

Table 8 illustrates the degree of work engagement among respondents concerning Job Resources.

Table 8 indicated that respondents experienced high engagement in areas where they receive “*Receiving regular support and guidance from the supervisor*” (M = 3.37, SD = 0.59), “*Colleagues are willing to assist when needed*” (M = 3.44, 0.50), “*Feeling appreciated and recognized for efforts and contributions at work*” (3.32, 0.49), “*Empowering to make decisions related to work, which enhances the sense of*

*engagement and ownership*” (M = 3.31, 0.55), “*Control over how to manage workday and prioritize tasks.*” (M = 3.29, SD = 0.52), “*Feeling confident in ability to perform the job effectively due to the training and development opportunities provided by AKELCO*” (M = 3.31, SD = 0.59), “*Enabling the organization of tasks and responsibilities in a manner that enhances engagement and productivity.*” (M = 3.27, SD = 0.50) and “*Accessing training programs that help to improve skills and increase engagement*” (M = 3.11, SD = 0.67) “*Providing sufficient opportunities for career development and professional growth.*” (M = 3.15, SD = 0.83), was rated as high while “*Work in a positive and supportive work environment that fosters engagement and motivation*” (M = 3.50, SD = 0.50) was rated very high. These findings aligned with Schaufeli and Bakker (2004), who emphasized that a strong organizational support system enhances work engagement. Similarly, Rich et al. (2010) asserted that promoting a healthy and supportive workplace culture leads to greater employee dedication and vigor.

**Table 8**  
**Degree of Work Engagement of the AKELCO’s Commercial Operation Department Employees in terms of Job Resources**

Variables	$\bar{x}$	Rank	SD	Verbal Interpretation
Receiving regular support and guidance from the supervisor	3.37	3	0.59	High
Colleagues are willing to assist when needed	3.44	2	0.50	High
Feeling appreciated and recognized for efforts and contributions at work	3.32	4	0.49	High
Accessing training programs that help to improve skills and increase engagement	3.11	10	0.67	High
Providing sufficient opportunities for career development and professional growth.	3.15	9	0.83	High
Feeling confident in ability to perform the job effectively due to the training and development opportunities provided by AKELCO	3.31	5.5	0.59	High
Empowering to make decisions related to work, which enhances the sense of engagement and ownership	3.31	5.5	0.55	High
Enabling the organization of tasks and responsibilities in a manner that enhances engagement and productivity.	3.27	8	0.50	High
Control over how to manage workday and prioritize tasks.	3.29	7	0.52	High
Work in a positive and collaborative work setting that enhances enthusiasm and commitment among staff.	3.50	1	0.50	Very High
<b>Over-All</b>	3.31		0.57	High

1.00 – 1.49	1.50 – 2.49	2.50 – 3.49	3.50 – 4.00
Very Low	Low	High	Very High

## IV. Significant Differences in the Degree of Work-life Balance of the Respondents when they are grouped according to their Profile Variables

### A. Significant Difference when grouped by sex, civil status and employment status

The findings shown in Table 9 depicted the significant differences in the degree of work-life balance of the respondents, by sex, civil status, and employment status in three dimensions: time management, stress management, and recreation activities.

Findings revealed no notable differences in sex in terms of time management practices associated with maintaining work-life balance ( $t = -0.22$ ,  $p = 0.82$ ), stress management ( $t = 0.40$ ,  $p = 0.69$ ), and recreational activities ( $t = -0.84$ ,  $p = 0.36$ ). Similarly, civil status was not found to significantly affect the degree of work-life balance across all three dimensions: time management ( $t = -0.62$ ,  $p = 0.53$ ), stress management ( $t = -0.26$ ,  $p = 0.79$ ), and recreational activities ( $t = -0.62$ ,  $p = 0.53$ ).

Limongco et al. (2019) revealed that married employees within higher education organizations experienced higher work-life balance due to distributed responsibilities, yet this did not necessarily translate to higher work-life balance. It supported the result that civil status showed no notable effect on any of the three components of work engagement.

However, employment status was discovered to significantly affect the level of work-life balance for recreational activities ( $t = 1.94$ ,  $p = 0.05$ ), as regular employees ( $\bar{x} = 3.20$ ) had more work-life balance than job order employees ( $\bar{x} = 2.97$ ). Differences in time management ( $t = 0.38$ ,  $p = 0.70$ ) and stress management ( $t = 0.89$ ,  $p = 0.37$ ) were not significantly different based on employment status. This findings reject the null hypothesis in terms of recreational activities. Jaharuddin and Zainol (2019) highlighted that job stability positively influences work engagement as it fosters a stable and encouraging workplace atmosphere. This finding parallels the current study's observation where regular employees exhibited significantly higher engagement in recreational activities compared to job order employees. It suggested that the stability and benefits associated with regular employment may encourage greater participation in non-work activities.

**Table 9**  
**Significant Difference in the Degree of Work-life Balance of the Respondents when they are grouped according to their Sex, Civil Status, and Employment Status**

	Time Management			Stress Management			Recreational Activities			Interpretation
	$\bar{x}$	$t$	$p$	$\bar{x}$	$t$	$p$	$\bar{x}$	$t$	$p$	
<i>Sex</i>										
Male	3.36	-0.22	0.82	3.28	0.40	0.69	3.12	-0.84	0.36	<i>Not Significant</i>
Female	3.38			3.25			3.20			
<i>Civil Status</i>										
Married	3.35	-0.62	0.53	3.25	-0.26	0.79	3.17	-0.62	0.53	<i>Not Significant</i>



Single	3.41			3.28			3.11				
<b><i>Employment Status</i></b>											
Regular	3.38	0.38	0.70	3.29	0.89	0.37	3.20	1.94	0.05	<i>Significant Difference</i>	
Job Order	3.34			3.18			2.97				
<hr/> <i>*Significant at <math>p \leq 0.05</math></i>											

## B. Significant Difference in the Degree of Work-life Balance of the Respondents when they are grouped according to their Age and Length of Service

Indicated in Table 10 is the significant differences in the degree of work-life balance among respondents divided by age and service length, in three areas namely: time management, stress management, and recreational activities.

For age, there were no significant differences in time management ( $F = 0.30$ ,  $p = 0.73$ ) and stress management ( $F = 1.00$ ,  $p = 0.37$ ) across the three age groups (21–35, 36–50, and 51 years old and above). However, a significant difference was found in recreational activities ( $F = 4.10$ ,  $p = 0.02$ ), where older employees (36–50 years old:  $\bar{x} = 3.26$ ; 51 years old and above:  $\bar{x} = 3.32$ ) reported higher degree of work-life balance in recreational activities than younger employees (21–35 years old:  $\bar{x} = 3.01$ ).

For length of service, significant differences were not observed in time management ( $F = 1.45$ ,  $p = 0.24$ ) and stress management ( $F = 1.13$ ,  $p = 0.32$ ) between varying service durations. While recreational activities ( $F = 2.84$ ,  $p = 0.06$ ) was not significant but it is close to significance, suggesting a potential trend where employees with longer service (15 years and above:  $\bar{x} = 3.23$ ) engage more in recreational activities compared to those with fewer years of service (less than 5 years:  $\bar{x} = 3.04$ ; 5–15 years:  $\bar{x} = 3.14$ ).

Therefore, the null hypothesis stating that there was no significant difference in the degree of work-life balance of the respondents when grouped according to sex, civil status, and length of service is accepted. However, there is a significant difference based on employment status and age in recreational activities. This observation was consistent with Khateeb (2021), who indicated that tenure may lead to better time management and higher engagement due to increased familiarity and organizational commitment. Also, in the same vein, Limongco et al. (2019) reported that marital status was not necessarily associated with greater work engagement, even with a presumably better work-life balance.

**Table 10**  
**Significant Difference in the Degree of Work-life Balance of the Respondents when they are grouped according to their Age and Length of Service**

Grouped according to their Age and Length of Service										
	Time Management			Stress Management			Recreational Activities			Interpretation
	$\bar{x}$	$F$	$p$	$\bar{x}$	$F$	$p$	$\bar{x}$	$F$	$p$	
<b>Age</b>										
21–35 years old	3.35	0.30	0.73	3.20	1.00	0.37	3.01	4.10	0.02*	<i>Significant Difference</i>
36–50 years old	3.40			3.32			3.26			
51 years old and above	3.32									

51years old and above	3.28			3.36			3.32			
<b>Length of Service</b>										
Less than 5 years	3.33	1.45	0.24	3.24	1.13	0.32	3.04	2.84	0.06	Not Significant
5–15 years	3.32			3.22			3.14			
15years old and above	3.50			3.39			3.23			

\*Significant at  $p \leq 0.05$

## V. Significant Difference in the Degree of Work Engagement of the Respondents when they are grouped according to their Profile Variables

### A. Significant Difference when grouped by sex, civil status and employment status

Table 11 presents the significant differences in the degree of work engagement among respondents, categorized by sex, civil status, and employment status, with a focus on job demands and job resources. The analysis revealed minimal variation between male and female employees in relation to job demands ( $t = -0.51$ ,  $p = 0.61$ ) and job resources ( $t = 0.12$ ,  $p = 0.90$ ), suggesting that work engagement is perceived similarly across sex.

For civil status, there were no significant differences in job demands ( $t = -1.89$ ,  $p = 0.61$ ) and job resources ( $t = -1.16$ ,  $p = 0.24$ ) between married ( $\bar{x} = 2.65$ ) and unmarried employees ( $\bar{x} = 2.87$ ). Although single employees reported slightly higher job resources ( $\bar{x} = 3.23$ ) compared to married employees ( $\bar{x} = 3.14$ ), no statistically significant difference was observed.

For employment status, job demands were close to significance ( $t = -1.88$ ,  $p = 0.06$ ), with job order employees ( $\bar{x} = 2.94$ ) reporting slightly higher job demands than regular employees ( $\bar{x} = 2.69$ ). However, job resources ( $t = -0.94$ ,  $p = 0.34$ ) did not demonstrate significant differences, meaning both category perceive similar extent of support and resources available in their work setting.

Moreover, the lack of significant differences in engagement across demographic factors is consistent with the findings of Shockley and Shen (2021), who found no substantial disparities based on gender. Jaharuddin and Zainol (2019) also highlighted that job stability impacted engagement but did not find substantial differences in job resources. These studies supported the conclusion that profile variables may exert minimal influence on levels of work engagement.

**Table 11**  
**Significant Difference in the Degree of Work Engagement of the Respondents when they are grouped according to their Sex, Civil Status, and Employment Status**

	Job Demands			Job Resources			Interpretation
	$\bar{x}$	$t$	$p$	$\bar{x}$	$t$	$p$	
<i>Sex</i>							

Male	2.71	-	0.61	3.18	0.12	0.90	<i>Not Significant</i>
		0.51					
Female	2.77			3.17			
<b>Civil Status</b>							
Married	2.65	-	0.61	3.14	-	0.24	<i>Not Significant</i>
		1.89			1.16		
Single	2.87			3.23			
<b>Employment Status</b>							
Regular	2.69	-	0.06	3.16	-	0.34	<i>Not Significant</i>
		1.88			0.94		
Job Order	2.94			3.24			

\*Significant at  $p \leq 0.05$

## B. Significant Difference in the Degree of Work Engagement of the Respondents when they are grouped according to their Age and Length of Service

Table 12 shows work engagement levels differed substantially between respondents categorized by their age and length of service, focusing on job demands and job resources.

For age, the results showed no significant differences in job demands ( $F = 0.64$ ,  $p = 0.52$ ) and job resources ( $F = 0.29$ ,  $p = 0.74$ ) between the three age groups (21–35, 36–50, and 51 years and above). While younger workers (21–35 years:  $\bar{x} = 2.81$ ) experienced slightly higher job demands than older workers (36–50 years:  $\bar{x} = 2.68$ ; 51 years and older:  $\bar{x} = 2.66$ ), the differences were not statistically significant. Similarly, perceptions of job resources remained relatively consistent across age groups. Thus, indicates that age does not significantly affect job demands and resources.

This observation agreed with, Stanley and Sebastine (2023) who found that age differences minimally impact perceptions of workplace resources in high-demand environments.

For length of service, no significant differences were found in job demands ( $F = 0.71$ ,  $p = 0.49$ ) and job resources ( $F = 0.11$ ,  $p = 0.89$ ). Employees with under 5 years of service reported slightly higher job demands ( $\bar{x} = 2.82$ ) compared to those with 5–15 years ( $\bar{x} = 2.67$ ) and 15 years and above ( $\bar{x} = 2.74$ ), though this variation was not statistically significant. Job resources remained similar across all categories. Thus the null hypothesis stating that there was no significant difference in the degree of work engagement of the respondents when grouped according to their profile variables was accepted.

**Table 12**  
**Significant Difference in the Degree of Work Engagement of the Respondents when they are grouped according to their Age and Length of Service**

grouped according to their Age and Length of Service							
	Job Demands			Job Resources			Interpretation
	$\bar{x}$	$F$	$p$	$\bar{x}$	$F$	$p$	
<i>Age</i>							
21 – 35 years old	2.81	0.64	0.52	3.17	0.29	0.74	<i>Not Significant</i>
36 – 50 years old	2.68			3.19			

51 years old and above	2.66			3.08				
<b>Length of Service</b>								
Less than 5 years	2.82	0.71	0.49	3.18	0.11	0.89	<i>Not Significant</i>	
1 – 15 years	2.67			3.16				
16 years old and above	2.74			3.20				

*\*Significant at 0.05*

## VI. Significant Relationship between the Degree of Work-Life Balance of the Respondents and their Degree of Work Engagement as a Whole.

Results presented in Table 13 illustrates that work-life balance of the respondents impacts work engagement but the association is weak but significant, more so in time management ( $r = 0.331$ ,  $p = 0.001$ ), stress management ( $r = 0.308$ ,  $p = 0.004$ ), and recreational activities ( $r = 0.212$ ,  $p = 0.050$ ). Hence, the null hypothesis stating that there is no significant relationship between the degree of work-life balance of the respondents and their degree of work engagement is rejected.

The results aligned with Macan's (1994) Time Management Behavior Model, which suggested that proper time management enabled employees to decrease their stress levels while achieving better work-life balance results. However, a weak correlation suggested that time management alone was not enough and should be complemented by other workplace interventions.

Stress management also showed a weak but significant correlation with work engagement, which resonated with Brough et al. (2005) who further emphasized that excessive workplace stress negatively affect professional and private life, reinforcing the necessity of organizations to implement stress reduction initiatives to support employees.

The weak correlation between recreational activities and a balanced work-life routine showed that while engaging in leisure or physical activities may help, it is not a primary factor in maintaining balance. Toker and Biron (2012) found that employees who regularly participate in recreational activities report higher well-being and lower burnout. Hence, the null hypothesis stating that there was no significant relationship between the degree of work-life balance of the respondents and their degree of work engagement was rejected.

**Table 13**

**Significant Relationship between the Degree of Work-life Balance of the Respondents and their Degree of Work Engagement**

	Pearson Coefficient	r	p	Strength of Correlation
Time Management	0.331		0.001*	Weak
Stress Management	0.308		0.004*	Weak
Recreational Balance	0.212		0.050	Weak

*\*Significant at  $p \leq 0.05$*

## Chapter 5

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter offers a summary of the study's findings, as well as its conclusions, findings, and recommendations.

#### Summary

This research investigated the relationship between work-life balance and work engagement among employees of the Commercial Operations Department (COD) of Aklan Electric Cooperative, Inc. (AKELCO). Particularly, it focused on their demographic profiles, the degree of work-life balance in terms of time management, stress management, and recreational activities, and their degree of work engagement in terms of job demands and job resources.

The research also explored whether the demographic traits of employees produce statistical differences in their work-life balance and work engagement. The research explored the correlation that existed between work-life balance and work engagement. From the findings, a human resource intervention plan was formulated to enhance employee well-being and motivate greater engagement. With regard to the aforementioned objectives, the following hypotheses were developed:

1. There was no significant difference in the degree of work-life balance of the respondents when grouped according to their profile variables.
2. There was no significant difference in the degree of work engagement of the respondents when grouped according to their profile variables.
3. There was no significant relationship between the degree of work-life balance of the respondents and their level of work engagement.

#### Findings

This research investigated employee work-life balance and work engagement in the Commercial Operations Department (COD) of Aklan Electric Cooperative Inc. (AKELCO). The presentation of findings follows the study's stated research questions.

1. Assessment of demographic characteristics revealed that a larger portion of respondents (58%) were male with most falling within the 36–50 age range (49%), followed by those aged 21–35 (45%). Regarding civil status, 65% were married, while 35% were single. Regarding length of service, 40% of employees had worked for 5–15 years, 35% for less than 5 years, and 25% for 15 years and above. The majority of employees held regular positions (80%), while 20% were job order employees.
2. Work-life balance was assessed through respondents' approaches to managing their time, handling stress, and engaging in recreational activities. The general work-life balance of the respondents was rated as high ( $M = 3.27$ ,  $SD = 0.42$ ). Among the three dimensions, time management garnered the highest evaluation ( $M = 3.38$ ,  $SD = 0.42$ ), suggesting that employees were, overall, effective in managing their time. Stress management was rated high ( $M = 3.27$ ,  $SD = 0.43$ ), implying the notion that employees had adequate coping mechanisms for handling work-related stress. However, the lowest mean score ( $M = 3.16$ ,  $SD = 0.43$ ) was obtained by recreational activities, implying that although the employees participated in recreational activities, they did so with limited scope of participation because of occupational duties.
3. Work engagement was measured based on job demands and job resources. The degree of work engagement among the respondents was high ( $M = 2.92$ ,  $SD = 0.42$ ). Job resources were rated high



( $M = 3.18$ ,  $SD = 0.33$ ), indicating that employees received adequate support from supervisors, colleagues, and the organization. Job demands were also rated high ( $M = 2.74$ ,  $SD = 0.51$ ), suggesting that while employee found their tasks engaging, high work responsibilities, time constraints, and customer demands posed challenges to sustaining engagement.

4. With regards to work-life balance, employment status revealed a significant difference in recreational activities ( $t = 1.94$ ,  $p = 0.05$ ), where regular employees were more engaged in leisure activities compared to job order employees. In addition, the results revealed a significant difference ( $F = 4.10$ ,  $p = 0.02$ ) based on age in recreational activities.
5. According to the demographic analysis, sex, civil status, and age did not significantly affect work engagement. However, employment status showed a near-significant difference in job demands ( $t = -1.88$ ,  $p = 0.06$ ), where job order employees reported slightly higher job demands than regular employees.
6. The relationship between work engagement and work-life balance was also determined as a weak, but significant correlation was found between the two variables using of the Pearson Correlation Coefficient. There was a weak correlation between work engagement and time management ( $r = 0.331$ ,  $p = 0.001$ ), followed by stress management ( $r = 0.308$ ,  $p = 0.004$ ). Correlation between recreational activity and work engagement was weakest but still significant ( $r = 0.212$ ,  $p = 0.050$ ).

Consistent with study findings, the proposed is a human resource intervention plan for COD employees aimed at improving work-life balance and work engagement

## Conclusion

From the study's findings, following conclusions were derived:

1. The results showed that the majority of the respondents were male, belong to 36–50 age range, married had worked for 5–15 years in AKELCO and hold regular positions.
2. In terms of the degree of work-life balance, the respondents were found to have a high degree of work-life balance, specifically in time management and stress management, while recreational activities recorded the lowest mean, implying limited recreation as a result of work.
3. On the degree of work engagement, findings indicated overall high degree, especially for job resources (e.g., supervisory support and positive workplace environments), although job demands such as close deadlines and pressures from consumers are still high, which can impact long-term engagement.
4. On the significant differences in the degree work-life balance, employment status revealed a significant difference in recreational activities, where regular employees were more engaged in leisure activities compared to job order employees. In addition, the results revealed a significant difference based on age in recreational activities.
5. On the significant differences in the degree of work engagement by profile variables, no significant differences were found when divided by sex, civil status, and employment status. But differences were found to be significant when divided by age and length of service.
6. Moreover, a minimal but strong positive correlation emerged between work-life balance and work engagement indicating employees who have effective personal work life balance exhibit greater work engagement. Of the work-life balance dimensions, time management had the strongest correlation with work engagement, followed by coping with stress and engaging in activities outside work.

## Recommendations

Based on the findings and conclusions from this study, the recommendations were suggested to address existing challenges and strengthen the capabilities of AKELCO's Commercial Operations Department (COD) employees:

1. Provide time management training for employees who may still struggle with prioritizing their responsibilities could help maintain their high performance while reducing stress.
2. To further support employees, by implementing regular stress management programs, including workshops on mindfulness, resilience-building, and access to counseling services. Supervisors should actively encourage employees to use their break times for rest rather than work-related tasks. Encouraging a culture of being away from work during non-working hours can also assist the employees in achieving a better balance between their work needs and leisure time.
3. AKELCO could organize company-sponsored recreational activities such as sports events, wellness programs, or hobby clubs to encourage participation. Sports events should be designed to be inclusive of all area offices, ensuring employees across different locations have equal opportunities to take part. Offering virtual or hybrid wellness programs, flexible scheduling, and cross-office team-building activities can significantly boost engagement. Additionally, gathering employee insights to personalize activities and incorporating family-friendly events can also strengthen a sense of community within AKELCO.
4. Regular workload assessments should also be conducted to ensure tasks were distributed evenly among employees to prevent burnout. Additionally, stress management support systems, such as debriefing sessions for those handling difficult clients, could help employees cope better. It may also be beneficial to hire additional personnel or redistribute responsibilities to reduce excessive workload.
5. AKELCO should consider expanding its learning programs focused on enabling employees to enhance their skills and improve job performance. Providing clear career progression pathways and establishing mentorship programs could further motivate employees to stay engaged and committed. Offering additional training on handling high workloads and challenging consumer interactions may also help employees manage work responsibilities more proficiently.
6. Overall, work engagement among COD employees was high, primarily influenced by the presence of job resources. However, improvements in workload balance, career growth opportunities, and better workload distribution could further enhance engagement. It is recommended that AKELCO establish a regular feedback system to gather insights on workload challenges and work engagement concerns. Leadership training for supervisors to strengthen their support for employees would also help sustain high engagement. Recognizing and rewarding employees' efforts can further enhance motivation, commitment, and overall job satisfaction.

## Proposed Human Resource Intervention Plan for Enhancing Work-life Balance and its Influence on Work Engagement among Employees of Commercial Operations Department of Aklan Electric Cooperative Inc.

This proposed Human Resource Intervention Plan aims to enhance the work-life balance and work engagement of employees in the Commercial Operations Department (COD) at AKELCO. Base on the study's results, this plan outlines specific organizational areas in need of enhancement and proposes focused strategies to effectively address identified challenges. These strategies are designed to develop a healthier work setting, enhance employee well-being, and improve job contentment. By focusing on

practical and achievable actions, this plan ensures that the department can effectively address issues related to time management, stress, workload balance, and work engagement.

Intervention Area	Action Steps	Expected Outcome	Timeline
<b>Time Management</b>	<ul style="list-style-type: none"> <li>- Provide basic time management training for employees to help them prioritize tasks.</li> <li>- Promote taking regular breaks.</li> </ul>	Better work-life balance, less stress, and improved productivity.	<b>1-3 months</b>
<b>Stress Management</b>	<ul style="list-style-type: none"> <li>- Organize quarterly workshops on stress management, focusing on relaxation techniques.</li> <li>- Offer counseling services for employees who need support.</li> <li>- Encourage supervisors to promote breaks and relaxation.</li> </ul>	Reduced burnout, better mental health, and happier employees.	<b>3-6 months</b>
<b>Recreational Activities</b>	<ul style="list-style-type: none"> <li>- Organize monthly team-building or recreational activities (e.g., sports day, family events).</li> <li>- Offer flexibility for employees to participate in activities.</li> </ul>	Stronger team bonding, increased employee engagement, and better morale.	<b>3-6 months</b>
<b>Workload Management</b>	<ul style="list-style-type: none"> <li>- Conduct a simple workload assessment to ensure tasks are fairly distributed.</li> <li>- Offer support for employees handling difficult clients (e.g., debriefing sessions).</li> </ul>	Reduced fatigue, less stress, and better work distribution.	<b>3-6 months</b>

## REFERENCES

- Achama, C. G., & Amah, E. (2024). Work-Life Balance and Work Engagement of Electricity Distribution Firms in South-South, Nigeria. *International Academy Journal of Management Annals*, 9(1), 93–103. <https://doi.org/DOI: 272142-56218917>
- Adisa, T. A., & Gbadamosi, G. (Eds.). (2021). *Work-Life Interface*. <https://doi.org/10.1007/978-3-030-66648-4>
- Aeon, B., & Aguinis, H. (2017). It's About Time: New Perspectives and Insights on Time Management. *Academy of Management Perspectives*, 31(4), 309–330. <https://doi.org/10.5465/amp.2016.0166>
- Age. In Merriam-Webster Dictionary. Accessed October 12, 2024. <https://www.merriam-webster.com/dictionary/age>
- Aksoy, Y., Çankaya, S., & Taşmektepligil, M. Y. (2017). The effects of participating in recreational activities on quality of life and job satisfaction. *Universal Journal of Educational Research*, 5(6), 1051–1058. <https://doi.org/10.13189/ujer.2017.050619>

6. Alfatihah, I., Nugroho, A. S., Haessel, E., & Maharani, A. (2021). The influence of work-life balance with work motivation as mediating factor on job satisfaction a prediction toward transition to new normal situation. *The Management Journal of Binaniaga*, 6(1), 79–94. <https://doi.org/10.33062/mjb.v6i1.431>
7. Allen, T. D., & Eby, L. T. (2016). The work-family interface: A retrospective and agenda for future research. *Journal of Occupational Health Psychology*, 21(3), 259–272. <https://doi.org/10.1037/ocp0000056>
8. Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of Management Review*, 25(3), 472–491.
9. Atty-At-Law. (2016, October 5). *Contractual Employees/Job Order vs Casual Employees in Civil Service*. <https://attyatlawjournal.blogspot.com/2016/10/contractual-employeesjob-order-vs.html>
10. Autonomy Institute. (2023). Results from four-day workweek trial in the UK. Retrieved from Autonomy.
11. Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *RePEc: Research Papers in Economics*. <https://econpapers.repec.org/RePEc:ehl:lserod:25224>
12. Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
13. Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: the JD–R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 389–411. <https://doi.org/10.1146/annurev-orgpsych-031413-091235>
14. Bella, K. M. J. (2023). Determinants of the Impact of Time Management on Work-Life Balance . *IUJ Journal of Management*, 11(2). <https://doi.org/eoi.citefactor.org/11.11224/IUJ.11.02.01>
15. Bello, Z., & Tanko, G. I. (2020). Review of Work-Life Balance Theories. *GATR Global Journal of Business and Social Science Review*, 8(4), 217–227.
16. Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
17. Brough, P., O'Driscoll, M. P., & Kalliath, T. J. (2005). Work–family conflict and stress. In A.-S. G. Antoniou & C. L. Cooper (Eds.), *Research companion to organizational health psychology* (pp. 346–365). Edward Elgar Publishing.
18. Burchell, B., Schor, J., Fan, W., & et al. (2023). UK four-day workweek pilot results. University of Cambridge. Retrieved from University of Cambridge website.
19. Cano, J. B., Casul, C. J. I., Calipes, J. R., Ayop, J., Eroy, C. R., Exclamador, R. Y. A., & Pardoncillo, A. B. (2024). Employees' Assessment of their Time Management and Work-Life Balance. *Ioer International Multidisciplinary Research Journal*, 6(2), 87–96. <https://doi.org/DOI:10.54476/ioer-imrj/447719>
20. Caringal-Go, J. F., & Hechanova, Ma. R. (2022). Work-life Balance Crafting and Well-being of Workers in Dual Income Relationships in the Philippines. *Philippine Journal of Psychology*. <https://doi.org/10.31710/pjp/0055.01>
21. Civil Status. Philippine Statistics Authority. Accessed October 12, 2024. <https://www.coursehero.com/file/p6309j7d/The-Philippine-Statistics-Authority-defined-civil-status-as-a-persons-marital/>
22. Claessens, B. J., Van Eerde, W., Rutte, C. G., & Roe, R. A. (2007). A review of the time management literature. *Personnel Review*, 36(2), 255–276. <https://doi.org/10.1108/00483480710726136>

23. Clark, S. C. (2000). Work/Family Border Theory: A New Theory of Work/Family Balance. *Human Relations*, 53(6), 747–770. <https://doi.org/10.1177/0018726700536001>
24. Chang, C.-H., Hsu, M.-C., & Wu, H.-Y. (2019). The impact of work-life balance on job satisfaction and turnover intention: A case study of the hospitality industry in Taiwan. *International Journal of Hospitality Management*, 76, 1-10. <https://doi.org/10.1016/j.ijhm.2018.04.002>
25. Clark, S. C. (2002). Communicating across the work/home border. *Community, Work & Family*, 5(1), 23–48. <https://doi.org/10.1080/13668800020006802>
26. Chen, Z. X., Aryee, S., and Lee, C. (2005). Test of a mediation model of perceived organizational support. *J. Vocation. Behav.* 66, 457–470. doi: 10.1016/j.jvb.2004.01.001
27. Dahalan, N. A., Omar, M. K., Abdullah, D. N. M. A., Zakaria, R., & Abdullah, H. N. (2017). Asserting Effects of Recognition and Rewards, Work Life Balance and Internal Communication towards Employee Engagement among Employees of a Malaysian Engineering Company . *World Applied Sciences*, 15(12), 2553–2557. <https://doi.org/DOI: 10.5829/idosi.wasj.2017.2553.2557>
28. Davidescu, A. A., Căprărescu, G., & Feleagă, N. (2020). Hybrid Work Model: An Approach to Work–Life Flexibility in a Changing Environment. *Sustainability*, 12(18), 7574. <https://doi.org/10.3390/su12187574>
29. Demerouti, E., & Bakker, A. B. (2011). *The Job Demands-Resources model: challenges for future research*. [https://www.scielo.org.za/scielo.php?pid=S2071-07632011000200001&script=sci\\_arttext](https://www.scielo.org.za/scielo.php?pid=S2071-07632011000200001&script=sci_arttext)
30. Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.
31. Desrochers, S., & Morgan, C. (2021). Boundary theory and work-family border theory research: A focus on boundary enactment. *Work & Family Researchers Network*. Retrieved from Work & Family Researchers Network.
32. Diab-Bahman, R., & Al-Enzi, A. (2020). An exploratory study on hybrid work models and employee productivity in Kuwait and Slovakia. *International Journal of Organizational Analysis*, 28(4), 681–698. <https://doi.org/10.1108/IJOA-01-2020-1951>
33. Donald, F., & Linington, J. (2008). Work/family border theory and gender role orientation in male managers. *South African Journal of Psychology*, 38(4), 659–671. <https://doi.org/10.1177/008124630803800406>
34. Employment status - Acas. (2023). Acas. <https://www.acas.org.uk/employment-status> Fathya, D. N., Salsabilla, F., Sugiarto, M. N., & Taryana, A. (2024). Unlocking productivity and well-being: Exploring the four-day workweek and Design Thinking for its implementation. *Jurnal Syntax Admiration*, 5(5), 1830–1841. <https://doi.org/10.46799/jsa.v5i5.1168>
35. FF2023-35: Employment situation update April 2023 - Congress. Congressional Policy and Budget Research Department. (2023, April). <https://cpbrd.congress.gov.ph/2012-06-30-13-06-51/2012-06-30-13-36-50/1634-ff2023-35-employment-situation-update-april-2023>
36. Fryers, T. (2006). Clinical Practice and Epidemiology in Mental Health, 2(1), 12. <https://doi.org/10.1186/1745-0179-2-12>
37. Gajendran, R. S., Harrison, J. A., & Delaney-Klinger, K. (2015). Are telecommuters more engaged at work? *Journal of Applied Psychology*, 100(6), 1578–1594. <https://doi.org/10.1037/a0039661>
38. Greenhaus, J. H., & Allen, T. D. (2011). "Work–family balance: A review and extension of the literature." *Journal of Vocational Behavior*, 80(2), 164-181. <https://doi.org/10.1016/j.jvb.2009.09.009>



39. Gumpal, M. G. O., & Cardenas, R. L. (2021). Work Life Balance in the Lens of Filipino Workers: A Generational Perspective. *International Journal of Science and Research*, 10(10), 588–592. <https://doi.org/DOI: 10.21275/SR201007212347>
40. Günther, N., Hauff, S., & Gubernator, P. (2022). The joint role of HRM and leadership for teleworker well-being: An analysis during the COVID-19 pandemic. *German Journal of Human Resource Management*, 36(3), 353–374. <https://doi.org/10.1177/23970022221082062>
41. Haar, J. M., Russo, M., Suñé, A., & Ollier-Malaterre, A. (2014). "Outcomes of work–life balance on job satisfaction, life satisfaction and mental health: A study across seven cultures." *Journal of Vocational Behavior*, 85(3), 361–373. <https://doi.org/10.1016/j.jvb.2014.08.010>
42. Harvard Business School. (2020, March 5). Why managers should involve their team in the decision-making process. Harvard Business School Online. <https://online.hbs.edu>
43. Hemashree, Mrs. K., & Altaf, M. (2022). A Study on Employee Perception of a 4-Day Work Schedule in a Week with Reference to IT Industry. *International Research Journal of Education and Technology*, 4(7), 136–146.
44. Homans, George C. (1958), "Social Behaviour as Exchange." *American Journal of Sociology* 63, 6: 597-606
45. Hopkins, L., & Bardoel, E. (2023). Impact of hybrid work on organizational culture and employee well-being. *Journal of Business Research*, 153, 532-546. <https://doi.org/10.1016/j.jbusres.2022.09.066>
46. Hornung, S., Rousseau, D. M., Glaser, J., Anger, S., & Weigl, M. (2008). Beyond top-down and bottom-up work design: Customizing job content through idiosyncratic deals. *Journal of Organizational Behavior*, 29(3), 353–378. <https://doi.org/10.1002/job.508>
47. Human Resource Management International Digest. (2023). The impact of organizational resilience on job satisfaction and organizational performance. *Emerald Insight*. <https://doi.org/10.1108/HRMID-11-2022-0277>
48. Iqbal, I., Zia-ud-Din, M., Arif, A., Raza, M., & Ishtiaq, Z. (2017). Impact of employee engagement on work life balance with the moderating role of employee cynicism. *International Journal of Academic Research in Business and Social Sciences*, 7(6), 1088–1101. <https://doi.org/10.6007/ijarbss/v7-i6/3068>
49. Iqbal, M., Azhar, M., & Butt, A. (2021). Exploring diversity and flexibility in hybrid work environments and its impact on employee retention. *Journal of Organizational Management Studies*, 2021. <https://doi.org/10.5171/2021.794130>
50. Ithaca College. (n.d.). 3.9.3 length of service. Ithaca College. <https://www.ithaca.edu/policy-manual/volume-iii-employment-and-benefits/39-employee-benefits/393-length-service>
51. Izzaty Shahirah Nor Sham, N., Salleh, R., & Syahirah Syed Sheikh, S. (2021). Women empowerment and work-life balance of women engineers in the Malaysian Energy Sector: A Conceptual Framework. *SHS Web of Conferences*, 124, 08009. <https://doi.org/10.1051/shsconf/202112408009>
52. Jaharuddin, N. S., & Zainol, L. N. (2019). The impact of work-life balance on job engagement and turnover intention. *The South East Asian Journal of Management*, 13(1), 106–117. <https://doi.org/10.21002/seam.v13i1.10912>
53. Julianto, A., Amron, A., & Febriana, A. (2022). Job engagement and work-life balance as intervening variables between job stress and supervisor supportive on turnover intention among commercial local television employees in Semarang City. *Journal of Management and Business Research*, 8(1), 12-23.

54. Kahn, W. A. (2017). Meaningful connections. In Psychology Press eBooks (pp. 189–206). <https://doi.org/10.4324/9781315094199-13>
55. Karassvidou, E., & Glaveli, N. (2015). Work-family balance through border theory lens: The case of a company “driving in the Fast Lane.” Equality, Diversity and Inclusion: An International Journal, 34(1), 84–97. <https://doi.org/10.1108/edi-05-2014-0038>
56. Kerman, K., Korunka, C., & Tement, S. (2022). Work–home boundary management and burnout: A moderated mediation model of family-work enrichment and gender. Journal of Business Research, 139, 542-553. <https://doi.org/10.1016/j.jbusres.2021.10.012>
57. Khateeb, F. R. (2021). Work Life Balance - A Review of Theories, Definitions and Policies. Cross-Cultural Management Journal, XXIII(1), 27–55.
58. Kinnunen, U., Feldt, T., Geurts, S., & Pulkkinen, L. (2006). Types of work-family interface: Well-being correlates of negative and positive spillover between work and family. *Scandinavian Journal of Psychology*, 47(2), 149–162. <https://doi.org/10.1111/j.1467-9450.2006.00502.x>
59. Kossek, E. E., & Lautsch, B. A. (2012). Work–family boundary management styles in organizations: A cross-level model. Organizational Psychology Review, 2(2), 152-171.
60. Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. Journal of Management, 43(6), 1854-1884. <https://doi.org/10.1177/0149206315575554>
61. Lagrana, L. R., & Bayoneta, Ma. J. (2021). The relationship between job satisfaction and work-life balance of non-standard employment (NSE) workers of a manpower agency. Philippine Social Science Journal, 4(1), 83–96. <https://doi.org/10.52006/main.v4i1.318>
62. Lazar, I., Osoian, C., & Ratiu, P. (2010). The role of work-life balance practices in order to improve organizational performance. European Research Studies Journal, 13(1), 201-214. <https://www.um.edu.mt/library/oar/handle/123456789/31996>.
63. Lazarus, R. S., & Folkman, S. (1984). Stress, appraisal, and coping. <https://books.google.com.ph/books?hl=en&lr=&id=i->
64. Lee, B. Y., Erickson, J. J., & Sirgy, M. J. (2020). Work-life balance and well-being: A policy perspective on the impact of telework in the United States. Journal of Public Affairs, 20(2).
65. Lestari, D., & Margaretha, M. (2021). Work life balance, job engagement and turnover intention: Experience from Y Generation Employees. Management Science Letters, 11, 165–170. <https://doi.org/10.5267/j.msl.2020.8.019>
66. Limongco, C. J. T., Lopecillo, J. K. J., & Redondo, A. K. B. (2019). Effect of Work-Life Balance on Employee Engagement in A Higher Educational Institution. Binhi Research Journal, 19(1), 74–96.
67. Lincoln, N. D., Travers, C., Ackers, P., & Wilkinson, A. (2002). The meaning of empowerment: the interdisciplinary etymology of a new management concept. International Journal of Management Reviews, 4(3), 271–290. <https://doi.org/10.1111/1468-2370.00087>
68. Macan, T. H. (1994). Time management: Test of a process model. Journal of Applied Psychology, 79(3), 381-391. <https://psycnet.apa.org/buy/1994-39368-001>
69. Marecki, Ł. (2024). Impact of work-life balance on employee productivity and well-being. Journal of Management and Financial Sciences, XVI(50), 165–178. <https://doi.org/10.33119/jmfs.2023.50.9>
70. Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. World Psychiatry, 15(2), 103–111.

71. McKinsey & Company. (2021). Supporting employees in the work-life balancing act.
72. Mostafa, A. M., & Bottomley, P. A. (2018). Self-sacrificial leadership and employee behaviours: An examination of the role of organizational social capital. *Journal of Business Ethics*, 161(3), 641–652. <https://doi.org/10.1007/s10551-018-3964-5>
73. Naig, A. M. J., & Borbon, N. M. D. (2021). Work-Life Balance, Experience and Organizational Commitment among Restaurant Employees in Central Luzon Region: Basis for Proposed Framework. *Asia Pacific Journal of Management and Sustainable Development*, 9(2), 114–129. <https://doi.org/10.13140/RG.2.2.24067.37926>
74. Naithani, P. (2016). Impact of health and recreation on work-life balance: A case study of expatriates. *International Journal of Social Science and Business*, 1 (1), 33-45.
75. N, S. M. (2023, May 29). What is MOTIVATION? definition of MOTIVATION (Psychology Dictionary). *Psychology Dictionary*. <https://psychologydictionary.org/motivation/>
76. Paillé, P., Mejía-Morelos, J. H., Marché-Paillé, A., Chen, C. C., & Chen, Y. (2015). Corporate greening, exchange process among co-workers, and ethics of care: An empirical study on the determinants of pro-environmental behaviors at coworkers-level. *Journal of Business Ethics*, 136(3), 655–673. <https://doi.org/10.1007/s10551-015-2537-0>
77. Panda, A., & Sahoo, C. K. (2021). Work–life balance, retention of professionals and psychological empowerment: An empirical validation. *European Journal of Management Studies*, 26(2/3), 103–123. <https://doi.org/10.1108/ejms-12-2020-0003>
78. Ph, L. L. (2023b, November 2). *Regular Employment Contract - Labor Law PH*. Labor Law PH. <https://laborlaw.ph/regular-employment-contract/>
79. Ph, L. L. (2024, April 7). *Probationary Employment Contract - Labor Law PH*. Labor Law PH. <https://laborlaw.ph/probationary-employment-contract/>
80. Powell, M., Francesco, A. M., & Yang, X. (2020). Work-life boundaries and their management across cultures: A cross-national comparison. *International Journal of Cross Cultural Management*, 20(1), 95-109. <https://doi.org/10.1177/1470595820912772>
81. Rahim, N. B., Osman, I., & Arumugam, P. V. (2020). Linking work-life balance and employee well-being: Do supervisor support and family support moderate the relationship? *International Journal of Business and Society*, 21(2), 588–606. <https://doi.org/10.33736/ijbs.3273.2020>
82. Rainoldi, M., Buhalis, D., & Ladkin, A. (2022). Work–life balance: Border theory in Tourism. *Encyclopedia of Tourism Management and Marketing*, 791–793. <https://doi.org/10.4337/9781800377486.work.life.balance>
83. Rawshdeh, Z. A., Makhbul, Z. K. M., Shah, N. U., and Susanto, P. (2019). Impact of perceived socially responsible-HRM practices on employee deviance behavior. *Int. J. Bus. Manag. Sci.* 9, 447–466.
84. Recreation. (2024). In Cambridge Dictionary. <https://dictionary.cambridge.org/dictionary/english/recreation>
85. Rodríguez-Sánchez, J., González-Torres, T., Montero-Navarro, A., & Gallego-Losada, R. (2020). Investing Time and Resources for Work Life Balance: The Effect on Talent Retention. *International Journal of Environmental Research and Public Health*, 17.
86. Rousseau, D. M., Ho, V. T., & Greenberg, J. (2006). I-deals: Idiosyncratic deals employees negotiate for themselves. *Academy of Management Review*, 31(4), 977–994. <https://doi.org/10.5465/amr.2006.22527470>

87. Rudolph, C. W., Allan, B., Clark, M., Hertel, G., Hirschi, A., Kunze, F., Shockley, K., Shoss, M., Sonnentag, S., & Zacher, H. (2021). Pandemics: Implications for research and practice in industrial and Organizational Psychology. *Industrial and Organizational Psychology*, 14(1–2), 1–35. <https://doi.org/10.1017/iop.2020.48>
88. Rusbult, C. E. (1980). Commitment and satisfaction in romantic associations: A test of the investment model. *Journal of Experimental Social Psychology*, 16(2), 172–186.
89. Saini, P. (2020). Impact Analyses of Recreational Activities on the Job Satisfaction of Employees Engaged in the Hotel Industry. *PUSA Journal of Hospitality and Applied Sciences*, 6, 32–44.
90. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
91. Saleem, M., Ashraf, I., & Shahzad, S. (2024). The Impact of Work Life Balance on Turnover Intention: The Mediating Role of Job Engagement Among Employees. *International Journal of Contemporary Issues Social Sciences*, 3(3), 1649–1661.
92. Samroodh, M., Anwar, I., Ahmad, A., Akhtar, S., Bino, E., & Ali, M. A. (2022). The indirect effect of Job Resources on Employees' intention to stay: A serial mediation model with psychological capital and work–life balance as the mediators. *Sustainability*, 15(1), 551. <https://doi.org/10.3390/su15010551>
93. Santos, S. J. N., & Caballero, R. T. (2019). Work Life Balance As Mediator Between Counterproductive Work Behavior And Turnover Intention Among Employees Working In A BPO Company In Metro Manila . *International Journal of Advanced Research and Publications*, 3(9), 24–45.
94. Sánchez-Hernández, M. I., González-López, Ó. R., Buenadicha-Mateos, M., & Tato-Jiménez, J. L. (2019). Work-life balance in great companies and pending issues for engaging new generations at work. *International Journal of Environmental Research and Public Health*, 16(24), 5122. <https://doi.org/10.3390/ijerph16245122>
95. Satisfaction noun - Definition, pictures, pronunciation and usage notes | Oxford Advanced American Dictionary at [OxfordLearnersDictionaries.com](https://www.oxfordlearnersdictionaries.com). (n.d.). [https://www.oxfordlearnersdictionaries.com/us/definition/american\\_english/satisfaction](https://www.oxfordlearnersdictionaries.com/us/definition/american_english/satisfaction)
96. Saungweme, R. (2010). Work-family culture and border permeability in the context of work-family border theory. *CORE*. <https://core.ac.uk/reader/39667350>
97. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). "The measurement of engagement and burnout: A two sample confirmatory factor analytic approach." *Journal of Happiness Studies*, 3(1), 71–92. <https://doi.org/10.1023/A:1015630930326>
98. Schor, J., & Kelly, O. (2023). Challenges and benefits of reduced work hours: Insights from the four-day week trials. Boston College. Retrieved from Boston College website.
99. Sex. In Merriam-Webster Dictionary. Accessed October 12, 2024. <https://www.merriam-webster.com/dictionary/sex>
100. Shah, M. S., & Gawande, R. P. (2024). Work-Life Balance and Its Impact on Employees: Navigating Strategies for Better Work-Life Balance at Workplace. *International Journal of Cultural Studies and Social Sciences*, 20(1), 130–136.
101. Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., & Holcombe, K. M. (2018). Inclusion and diversity in work groups: A review and model for future research. *Academy of Management Annals*, 12(1), 183–216. <https://doi.org/10.5465/annals.2016.0058>



102. Sianquita, D. A. D., & Laguador, J. M. (2017). Work-Life Balance and Job Performance Among Employees of a Tertiary Hospital in the Philippines. *Asia Pacific Journal of Academic Research in Business Administration*, 3(1), 10–24.
103. Sibley, C. G., Greaves, L. M., Satherley, N., & Bulbulia, J. (2020). Effects of the COVID-19 pandemic and nationwide lockdown on trust, attitudes toward government, and well-being. *American Psychologist*, 75(5), 614–627. <https://doi.org/10.1037/amp0000714>
104. Siregar, T. P., Nasution, H., & Absah, Y. (2022). Analysis of the Effect of Work-Life Balance on Employee Engagement Employees PT. XYZ. *International Journal of Research and Review*, 9(7), 2454–2237. <https://doi.org/10.52403/ijrr.20220737>
105. Smith, C. L. (2014). Employee recognition at work: A study of employee experiences - White Rose eTheses Online. <https://etheses.whiterose.ac.uk/8024/>
106. Srivastava, S. (2013). Job satisfaction and organizational commitment relationship: Effect of personality variables. *Vision: The Journal of Business Perspective*, 17(2), 159–167. <https://doi.org/10.1177/0972262912483529>
107. Stackhouse, L., E., Zaman, F., M., & Turner, K., W. (2022). Effect of Employee Commitment on Organizational Performance; Case of Textile Firms in Sweden. *Journal of Human Resource & Leadership* 6 (2), 1-10. <https://doi.org/10.53819/81018102t5074>
108. Stress management - Mayo Clinic. (n.d.). Mayo Clinic. <https://www.mayoclinic.org/tests-procedures/stress-management/about/pac-20384898>
109. Staff, C. (2024, February 13). Work-Life Balance: What it is and 5 Ways to Improve Yours. Coursera. <https://www.coursera.org/articles/work-life-balance?msocid=12c0273e6d1866c53fa1348a6c6b6774>
110. Stanley, S., & Sebastine, A. J. (2023). Work-life balance, social support, and Burnout: A quantitative study of social workers. *Journal of Social Work*, 23(6), 1135–1155. <https://doi.org/10.1177/14680173231197930>
111. Shockley, K. M., & Shen, W. (2021). Gender differences in work-family boundary management: Implications for gender disparities in well-being. *Journal of Occupational Health Psychology*, 26(1), 45–57.
112. Sonnentag, S., & Fritz, C. (2007) – "The recovery experience questionnaire: Development and validation of a measure for assessing recuperation and unwinding from work". <https://psycnet.apa.org/record/2007-10372-002>
113. Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-life balance, job satisfaction, and job performance of smes employees: The moderating role of family-supportive supervisor behaviors. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.906876>
114. Teneng, A. M., Mbebeb, F. E., Minba, T. D., & Uebah, G. (2024). The Mediating Role of Motivation on Work-Life Balance and Employee Well-Being in Bamenda, North-West Region of Cameroon . *Innovations*, 996–1018.
115. Thibaut, J. W., & Kelley, H. H. (1959). *The social psychology of groups*. John Wiley & Sons.
116. Tirta, A. H., & Enrika, A. (2020). Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia. *Journal of Business & Retail Management Research*, 14(03), 88–99. <https://doi.org/10.24052/jbrmr/v14is03/art-09>



117. Toker, S., & Biron, M. (2012). Job burnout and depression: Unraveling their temporal relationship and considering the role of physical activity. *Journal of Applied Psychology*, 97(3), 699-710. <https://psycnet.apa.org/record/2012-00194-001>
118. Tumanishvili, G. G. (2022). What is time management? International Institute of Time Management. <https://time-management.org/what-is-time-management/#:~:text=What%20is%20Time%20Management%3F%20Time%20management%20is%20the,distributing%20tasks%20and%20setting%20a%20period%20for%20completion>
119. Vayre, É (2019). Impacts of telework on the worker and his professional, family and social spheres. *Le Travail Humain* 82, 1–39.
- Ward, S. J., & King, L. A. (2017). Work and the good life: How work contributes to meaning in life. *Research in Organizational Behavior*, 37, 59–82. <https://doi.org/10.1016/j.riob.2017.10.001>
120. Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, 14(2), 121–141. <https://doi.org/10.1037/1072-5245.14.2.121>
121. *Management*, 14(2), 121–141. <https://doi.org/10.1037/1072-5245.14.2.121>
122. Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihei, Y., & Asakura, K. (2022).