

Management Practices, Productivity and Work-Life Balance Among Selected BPO Managers in Laguna

Jocelyn T. Mendoza¹, Ernesto A. Serrano Jr.²

^{1,2}University of Perpetual Help System Laguna-Philippines

ABSTRACT

This study examined the relationship among management practices, productivity and work-life balance among BPO managers in Biñan City and Santa Rosa City, Laguna. Anchored in the Job Demands–Resources (JD-R) Model, the study determine the management practices employed, level of productivity, and work-life balance among selected BPO managers in Laguna, assess the relationships among these variables, and identify the predictive influence of financial literacy and entrepreneurial mindset on entrepreneurial skills, and identify the predictive influence management practices employed and level of productivity on work-life balance. Descriptive-correlational research designed was employed, involving 112 managers connected in the Business Process Outsourcing (BPO) companies located in Biñan City and Santa Rosa, Laguna. Data were gathered using validated survey instruments measuring leadership practices, decision-making process, task accomplishment, efficiency in operations, workload management and personal and family time. Statistical tools used included weighted mean, Pearson r correlation, and multiple regression analysis. Findings revealed that respondents strongly agreed on management practices, the level of productivity was very high and strongly agreed on the work life balance, employed by selected BPO managers. The leadership style and decision-making have significant relationship with productivity employed. Furthermore, the leadership had a moderate positive relationship with task accomplishment and operational efficiency, while decision-making also showed meaningful correlations with both indicators. And the study concludes that strong leadership and effective decision-making improve productivity and support better work-life balance.

Keywords: Management practices, Leadership style, Decision-making, Productivity, Work-life balance, BPO managers, Task accomplishment, Operational efficiency

INTRODUCTION

In today's highly competitive and cost-conscious business environment, organizations must adopt strategic approaches that maximize human capital while ensuring efficiency. Effective management of employee skills, knowledge sharing, and performance has become essential for achieving organizational goals. Within this context, the role of line managers and the implementation of talent management systems are increasingly critical. Business strategies should clearly define the responsibilities of line managers in enhancing the skills and competencies of their direct subordinates. (Babu, et al.,2020). Gatuslao (2025) examines the key determinants influencing work engagement among employees in the Business Process Outsourcing (BPO) industry. Using a systematic review approach, the study synthesizes existing literature

to identify recurring themes that significantly affect engagement levels in this high-pressure and performance-driven sector. The findings reveal that career development, work–life balance, and work environment are the primary factors shaping employee engagement.

Diaz (2023), focused on the effects of Work from Home arrangements on the employee productivity in the Philippine BPO sector, and the mediating variables work-life balance and flexibility in the process. Such results revealed quite a dichotomy between the positive and negative effects of Work From Home on productivity: on the one hand, employees gained productivity through flexible long hours with no commuting, on the contrary, home distractions, inadequate home setups, and blurred work-life boundaries made other workers less effective, but still productive in their own rights Koole (2023) studied the assessment of call- center workforce planning techniques that explain on the scheduling algorithms, forecasting, training practices and skill- based routing are considered the main factor that affects service levels and productivity. On his research, on BPO managers, pointed out the specific managerial levers which includes training, predicting workforce, which assumes immediate productivity and employee wellbeing.

Jirjahn (2024) described that while standard best practice management systems like structured performance management, quality control mechanisms, and continuous improvement programs which thus lead to increased productivity, these gains were not always sustained over time. These study highlights that productivity improvements usually tend to last significantly longer in organizations where employees have formal representation, particularly through institutions such as works councils. Hackney, A. et al (2022) productivity effects were more varied during the pandemic period, with only around 23% of studies showing positive impacts, while substantial proportions reported mixed or even negative impacts on productivity when WFH was mandatory or full-time under stressful pandemic conditions.

Mohanasoundari (2024) explored the work-life balance of married women employees in Business Process Outsourcing (BPO) organizations, focusing on the unique challenges these women face and the strategies they can adopt to manage competing personal and professional demands. According to the study, married women in BPO settings often struggle to maintain equilibrium between their job responsibilities and household roles due to factors such as long and irregular working hours, frequent shift rotations (including night shifts), and the high-pressure nature of BPO work, which can exacerbate stress and fatigue

Despite the existing literatures and studies, several gaps were identified. One of these is that no research focused on management practices employed, level of productivity, and work-life balance among selected BPO managers in Laguna. Thus, this study investigated the management practices employed, level of productivity, and work-life balance among selected BPO managers in Laguna. The research analyzed the relationships between management practices employed, level of productivity, and work-life balance. This study offered insights into how these elements were interrelated and how they collectively influenced the BPO managers and other decision makers in the province of Laguna. The paper revealed that aligning management practices employed with productivity can improve work-life balance and contributed to the overall organizational goals and objectives which resulted in better business performance.

METHODS

The study utilized the descriptive-correlational research design to determine the relationship between management practices and key variable management practices, productivity and work-life balance. The total population of study consisted of one hundred fifty-seven (157). The actual sample of one hundred twelve (112) selected managers working in Business Process Outsourcing (BPO) companies located in

Biñan and Sta. Rosa, was computed using Raosoft calculator with a confidence level of 95% and a margin of error of 5%. The target respondents include individuals holding key managerial roles such as First-Line Managers, Team Leaders, Supervisors, and Training Managers. The respondents were selected utilizing a stratified sampling technique.

A validated research-made questionnaire was utilized as the primary data-gathering instrument in this study. To ensure clarity and ease of response, a four-point (4-point) Likert scale was employed. The instrument was divided into three (3) parts. Part 1 dealt with management practices of among BPO managers in Laguna. Part 2 covered the level of productivity. Finally, Part 3 deals with work-life balance among BPO managers in Laguna. the questionnaire was researcher-made, it was subjected to validation through presentation to the panel of experts in research, language business, and statistics. Additionally, the researcher-made questionnaire underwent a reliability test using Cronbach’s Alpha for a thorough validation of the formulated indicators. For management practices was .957, for level of productivity was .967 and for work-life balance was .918. The researchers followed a systematic process in collecting the necessary data for the study. Prior to data collection, the researcher secured permission from the management of selected BPO companies in Laguna to conduct the survey among their managers.

The respondents were informed about the purpose of the study, the confidentiality of their responses, and the voluntary nature of their participation. The collected data were coded, tabulated, and organized for statistical treatment and analysis. Throughout the process, the researchers maintained ethical standards by ensuring respondent privacy, data confidentiality, and accuracy in recording and interpreting information. Statistical tools such as weighted mean, to get the mean scores of the respondents on their responses to each of the items in the survey questionnaire related to management practices, level of productivity and work-life balance among BPO managers in Laguna. Pearson r was used to determine the relationship between management practices, level of productivity and work-life balance. While multiple regression analysis was used to assess the strength and direction of the relationship among the variables of the study.

RESULTS AND DISCUSSION

Table 1
Composite table for the Management Practices Employed by Selected BPO Managers in Laguna

Indicators	Mean	Verbal Interpretation	Rank
Leadership Practices	3.74	Always	1
Decision Making Process	3.73	Always	2
Overall Weighted Mean	3.74	Always	

As presented in table 1, an overall weighted mean of 3.74 revealed that the respondents strongly agreed on the management practices employed by selected BPO managers in Laguna in terms of leadership practices. This means that the respondents promote trust and confidence, provide clear directions and guidance when employees face work-related difficulties. It also indicates that BPO managers in Laguna are highly effective in establishing trust-based supervisory relationships. As to decision-making process, an average weighted mean of 3.73 revealed that the respondents strongly agreed on the management practices employed by selected BPO. This suggested that respondents consider the employees’ input before finalizing major decisions, engage in a timely decision-making based on accurate and relevant information.

The result of the study is consistent in the study of Metz, et. al, (2024) emphasized that trust among team members and between leaders and employees is a critical factor in ensuring successful collaboration, openness to feedback, and effective implementation of organizational practices. The study also highlighted that coaching-oriented leadership encourages employees to feel safe in sharing ideas, asking for guidance, and participating in decision-making processes. Landry (2025) emphasized that managers who actively involve their team members in the decision-making process create more engaged, motivated, and accountable employees. In the study, participative decision-making improves the quality of decisions, as frontline employees often possess firsthand knowledge of operational challenges and customer needs.

Table 2
Composite Table for the Level Productivity of the Selected BPO Managers in Laguna

Indicators	Mean	Verbal Interpretation	Rank
Task Accomplishment	3.61	Very High	2
Efficiency in Operation	3.71	Very High	1
Overall Weighted Mean	3.66	Very High	

As presented in table 2, an overall weighted mean of 3.61 revealed that the level of productivity of the selected BPO managers in Laguna in terms of task accomplishment was “very high”. This means that the respondents prioritize tasks effectively to maximize output of employees, ensure high quality results and meet work demands on time. Furthermore, this also suggests that BPO managers are highly skilled in organizing and sequencing tasks based on urgency and importance. As to efficiency in operation, an average weighted mean of 3.71 revealed that the level productivity of the selected BPO managers in Laguna was very high. This means that the respondents make use of technology and systems to improve operational efficiency, minimize delays and errors in the work place and handle work demands without compromising efficiency.

The result of the study is consistent in the study of Santos (2025), emphasized that BPO managers who strategically prioritize tasks are better able to manage increasing workloads, allocate resources efficiently, and maintain service quality amid expansion. Proper prioritization allows managers to focus on high-value and time-sensitive tasks, ensuring that operational output increases without overburdening employees or compromising performance standards. Furthermore, the same result in the study of Prince (2024), explained that the adoption of digital systems such as automation tools, integrated information systems, and real-time performance monitoring platforms allows managers to optimize operational processes and eliminate redundancies. By automating routine and repetitive tasks, organizations are able to reduce processing time and operational costs while improving output consistency.

Table 3
Composite Table for the Work Life Balance of Selected BPO Managers in Laguna

Indicators	Mean	Verbal Interpretation	Rank
Work Load Management	3.64	Strongly Agree	1
Personal and Family Time	3.60	Strongly Agree	2

Overall Weighted Mean	3.62	Strongly Agree	
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As presented in table 3, an overall weighted mean of 3.64 revealed that the respondents strongly agreed on the work-life balance of selected BPO Managers in Laguna in terms of work-load management. This means that managers’ regularly take breaks to maintain productivity, has control of work demands and able to handle workload without feeling overwhelmed. As to personal and family time, an average weighted mean of 3.60 revealed that the respondents strongly agreed on the work-life balance of selected BPO Managers in Laguna. As to personal and family time, an average weighted mean of 3.60 revealed that the respondents strongly agreed on the work-life balance of selected BPO Managers in Laguna. The result is supported by Welling (2024) emphasized the importance of regular breaks in maintaining employee productivity, mental focus, and overall well-being. The study explained that continuous work without adequate breaks leads to mental fatigue, reduced concentration, and increased stress, while short and scheduled breaks help employees recover cognitively and physically. Regular breaks were found to enhance sustained performance, decision quality, and stress management, particularly in demanding work environments. In addition, the same result in the study of Saleh (2024) discussed the benefits of allowing employees a flexible work schedule, emphasizing that work flexibility is one of the most effective strategies for improving employee well-being, productivity, and work–life balance. The study explained that flexible scheduling enables employees to better manage personal and family responsibilities while maintaining work performance

Table 4
Relationship Between Management Practices Employed and Productivity the Level of Productivity among Selected BPO Managers in Laguna

Indicator	Leadership Practice	Decision making Process
Task accomplishment	Pearson r value	Pearson r value
	0.655**	0.498**
	Moderate correlation	Moderate correlation
	p-value	p-value
	.000	.000
	Significant	Significant
Efficiency in operations	Pearson r value	Pearson r value
	0.653**	0.670**
	Moderate correlation	Moderate correlation
	p-value	p-value
	.000	.000
	Significant	Significant
**Significant @ 0.01		

As shown in the table 4, the results show that a moderate positive correlation between leadership practice and task accomplishment ($r = 0.655$, $p = .000$). It indicates that better leadership practices are associated with higher levels of task accomplishment among BPO managers. In this table, the relationship is statistically significant at the 0.01 level, which suggests that leadership practices play an important role in helping managers accomplish such assigned tasks effectively. Leadership practice is moderately and

positively correlated with efficiency in operations ($r = 0.653, p = .000$). In this table, it implies that managers who demonstrate effective leadership tend to operate more efficiently. The significant p-value confirms that this relationship is not due to chance or merely coincidental. The decision-making process also shows a moderate positive correlation with task accomplishment ($r = 0.498, p = .000$). It suggests that a sound and effective decision-making contributes to improved task completion among BPO managers. The relationship is statistically significant, indicating that decision-making is a meaningful factor in productivity.

The study supported by Caraan et al (2024) focused on understanding employees’ work experiences, including leadership support, workload management, work–life balance, and organizational support, as key factors influencing employee retention. The findings emphasized that positive employment experiences—characterized by supportive management, reasonable workload, and opportunities for work–life balance—contribute significantly to employees’ decision to remain with the organization. Same findings in the study conducted by Diaz et al. (2023) Their study found that WFH arrangements provided greater flexibility, reduced commuting time, and allowed employees to better manage personal and family responsibilities, which in turn positively influenced productivity. However, the study also highlighted challenges such as the need for effective time management, self-discipline, and proper supervisory support to sustain performance in a remote work setting.

Table 5
Relationship Between Management Practices and Work Life Balance among Selected BPO Managers in Laguna

Indicator	Leadership practices	Decision Making Process
Work load management	Pearson r value 0.725**	Pearson r value 0.580**
	High correlation	Moderate correlation
	p-value .000	p-value .000
	Significant	Significant
Personal and family time	Pearson r value 0.553**	Pearson r value 0.451**
	Moderate correlation	Low correlation
	p-value .000	p-value .000
	Significant	Significant
**Significant @ 0.01		

Table 5 shows the relationship between management practices and work life balance among selected BPO managers in Laguna. The findings reveal a high positive correlation between leadership practices and workload management ($r = 0.725, p = .000$). This indicates that effective leadership practices are strongly associated with better management of work demands among BPO managers. The relationship is statistically significant at the 0.01 level, suggesting that leadership plays a crucial role in helping managers balance and control their workload. Leadership practices show a moderate positive correlation with personal and family time ($r = 0.553, p = .000$). It implies that managers who experience effective

leadership are more likely to maintain sufficient time for personal and family responsibilities. The significant p-value confirms that leadership practices meaningfully influence this aspect of work–life balance. The decision-making process has a moderate positive correlation with workload management ($r = 0.580, p = .000$). This suggests that effective and timely decision-making contributes to improved control over work tasks and responsibilities, thereby supporting better workload management. The relationship is statistically significant. However, in the correlation between decision-making process and personal and family time is low but positive ($r = 0.451, p = .000$). This means that the more the BPO managers exhibit management practices the more effective in handling the work-life balance.

The result of the study is supported by Borgia et al. (2022) examined the relationship between work–life balance and job performance considering the moderating effect of knowledge risks—such as the risk of losing critical organizational knowledge when employees are stressed or disengaged. Their study found that employees with a better work–life balance exhibited higher job performance, as balanced employees were more focused, engaged, and capable of handling work responsibilities effectively. Conversely, high knowledge risks intensified the negative impact of poor work–life balance on performance, suggesting that organizations must implement strategies to maintain balance in order to sustain productivity and protect intellectual capital

Table 6
Relationship Between Level of Productivity and Work-Life Balance among Selected BPO Managers in Laguna

Indicator	Task Accomplishment	Efficiency in Operations
Work load management	Pearson r value 0.618** Moderate correlation p-value .000 Significant	Pearson r value 0.759** High correlation p-value .000 Significant
Personal and family Time	Pearson r value 0.468** Low correlation p-value .000 Significant	Pearson r value 0.569** Moderate correlation p-value .000 Significant
**Significant @ 0.01		

Table 6 shows the relationship between level of productivity and work life balance among selected BPO managers in Laguna. The results indicate a moderate positive correlation between task accomplishment and workload management ($r = 0.618, p = .000$). This suggests that managers who effectively accomplish their tasks tend to manage their workload better. The relationship is statistically significant at the 0.01 level, indicating that improved task accomplishment is associated with better control of work demands. There is high positive correlation is observed between efficiency in operations and workload management ($r = 0.759, p = .000$). This implies that managers who operate efficiently are more capable of handling and organizing their workload effectively. The strong and significant relationship highlights the important role

of operational efficiency in maintaining manageable workloads. The correlation between task accomplishment and personal and family time is low but positive ($r = 0.468, p = .000$). Thus, it indicates that while task accomplishment contributes to having time for personal and family activities, the relationship is relatively weak. Moreover, the statistically significant result suggests that task accomplishment still has a meaningful, though limited, influence on this aspect of work–life balance. In contrast, efficiency in operations shows a moderate positive correlation with personal and family time ($r = 0.569, p = .000$). It explains that managers who work more efficiently are better able to allocate time for personal and family responsibilities.

The result of the study is aligned with Noronha (2022) investigated the impact of work–life balance on job productivity of employees and found a positive relationship between the two variables. Employees who maintained a healthy balance between their work responsibilities and personal life were reported to exhibit higher levels of focus, efficiency, and overall job performance. The study emphasized that when work demands do not excessively encroach on personal time, employees are better able to manage tasks, meet deadlines, and maintain consistent output. Conversely, poor work–life balance was associated with stress, fatigue, and decreased productivity

Table 7

Regression Analysis between the Management Practices and Productivity taken singly or in combination of the Work-Life Balance among Selected BPO Managers in Laguna

Predictor	Dependent Variable	R ²	F	p- value	β	t	p-value
Leadership practices	Work life balance	0.577	149.777	.000	.339	5.477	0.00
Decision Making Process					.130	1.573	0.119
Task Accomplishment					.130	1.425	0.157
Efficiency in Operations					.441	5.492	0.00
Significance level @0.05							

As presented in table 7, the regression model produced an R figure of 0. 577, which implies that 57. 7% of the changes in work life balance can be accounted for by the combined influence of leadership practices, decision, making process, task accomplishment, and efficiency in operations. The F-value of 149. 777 with a p, value of. 000 shows that the overall regression model is statistically significant at the 0. 05 level. Thus, the independent variables collectively explain the changes in work life balance significantly. Among the variables that were studied, only leadership practices is a significant predictor of work life balance (= 0. 339, $t = 5. 477, p = . 000$). That is to say, leadership practices are positively and significantly related to work life balance. Also, efficiency in operations significantly predicts work life balance (= 0. 441, $t = 5. 492, p = . 000$). The positive beta coefficient suggests that greater operational efficiency.

The result of study is supported by Khateeb (2021) explained that work–life balance is not merely about dividing time equally between work and personal life, but about achieving a healthy integration of multiple life roles. It is considered multidimensional because it involves time management, psychological

involvement, and overall satisfaction in both professional and family domains. According to the study, imbalance arises when work responsibilities—such as long hours, heavy workloads, or high-performance expectations—interfere with personal and family obligations.

CONCLUSIONS AND RECOMMENDATIONS

Based on the findings, several conclusions were drawn. The leadership and decision-making practices are perceived positively by respondents and contribute to effective team management and organizational performance. The respondents consistently demonstrate productivity and operational efficiency, effectively accomplishing tasks, prioritizing responsibilities, and utilizing technology to optimize performance. The managers are successful in balancing professional responsibilities with personal and family life, supported by effective workload management and flexible work arrangements.

In conclusion, the more the selected BPO managers in Laguna exhibit management practices, the higher the level of productivity. Moreover, managers who practice effective decision-making tend to achieve higher operational efficiency. Leadership practices and decision-making processes significantly influence employees' workload management and personal–family time, although the degree of impact varies across these two areas. Furthermore, workload management and personal–family time significantly affect task accomplishment and operational efficiency, with workload management demonstrating a stronger influence on both outcomes. Finally, leadership practices and operational efficiency significantly enhance work–life balance; however, decision-making processes and task accomplishment do not show a significant predictive effect.

It is recommended that BPO managers in Laguna should continue to develop and reinforce their leadership skills, promote transparency, and engage employees in decision-making to sustain trust, inclusivity, and alignment with organizational objectives. BPO management must maintain and support employees' productivity by providing ongoing training, access to advanced tools and technology, and opportunities for skill development to sustain high operational efficiency. BPO management in Laguna should strengthen leadership practices and involve employees in decision-making processes to further enhance task accomplishment and operational efficiency.

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