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WORK-LIFE BALANCE AND EMPLOYEE WORK ENGAGEMENT IN SELECTED BUSINESS PROCESS OUTSOURCING COMPANIES IN METRO MANILA

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She took her elementary education, with honors, at Southville 5 Elementary School in Brgy. Timbao, City of Binan, Laguna, she also completed various vocational courses such as Computer Literacy Training at St, Vincent College of Cabuyao on June 3, 2012, and MS Application of APEC Mobile Digital Opportunity Center Program at Southville 5, Brgy, Timbao City of Binan Laguna on March 23, 2013. She finished her secondary education at Southville 5-A National High School at Brgy Langkiwa, City of Binan Laguna, in the year 2014, with honor. For her tertiary education, she took Bachelor of Science in Business Management Major in Human Resource Development Management at Cavite State University- Carmona Campus. She obtained her degree in June 2018.

In 2019, she took and passed the certification for Certified Human Resource Associate, accredited by the Human Resource Educators Association of the Philippines (HREAP). Currently, she is pursuing her Master's Degree at Technological University of the Philippines- Manila under the Master in Management program. She is one of the contracts of service faculty of Cavite State University-Carmona. She is currently handling business management and human resource management related subjects since 2019. Aside from teaching, she is a freelance recruitment specialist at Compass Manpower Inc.

BIOGRAPHICAL DATA

The researcher, **Pamela B. Luis** was born on December 26, 1994 in Malolos Bulacan but spent her childhood days in Looc, Romblon where she also attended her elementary and secondary education. She is the eldest child with four sisters and two brothers of Mrs. Lelibeth B. Luis and Garry G. Luis

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ABSTRACT

The study was conducted to call center agents in selected business processing outsourcing companies in Metro Manila. The study analyzed and focused on the demographic profile of the participants in terms of; age, sex, civil status and educational attainment, the level of work-life balance of call center agents, and the level of work engagement in terms of vigor, dedication and absorption. It was also carried out to determine if there is a significant relationship between the level of work life balance and the level of work engagement of the participants. The participants of the study will be limited to on-site call center agents or generally referred to as "customer service representatives" currently working in selected business process outsourcing companies in Metro Manila. The participants come from from Sitel- Julia Vargas Pasig City, RJ Globus Solutions - Rockwell Business Center- Ortigas, AIG-Alabang, TDCX- Robinsons Gamma Building Ortigas, Accenture- BGC Taguig, TaskUs-Quezon City, Concentrix-Alabang, Alorica-Quezon City, Ibex-Alabang and VXI Global Solutions Inc.-Quezon City.In addition, the study is limited only to call center agents who have the job title as customer "service representative" (CSR) and are currently employed regardless of their age, civil status, monthly income, employment status, inbound or outbound and years of service. The researchers will focus on 100 call center agents; 10 participants in each BPO companies to be exact. The said participants are currently employed from selected BPO companies in Metro Manila.

Findings revealed that there are more female (69%) call center agents than male (31%). The minimum and maximum age of the participants are 21-48 years old with mean value of 28.14 and standard deviation of 6.095. They are composed of young workers and middle-aged adults. It also indicated that most of the call center agents in Metro Manila are single and are college graduates. Furthermore, when it comes to the level of work-life balance of the participants the

result shows a grand mean of 3.6660 as a result, it was interpreted as balance. This means call center agents maintained their work life and personal life and they are able to satisfy all demands to both work and personal life. In terms of level of work engagement in terms of vigor, dedication and absorption it was interpreted as engaged, this means that call center agents are lively and energetic at work; have involvement and pride in their work; thus have a difficulty in detaching to it. Lastly, the hypothesis of the study is accepted; there is a significant relationship between work-life balance and work engagement.

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PART I:

Introduction and Background of the Study

The Business Process Outsourcing (BPO) industry is one of the Philippine economy's two primary "legs", contributing $26 billion to the Philippine economy in 2019. BPO employs 1.3 million people in over 1000 firms. Workers provide services for overseas corporations including facilitating travel and insurance cover, customer support for technology, and telehealth services. (Reyes, 2020). Nowadays, Business Processing Outsourcing (BPO) is the booming industry in the Philippines that is currently establishing their good reputation to help to attract foreign investors and negotiators especially in Metro Manila- Manila is the center of culture, economy, education and government of the Philippines. Designated as a global power city, the region exerts a significant impact on commerce, finance, media, art, fashion, research, technology, education, and entertainment, both locally and internationally and as mentioned by Gallimore (2021) Manila is one of the popular metropolises that provide BPO services to the United States of America, and to other parts of the world. In fact, the Philippines has been long regarded to have the world's largest concentration of call center workers and considered as top outsourcing destination and call center capital of the world. However, the country faces stiff competition from India, Central America and fast-emerging Eastern Europe especially in times of uncertainty.

Since the outbreak of Coronavirus disease or COVID-19, many business establishments like Business Processing Outsourcing (BPO) companies were doing their best to keep in line with the competition and business demands. During periods of Enhanced Community Quarantine, BPO is one of few industries allowed to remain open, demonstrating its importance to the country's economy and geopolitical interests. However, quarantine restrictions meant BPO businesses were unable to maintain normal staffing levels, particularly at the onset, adjustment in working hours work schedule and job responsibilities of its employees. Likewise, continuously satisfying the

employees is another challenge that the employers are facing today. If BPO are seen as key economic drivers, then the productivity of the people they employ should be given maximum attention. For the last few decades, employees have been struggling with a growing number of competing demands between their work and private lives. These demands are caused by globalization, technological advances, workplace changes, and demographic changes (Beauregard & Henry, 2009; Gregory & Milner, 2009; Kinnunen, Rantanen, Mauno, & Peeters, 2014). This further justify the need of employees in BPO industry to have a work and life balance.

Work-life balance in its broadest sense is defined as a satisfactory level of involvement or fit between the multiple roles in a person's life (Hudson, 2005; Jenkins, 2008). In other words, it is a harmonious or satisfying arrangement between an individual's work obligations and his/her personal life (Amarakoon & Wickramasinghe, 2010). According to an Australian research study by McMillan (2008), work-life balance is a key concern for the 21st century employees due to the increasing complexity of modern life. In the current work place, employees face greater workload, increasing time pressure and growing obstacles in satisfying both job and personal demands (Sabatini, Fraone, Hartmann & McNally, 2008). At work the demand for efficiency leads to more tasks, which have to be fulfilled in a shorter period of time. Satisfying the often-conflicting demands of work and family life is one of the biggest challenges for modern employees (Lingard, Francis & Turner, 2012). Research by Salt, (2008) reveals that there are a growing percentage of employees who are overstrained from reconciling the work domain with the family domain, resulting in an increasing number of sick days which are due to psychological diseases. Although work-life balance has received much attention from scholars and practitioners, there are still some gaps in the existing literature since the consequences of work-life balance and the related work-life balance policies and practices have not been fully identified (Beauregard & Henry, 2009). The

current literature has focused mainly on individual outcomes such as satisfaction, physical and psychological health, and well-being (Baltes, Briggs, Huff, Wright, & Neuman, 1999; Reindl, Kaiser, & Stolz, 2011; Whittington, Maellaro, & Galpin, 2011), and on organizational outcomes such as organizational commitment, individual performance, and reduced turnover intentions (Bloom & van Reenen, 2006; Forsyth & Polzer-Debruyne, 2012; Friedman & Greenhaus, 2000). Consequently, little is known about whether and how work-life balance contributes to the work engagement of employees. It is interesting to examine this relationship since the mechanisms through which employees' work-life balance affects their own behavior, work engagement and the performance of organizations are still unclear and have not yet been fully established (Allen, 2001; Beauregard & Henry, 2009).

In response to the above challenges, most employers are committed to helping their staff achieve some level of work-life balance as they believe that it will assist with staff morale and engagement (Convergence International, 2008). Work-life balance has been found to have a number of positive outcomes. An empirical study of 3,000 Australians showed that work-life balance is the number one factor of job attraction and retention (even above salary) (Convergence International, 2008). The benefits of work-life balance, which include employee engagement, have seen employers investing in workplace culture and policies that enhance work-life balance (Jawaharrani, 2011). It is important for managers to cultivate employee engagement given that disengagement or alienation leads to lack of commitment and motivation (Varizani, 2007).

Employee engagement means being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others (Alfes et al, 2010). Commitment, involvement, energy, dedication, passion, and enthusiasm are concepts that are frequently used when practitioners and scholars talk about

engagement (Bakker et al., 2012; Schaufeli, 2013). Despite the fact that researchers have a clear understanding of the concept of engagement, there is a lack of consensus on the precise definition of engagement (Schaufeli, 2013). Throughout this research, work engagement is defined as "a positive, fulfilling, work related state of mind that is characterized by vigour, dedication, and absorption" (Schaufeli, Salanova, González-Romá, & Bakker, 2002, p. 74). Research on work engagement as an outcome of work-life balance is minimal and there is little evidence that employees with a high level of work-life balance experience a high level of work engagement. However, there has been some research on the relationship between work-life balance and employees' well-being and quality of life (Greenhaus, Collins, & Shaw, 2003). Previous studies have assumed that employees who perceive a balance between work and their private lives experience low levels of stress in both roles they fulfil (Marks & MacDermid, 1996).

Furthermore, this is why this study started, the researchers aim to respond to this gap in the literature by examining the direct and indirect relationship between work-life balance and work engagement of employees specifically in Business Process Outsourcing Companies in Metro Manila. This study shall be a potent tool for supervisors, managers and BPO companies for providing and developing new strategies and intervention in achieving the balance of work and life of their employees and how it may affect the intention of employees to be more fully engaged at their work. Furthermore, this research would benefit employees who work as call center agents and or customer service representatives to better cope up with their life and work demands as well as those for future researchers who will conduct similar topic or study.

Statement of the Problem:

The study will be conducted to determine the relationship between work-life balance and employee work engagement in selected business process outsourcing companies in metro manila.

As such, this study seeks to answer the following questions:

1. What is the level of work-life balance of the participants?

2. What is the level of work engagement of participants in terms of:

    2.1 Vigor;

    2.2 Dedication; and

    2.3 Absorption

3. Is there a significant relationship between level of work-life balance and level of work engagement of the participants?

Significance of the Study:

The study primarily has the responsibility to provide insights to the observed variables such as work-life balance and employee work engagement in selected business process outsourcing companies in Metro Manila. This would contribute to the existing body of knowledge on the relationship of work-life balance and work engagement. Furthermore, it will also help future scholars and researchers who will endeavor to undertake similar topic or study. There are several individuals who may benefit from the result of this study such as the BPO companies, other businesses, human resource department, managers, immediate supervisor, employees, and future researchers.

BPO companies. This study will help BPO companies to improve the work-life balance and work engagement of their workforce. Furthermore, this study shall be a potent tool in

providing new insights, strategies and interventions, which help companies to create a sustainable and efficient business.

Other Businesses. This study might help other businesses by acquiring relevant information regarding work-life balance and employee work engagement, as employees is considered the back bone of any organization, it might give them the chance to expand and deepen the relationship of their employee towards their company.

Human Resource Department. HRD is an essential department in any organizations because this is where new ideas, suggestions for innovation, quality, continuous improvements, and other necessary inputs that are needed to compete in a highly competitive economy comes from people themselves and take into consideration. This study will help people in human resource department to helps employers ensure that employees are provided with relevant up-to-date knowledge and skills at the same time providing a balance between employee work and life demand as well as to foster employee work engagement.

Immediate Supervisors and Managers. This study would help the immediate supervisors and managers assess if their employees are still having balance in their work-life and personal life. Specially in times of uncertainty. It will also give them an idea to improve their support towards their employees to enable them perform their duties well and attend to personal and family needs effectively. This study will also help them to determine their current understanding and concerns over their employee's wellbeing at work and at home as well.

Employees. Likewise, this research will give knowledge and deep understanding to the employees specially call center agents; It is beneficial for them to assess and continuously meet the demands of their work-life and personal life. As well as to properly maintain and satisfy their

work-life at the same time their personal life; As employees who perceive a balance between their work and private lives are likely to experience positive emotions and attitudes such as engagement.

Future Researchers. Finally, this study will likewise urge future researchers to study related topics and ponder about solid purposes of this study as their managing instruments to build up their future explores.

Scope and Limitation of the Study:

This study will mainly focus on the variables such as work-life balance and employee work engagement in terms of vigor, dedication and absorption in selected business process outsourcing companies in Metro Manila. Additionally, demographic profile of the participants in terms of age, sex, civil status and educational attainment will only obtained as part of the profiling of the respondents and will not considered as part of the variables of this research. The participants of the study will only be confined to the call center agents or generally referred to as "customer service representatives" currently working in Metro Manila. The participants will be from Sitel-Julia Vargas Pasig City, RJ Globus Solutions - Rockwell Business Center- Ortigas, AIG-Alabang, TDCX- Robinsons Gamma Building Ortigas, Accenture- BGC Taguig, TaskUs-Quezon City, Concentrix-Alabang, Alorica-Quezon City, Ibex-Alabang and VXI Global Solutions Inc.-Quezon City.

In addition, the study is limited only to onsite call center agents who have the job title as customer "service representative" (CSR) and are currently employed regardless of their age, marital status, monthly income, employment status, and years of service. These were chosen as participants in the study as researchers have relatives, friends, and acquaintances in the said companies that will assist the researchers when it comes to dissemination of survey questionnaires and data gathering.

The willingness of the participants will be observed to make sure that the result of the survey will be reliable, true and correct. The researchers will focus on 100 call center agents; 10 participants in each BPO companies to be exact. The said participants are currently employed from selected BPO companies in Metro Manila. Furthermore, these companies are chosen since they are the only companies who are willing and able to participate in this study.

PART II:

Conceptual Framework/Theoretical Framework

This chapter presents review of relevant theoretical and empirical literature. It comprises a detailed description of the concept of work-life balance and employee work engagement; review of theories and models relating to work-life balance and employees' work engagement; and empirical studies related with the concepts under review. A theory is a well-established principle that has been developed to explain some aspect of the natural world (Greener, 2008). A theory arises from repeated observations and testing and incorporates facts, laws, predictions, and tested hypotheses that are widely accepted (Cooper, 1989). A theoretical framework is used to limit the scope of the relevant data, by focusing on specific variables and defining the specific viewpoint that the researcher will take into account (Dawson, 2002). This helps in analyzing and interpreting the data to be gathered, understanding concepts and variables according to the given definitions and building knowledge by validating or challenging theoretical assumptions (Maxwell, 2006).

Work-life balance

The definition of work-life balance can be described as the process in which employees seek to combine their paid jobs with caring responsibilities in order to create a "balance" (Crompton & Lyonette, 2006). When working to achieve this balance, employees must struggle with various pressures and tensions such as role expectations, job requirements, and group and organizational norms (Crompton & Lyonette, 2006; Voydanoff, 2005).

Previous research has shown that work-life balance entails employees' behaviours, attitudes, well-being, and organizational effectiveness (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). An imbalance between work and private life can cause absenteeism,

dissatisfaction, and low productivity (Edwards & Rothbard, 2000; Rice, Frone, & McFarlin, 1992; Whittington, et al., 2011). By contrast, employees who are able to achieve this balance can enhance their well-being since they are better capable to effectively allocate their energy and time to the demands they experience (Whittington et al., 2011). Furthermore, based on the spillover theory (Edwards & Rothbard, 2000; Lambert, 1990), researchers have suggested that both the negative effects of work-life imbalance and the positive effects of work-life balance are carried over by employees from their work to their private lives and vice versa. In turn, these spillover effects cause a similarity of experiences in both of these life domains (Kinnunen et al., 2014; Michel & Clark, 2011). Therefore, organizations are forced to suppress the demands that individuals experience by implementing work-life policies and practices which support employees to fulfil their employment-related as well as personal-related responsibilities (Baral & Bhargava, 2010; Beauregard & Henry, 2009; Gregory & Milner, 2009).

As organizations seek to reduce employees' work-life conflicts, they endeavor to be an attractive employer for new staff members in order to improve their organizational performance (Beauregard & Henry, 2009). Moreover, employees are also responsible for their own work-life balance. In order to decrease conflict and enhance balance, employees can use coping strategies (Byron, 2005), which can be defined as an "individual's cognitive and behavioral efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person" (Lazarus & Folkman, 1984, p. 141). Previous studies have shown that active problem-focused coping, whereby employees aim to reduce stressful situations (e.g. time-management), and resource-increasing coping, whereby employees try to learn from difficult situations, find benefits and use proactive/future-oriented coping (e.g. proactive negotiations with one's supervisor or spouse and planning one's work week), are beneficial in reducing work-life

conflicts and increasing work-life balance (Byron, 2005; Mauno, Kinnunen, Rantanen, Feldt, & Rantanen, 2012; Neal & Hammer, 2007).

When employees are able to balance their work and private lives, it can have various consequences for both employees and employers. Research has suggested that when employees experience work-life balance, it results in improved job and overall satisfaction (Baltes et al., 1999; Reindl et al., 2011), higher levels of commitment to the organization (Friedman & Greenhaus, 2000; Goldberg, Greenberger, Koch-Jones, O'Neil, & Hamill, 1989; Roehling, Roehling, & Moen, 2001), and reduced turnover intentions (Forsyth & Polzer-Debruyne, 2012). Beyond these results, employers who support employees' work-life balance can also benefit in terms of recruitment advantages and employer branding (Harrington & Ladge, 2009). All in all, work-life balance can influence employees' behaviour and attitudes, which in turn positively affect organizations.

Work engagement

The growing level of uncertainty in the business environment requires organizations to continuously adapt to changes and accommodate different needs of the workforce. Organizations often compete and attempt to survive by lowering prices, cutting costs, redesigning business processes and downsizing the number of employees. Assuming that there is a limit to cutting costs and downsizing, new approaches to human resource management are inevitable for organizational survival and progress. Rather than focusing on reducing costs, the shift of the focus in human resource management, is to build employee engagement. As a result, numerous articles have been published that call for a more positive approach that focuses on the workforce, that is, engaging employees rather than focusing on problem-coping strategies (Luthans & Avolio 2009; Bakker & Schaufeli 2008). The notion of employee engagement has sparked widespread interest over the

last decade, while research findings vary slightly, most of these studies share a similar conclusion that engaged employees seem to be an important source of organizational competitiveness. Engaged employees are those who give full discretionary effort at work, and are highly vigorous and dedicated to their job, while disengaged employees are those who are motivationally disconnected from work, who do not have the energy to work hard and who are not enthusiastic at work (Bakker, 2011). One definition of employee engagement is a positive attitude held by the employee towards an organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the interest of the organization. Employee engagement is a measurable degree of employee's positive or negative emotional attachment to their job, colleagues, and organization, which deeply influences their willingness to learn and perform at work. Employee engagement as psychological presence but further asserted that it involved two critical components: attention and absorption. Attention refers to "cognitive availability and the amount of time one spends thinking about a role" while absorption, "means being engrossed in a role and refers to the intensity of one's focus on a role". Furthermore, Employee engagement as a "relatively stable psychological state influenced by interactions of individuals and the work environment" Thus, highly-engaged employees are characterized by "readiness and willingness to direct personal energies into physical, cognitive, and emotional expressions associated with fulfilling required and discretionary work roles", aspect of employee psychology in the definition of employee engagement can be seen from the work of who defined engagement as a state by which individuals are emotionally and intellectually committed to the organization or group. (Thomas, 2000)

Employee engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. *Vigor* is marked by high levels of energy and

mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of challenges. *Dedication* is characterized by a spirit of significance, enthusiasm, inspiration, pride, and challenge. *Absorption* is marked by being fully concentrated and happily engrossed in one's work, whereby time passes quickly, and one has difficulties with detaching oneself from work (Schaufeli & Bakker, 2004), studies show employee engagement to be positively related to positive job attitudes, reduced burnout, and higher levels of performance at the individual, unit and organizational levels The nature of engagement is a fulfilling positive work-related experience and state of mind that is found to be linked to good health (Sonnentag, 2003) and leads to "an infusion of energy, self-significance, and mental resilience (Schaufeli & Bakker, 2004). Also, engagement has been shown to be connected to the feeling of responsibility for and committing to higher levels of job performance both for required aspects of work as well as discretionary effort (Shuck, Reio & Rocco, 2011). Perhaps this is an underlying rationale why "studies concerning employee engagement are critical and have recently received much attention (Little & Little, 2006).

Relationship between work-life balance and work engagement

Work-life balance in its broadest sense is defined as a satisfactory level of involvement or fit between the multiple roles in a person's life (Hudson, 2005; Jenkins, 2008). In other words, it is a harmonious or satisfying arrangement between an individual's work obligations and his/her personal life (Amarakoon & Wickramasinghe, 2010). According to an Australian research study by McMillan (2008), work-life balance is a key concern for the 21st century employees due to the increasing complexity of modern life.

Work-life balance has been found to have a number of positive outcomes. There is evidence that work-life balance is related to higher levels of organizational commitment (Baral & Bhargava, 2010). An empirical study of 3,000 Australians showed that work-life balance is the number one factor of job attraction and retention (even above salary) (Convergence International, 2008). The benefits of work-life balance, which include employee engagement, have seen employers investing in workplace culture and policies that enhance work-life balance (Jawaharrani, 2011).

It is important for managers to cultivate employee engagement given that disengagement or alienation leads to lack of commitment and motivation (Varizani, 2007). Employee engagement means being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others (Alfes et al, 2010). Engagement is composed of three dimensions which include intellectual engagement (thinking hard about the job and how to do it better), affective engagement (feeling positively about doing a good job) and social engagement (actively taking opportunities to discuss work related improvements with others at work) (Khan, 1990). Engagement therefore has intellectual, emotional and behavioral dimensions.

A study on employee engagement on Sri Lankan employees by Amarakoon & Wickramasinghe (2010) found that work-life balance has a positive influence on employee engagement. They argue that a proper balance between work and life demands is an antecedent for employee engagement since work-life factors such as caring about employees, placing employees interests first and flexibility are predictors of engagement. Therefore, within Work-to-Family (WFE), the instrumental path proposes that resources built up in one role foster high performance in the other role (Erdem & Karkose, 2008). The affective path indicates that resources accumulated

in one role result in positive affect in that role, ultimately promoting high performance and positive affect in the other role (Baral & Bhargava, 2011).

Other studies have revealed a number of positive outcomes associated with work-life balance (Rothausen, 1994; Frone, Yardely & Markel, 1997; Lambert, 2000; Konrad & Mangel, 2000). There is evidence that work-life balance is related to higher levels of organizational commitment (Jusoh, Ahmed & Omar, 2012). Siu et al, (2010) argue that a state of role which features both high performance and positive affect should be the best factor in predicting work-family enrichment. Judging from the affect perspective, Siu et al. (2010) argues that people who are highly engaged are also highly involved, deeply engrossed and enthusiastic about their work. This contributes to a happy experience, identified by Seligman, Rashid & Parks (2006) as positive affect.

From the performance perspective, Siu et al, (2010) advocates that people high on work engagement innate a strong identity with their work and they regard their work as inspirational, meaningful and demanding. Thus, they are inclined to apply knowledge and use resources and skills to a greater extent at work, hence contributing to higher job performance (Bakker & Demerouti, 2007). Moreover, a highly dedicated and committed workforce is essential for achieving organizational goals (Zhang & Agarwal, 2009).

Cut-throat competition and a variety of challenges in the post-liberalization, privatization and globalization (LPG) era have initiated major changes in the human resource (HR) practices. Industrial units have started realizing the need to be proactive rather than reactive (Narang & Singh, 2010). Since psychologically engaged workers feel competent and confident to influence their job and work environment in a meaningful way, they are likely to be proactive and innovative (Boudrias, Gaudreau, Savoie & Morin, 2009). Besides, there is a constant pressure on management

to reduce costs and increase productivity, which is possible only through a satisfied and committed workforce (Sahoo, Behera & Tripathy, 2010).

Engagement enables workers own their work and take responsibility for their results (Koln, 2012). Due to technological advancement and automation, organizations are dependent on a high degree of creativity and learning attitude of employees which will require individual responsibility and risk-taking effort (Ying & Ahmad, 2009). According to (Westover & Taylor, 2010) the performance outcomes of engagement practices are higher productivity, proactive and superior customer service, while the attitudinal outcomes comprise of job satisfaction, organizational, team and individual commitment.

Similarly, Millan, Hessels, Thurik & Aguado (2011) have pointed out that empowered employees have a greater sense of job satisfaction, motivation and organizational loyalty. A satisfied and committed employee is a valuable asset to the organization (Sahoo et al, 2010). Such an employee is psychologically attached to his job and is less likely to leave the organization, takes pride in belonging to the organization, and makes greater contribution for the success of the organization (Kuo, Ho, Lin & Lai, 2009).

There has been some research on the relationship between work-life balance and employees' well-being and quality of life (Greenhaus, Collins, & Shaw, 2003). Previous studies have assumed that employees who perceive a balance between work and their private lives experience low levels of stress in both roles they fulfil (Marks & MacDermid, 1996). One explanation of this could be that these employees fulfil roles that are salient to them. In addition, these employees are better able to allocate their energy and time to the demands they experience, which in turn leads to increased well-being (Whittington et al., 2011). Furthermore, as previously

mentioned, work-life balance can also lead to job satisfaction and organizational commitment (Reindl et al., 2011).

Previous studies have also examined the relationship between work-life balance practices, which are related to work-life balance, and engagement. The relationship between work-life balance practices and work engagement can be explained using the social exchange theory (Blau, 1964). This theory states that when employers provide care and opportunities for their employees, these employees will show certain attitudes and behaviors. More specifically, when employees receive favorable treatment they reciprocate, which in turn leads to beneficial outcomes for both employers and employees (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Applying the social exchange theory to work-life balance, when employees feel that organizations help them balance their work and family demands, they probably feel cared for and supported by their organization. Following the norm of reciprocity, it can be said that employees feel obligated to reciprocate by showing more favorable attitudes and behaviors at work. These employees respond with increased positive feelings regarding their job and the organization (Aryee, Srinivas, & Tan, 2005). Similarly, when employees are provided with particular resources by their employer, they respond with a certain degree of engagement (Saks, 2006). The results of a study by Richman, Civian, Shannon, Hill, and Brennan (2008) have revealed that supportive work-life policies and perceived flexibility are positively related to employee engagement. In addition, a study by Sonnentag (2003) has suggested that recovery, which can be seen as a part of work-life balance, can contribute to employees' work engagement. Recovered employees are more willing and able to invest effort and show more resilience than employees who have not been recovered. This means that recovery might have a positive effect on employees' vigor. Recovery can also influence dedication since recovered employees possess enough resources to become

strongly involved in their work. Finally, recovery can also have a positive effect on the last element of work engagement, absorption. Recovered employees are able to fully concentrate on their tasks and to ignore irrelevant signals (Sonnentag, 2003).

Conceptual Framework:

The framework of the study (Fig. 1) illustrates the relationship of work-life balance and employee work engagement in selected business process outsourcing companies in Metro Manila. Furthermore, the independent variables are those that probable cause, influence or affect outcomes (Creswell, 2009). The independent variables in this research study will be work-life balance. Dependent variables are those that depend on the independent variable; they are the outcomes or results of the influence of the independent variables (Creswell, 2009). The dependent variable of this research will be the work engagement.

Figure 1. The conceptual framework of work-life balance and work engagement of employees in selected business processing outsourcing companies in Metro Manila.

Research Hypothesis:

To guide the analysis, the following hypotheses will be tested:

- H1. There is a significant relationship between the level of work-life balance and level of work engagement of the participants.

Operational Definition of Terms:

Work Life balance. In this study, this refers to a harmonious or satisfying arrangement between an individual's work obligations and his/her personal life. Employees who perceive a balance between their work and private lives are likely to experience positive emotions and attitudes such as engagement. In addition, "Work-life balance" typically means the achievement by employees of equality between time spent working and personal life.

Work Engagement. In this study, this refers to the emotional attachment employees feel towards their place of work, job role, position within the company, colleagues and culture and the affect this attachment has on their wellbeing and productivity. Specifically, this refers to the positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption.

Vigor. In this study, it is marked by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of challenges.

Dedication. In this study, it is characterized by a spirit of significance, enthusiasm, inspiration, pride, and challenge.

Absorption. In this study, it is marked by being fully concentrated and happily engrossed in one's work, whereby time passes quickly.

PART III:

Research Design/Methodology

This chapter consists of a description of the research design, selection and description of the participants, research instruments, data collection procedure, and statistical treatment that will be use in this study.

Research Design

This study will use a descriptive and correlational research design. Descriptive method will be exercise since it includes a collection of essential information in making a description of the different factors under investigation such as work-life balance and work engagement of call center agents in selected business processing outsourcing companies in Metro Manila. In addition, this study will utilize a correlational method since it will determine the significant relationship between work-life balance and work engagement.

Time and Place of the Study:

This study will be conducted in selected business process outsourcing companies in Metro Manila. Such as: Sitel- Julia Vargas Pasig City, RJ Globus Solutions - Rockwell Business Center-Ortigas, AIG-Alabang, TDCX- Robinsons Gamma Building Ortigas, Accenture- BGC Taguig, TaskUs-Quezon City, Concentrix-Alabang, Alorica-Quezon City, Ibex-Alabang and VXI Global Solutions Inc.-Quezon City from April 2021 to June 2021.

Sources of Data:

The primary source of data will be taken from the results of the answers of the customer service representative employees or call center agents from the chosen BPO companies using the research questionnaire (Google Form).

The secondary source of data will come from online books, online research papers including journals, thesis, and dissertations related to the study to have foresight idea and knowledge regarding the study.

Participants of the Study:

The participants of this study will be limited to on-site call center agents or generally referred to as "customer service representatives" currently working in selected business process outsourcing companies in Metro Manila. The participants will be from Sitel- Julia Vargas Pasig City, RJ Globus Solutions - Rockwell Business Center- Ortigas, AIG-Alabang, TDCX- Robinsons Gamma Building Ortigas, Accenture- BGC Taguig, TaskUs-Quezon City, Concentrix-Alabang, Alorica-Quezon City, Ibex-Alabang and VXI Global Solutions Inc.-Quezon City.

In addition, the study is limited only to call center agents who have the job title as customer "service representative" (CSR) and are currently employed regardless of their age, civil status, monthly income, employment status, inbound or outbound and years of service. These were chosen as participants in the study as researchers have relatives, friends, and acquaintances in the said companies that will assist the researchers when it comes to dissemination of survey questionnaires and data gathering. The willingness of the participants will be observed to make sure that the result of the survey will be reliable, true and correct.

The researchers will focus on 100 call center agents; 10 participants in each BPO companies to be exact. The said participants are currently employed from selected BPO companies

in Metro Manila. The distribution sample is presented in Table 1. The sample population is equally

distributed.

Table 1. Distribution of the participants in selected BPO companies in Metro Manila

BPO Companies	Sample size N= 100	Percentage %
Sitel- Julia Vargas Pasig	10	10
RJ Globus Solutions - Ortigas	10	10
AIG-Alabang	10	10
TDCX- Robinsons Gamma Building-Ortigas	10	10
Accenture- BGC Taguig	10	10
TaskUs-Quezon City	10	10
Concentrix-Alabang	10	10
Alorica-Quezon City	10	10
Ibex-Alabang	10	10
VXI Global Solutions Inc.-Quezon City	10	10
TOTAL	**100**	**100**

Sampling Technique:

The researchers will utilize quota and a proportionate sampling technique in the study.

Quota sampling technique will be used to set the number of participants involved in the study and

proportionate sampling technique will be utilized since the participants is equally divided.

Additionally, in line with the current situation, the researchers will be used a Google forms to

distribute the online research instrument and collected the results came from the 100 call center

agents. The questionnaires will be answered at the most convenient time of the participants.

Research Instrument:

The study will utilize a modified questionnaire for work-life balance based on the works of Yohann Joseph, (2015) entitled "Relationship between Employee Commitment, Organizational Flexibility and Work-Life Balance in a Call Centre" and for work engagement, a modified questionnaire from the study of Schaufeli & Bakker, (2003) entitled "The Utrecht Work Engagement Scale" will also be used. The survey questionnaire will be divided into three parts (Appendix 1).

The first part focused on the demographic characteristic of the participants including age, sex, civil status and educational attainment. The second part focused on the level of work-life balance while the third part focused on the work engagement of the participants.

A five-point Likert scale will be applied to interpret the responses of the participants.

1-Never

2- Rarely (Once a month)

3- Sometimes (A few times a month)

4- Often (Once a week)

5- Always (Everyday)

Data Gathering Procedure:

The researchers will be utilized online survey questionnaire to gather data from the participants. since face-to-face interaction was forbidden due to the pandemic, the survey questionnaire will be distributed online through the use of Google form. The researchers will be

able to administer the research instruments through the help and assistance of their family, friends, and acquaintances who are working in selected BPO companies located in Metro Manila. The shareable given link of the online survey questionnaire (Google Form) will be given to contact persons who were either team leaders, supervisors, and call center agents from the chosen companies. The researchers will conduct the online survey during the most convenient time of the participants especially during their breaktime or rest day. After the collection of data, the researchers will encode, tally, and analyze the data gathered.

Statistical Treatment:

Descriptive statistical tools such as frequency count, weighted mean and chi-square test will be used to analyze the gathered data.

Frequency count and percentage will be used to identify the participant's demographic characteristics in terms of age, sex, civil status and educational attainment.

Weighted mean and standard deviation will be used to determine the level of work life balance of the participants and also to identify the level of employee work engagement in terms of vigor, dedication and absorption.

Pearson R Correlation will be used to determine the significant relationship between the level work-life balance and the level of work engagement of the participants. The answers of the participants will be calculated and will transform into descriptive interpretation to measure the level of work-life balance and the level of employee work engagement. The descriptive interpretation for the level of work-life balance is presented in Table 2 while the descriptive interpretation for the level of employee work engagement is presented in Table 3.

Table 2. Descriptive interpretation for the level of work-life balance of the participants

Scale	Verbal Interpretation	Descriptive Interpretation
1	Not balanced	Call center agents do not maintain their work life and personal life and they cannot satisfy all demands to both work and personal life.
2	Somewhat balanced	Call center agents somewhat maintained their work life and personal life and they somewhat satisfy all demands to both work and personal life.
3	Slightly balanced	Call center agents moderately maintained their work life and personal life and they moderately satisfy all demands to both work and personal life.
4	Balanced	Call center agents maintained their work life and personal life and they are able to satisfy all demands to both work and personal life.
5	Highly balanced	Call center agents highly maintained their work life and personal life. They are in a good position to highly satisfy all demands to both work and personal life, without jeopardizing one for the other.

Table 3. Descriptive interpretation for the level of employee work engagement.

Scale	Verbal Interpretation	Descriptive Interpretation

1	Not engaged	Call center agents are not lively and energetic at work; have no involvement at all and embarrassed of their work and have an ease in detaching it.
2	Somewhat engaged	Call center agents are somewhat lively and energetic at work; somewhat involve and somewhat have pride in their work; thus, somewhat have difficulty in detaching to it.
3	Slightly engaged	Call center agents are moderately lively and energetic at work; have a slight involvement and pride in their work; thus have a slight difficulty in detaching to it.
4	Engaged	Call center agents are lively and energetic at work; have involvement and pride in their work; thus have a difficulty in detaching to it.
5	Highly engaged	Call center agents are very lively and energetic at work; have a strong involvement and pride in their work; thus have a difficulty in detaching to it.

PART IV:

Presentation, Analysis and Interpretation of Data

The outcomes of the study are included in this chapter by the use of various statistical tools. This chapter presents the result from the gathered data. Presented in tables, and discussed through interpretation and implications of the information gathered and presented, leading to the complete explanation and appreciation of this study. This also discusses the answers to the objectives of the study including the level of work-life balance of the participants; the level of work engagement of participants in terms of vigor, dedication and absorption; and the significant relationship between level of work-life balance and level of work engagement of the participants.

Demographic Profile of the Participants

The demographic profile of one-hundred (100) call center agents in terms of age, sex, civil status and educational attainment is presented in Table 4.

Table 4. Distribution of the participants according to gender

Gender	Frequency (N=100)	Percentage
Male	31	31%
Female	69	69%
Total	100	100%

As shown on the foregoing table, out of 100 respondents who answered the survey regarding work-life balance and employee work engagement in selected business process outsourcing companies in metro manila, there are a greater number of female respondents than male. It comprises about 69 % number of females, while there are 31 % number of males. It

represents that the female population greatly outnumbered the male population who also participated in the survey. This gender distribution is expected to accommodate the opinions and views from both sides of the gender divide. To support the result of the study, according to the estimates from the Philippines Statistics Authority (2016) more than 55 percent of workers in the BPO sector are women. Women were present in medical transcription industries (74.5 %), data processing (65.2 %) and call center activities (58.8 %). This area of study is important considering that women make up the majority of call center workers. In the Philippines, almost sixty percent of workers in the call centers are women (NSO-GDC, 2009).

Table 5. Distribution of the participants according to civil status

Civil Status	Frequency (N=100)	Percentage
Single	77	77%
Married	16	16%
Solo Parent	7	7%
Total	100	100%

The result shows that out of 100 respondents, 77% are single, 16% are married, 7% are solo parents and none of the respondents are widowed or widower. Results revealed that a single person has a higher probability of working in a call center than a married person with probabilities of 77% and 16% respectively. Otherwise, the majority of the participants were single, followed by married and solo parents.

To support the result of the study, it is evident the work-life balance is different for every individual in different stages of life. An individual who is fresh out from college and single would have a different notion of work-life balance compared with an individual who may be single but have certain obligations to his/her family and again different for a married individual with kids,

more so for single parents. According to Johnson (2005) the employees' age, lifestyle, and environment play an important role in one's perception of work-life balance. The conflict between work and family spheres is also considered especially when there is role conflict and strain (Friede and Ryan 2005; Kossek and Lambert 2005); added to this is the productivity requirements in the workplace that often interferes with family responsibilities of individuals employed in sectors relying heavily on shift work (Williams 2008).

Table 6. Distribution of the participants according to educational attainment.

Educational Attainment	Frequency (N=100)	Percentage
High School Graduate	1	1%
Vocational Graduate	7	7%
College Graduate	80	80%
Master's Degree	12	12%
Total	100	100%

The results revealed that 1% are high school graduates, 7 % are vocational graduates, 80% are college graduates and 2% are currently taking their master's degree. The educational attainment of the respondents shows that the majority of the participants are college graduates followed by those who are taking master's degree, vocational graduate and high school graduate. Obtaining a degree to land at a decent job and earn a living is practically every person's goal. To support the result of the study, it is expected that a fresh graduate gets a job related to the completed degree. However, getting a degree is becoming unnecessary because graduates likewise have no assurance of landing a job which corresponds to the education attained, and the skills acquired due

to the highly-competitive labor market. Nowadays, the mindset of society is on having jobs prioritizing on opportunities which gives high paying salaries (Orillaza, 2014). The idea that some companies disregard educational background on some job requirements reveal that they would most likely focus on the skills possessed (Colina IV, 2014). This may apparently affect their level of satisfaction which may further lead to some unfavorable outcomes (Mavromaras, McGuinness, Richardson, Sloane & Wei, 2011).

Descriptive Statistics

The descriptive statistics shows the mean value, standard deviation, standard error of all the responses collected from the participants. Descriptive statistics was used for profiling of the respondents. The respondents are then classified as call center agents or customer service representatives currently working in BPO companies in Metro Manila. Additionally, selected demographic indicators are obtained to indicate the factors affecting job preferences among employees in a BPO company in Metro Manila. Finally, the study then proceeded to the estimation of probabilities using the Pearson r Correlation.

Table 7. Descriptive statistics of participant's age.

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
age	100	21	48	28.14	6.095	37.152
Valid N (listwise)	100					

`   Table 7 shows the descriptive statistics of age with mean value of 28.14 and standard deviation of 6.095.

Table 8. Level of work-life balance of the participants.

Work-Life Balance	MEAN	STANDARD DEVIATION	Verbal Interpretation
Due to the job demands, I usually work longer than the usual eight-hour work time.	2.74	1.353	Slightly Balanced
I have time to socialize with my family in a week.	4.13	0.981	Balanced
I usually have a shifting work schedule.	2.53	1.306	Somewhat Balanced
I work on time to accept/receive calls from clients/customers without interruptions.	4.37	1.178	Highly Balanced
I can take some time off from work and do some personal activities.	3.17	1.083	Slightly Balanced
My work does positively affect my personal life.	3.57	1.103	Balanced
I can manage work under pressure.	4.25	0.968	Highly Balanced
I feel happy and satisfied with my work	4.18	0.965	Balanced
I find time for hobbies and leisure activities after office hours.	3.57	1.328	Balanced
I look forward to going to work.	4.15	1.029	Balanced
Grand Mean		3.6660	Balanced

Legend: 4.21 – 5.00 (Always); 3.41 – 4.20 (Often); 2.61 – 3.40 (Sometimes); 1.81 – 2.60 (Rarely); 1.00 – 1.80 (Never)

	N	Minimum	Maximum	Mean	Std. Deviation
Work-Life Balance	100	2.500	4.700	3.66600	.536773
Valid N (listwise)	100				

The result of table 8 shows that the level of work-life balance of call center agents in selected business processing outsourcing companies in Metro Manila got a grand mean of 3.6660 and a standard deviation of .536773, it was interpreted as balanced. This means call center agents maintained their work life and personal life and they are able to satisfy all demands to both work and personal life. They have everything they need in order to accomplish their duties and responsibilities. They also know their priorities and ensures that they can start and end their days whenever they want, as long as their work is completed and produces positive results.

To support the result of the study, according to the study of Onyeiug and Chukwuemeka (2015), each individual has an important factor in every family and in the organization as general; thus work-life balance is a significant factor in understanding in both private and public sector organization. Therefore, the concept of work-life balance is a cornerstone of the employment contract in duties or personal responsibilities – it is a method of prioritizing (Tulasidas, 2015). Work-life balance stated to be the balance of the time a person spends working as compared to the time spent at one's private life (Abioro, 2018). For that reason, work-life balance is also a way to create a healthful and supportive work environment which allows employees to have stability among work-life and personal obligations and thereby it enhances employee performance that will lead to become motivated (Delecta & Dhas, 2015).

Thus, the result of the study was contrary to the study of Akanji, (2015), states that it is more difficult for the employees to equalize between their work-life and their non-work life– that is the main dilemma that employee may also experience.

Table 9. The level of employee work engagement in terms of vigor.

Table 6 Descriptive statistic of work-engagement: Vigor

Work-Engagement: Vigor	MEAN	STANDARD DEVIATION	Verbal Interpretation
I feel energize to perform different tasks at work	3.92	0.971	Engaged
I feel fit and healthy in performing my job.	3.88	1.249	Engaged
When I get up in the morning, I feel determined to go to work	3.96	1.024	Engaged
I can continue working for a very long period of time.	3.72	1.102	Engaged
I am mentally prepared to perform my job.	4.38	0.814	Highly Engaged
Grand Mean	3.9720		Engaged

Legend: 4.21 – 5.00 (Always); 3.41 – 4.20 (Often); 2.61 – 3.40 (Sometimes); 1.81 – 2.60 (Rarely); 1.00 – 1.80 (Never)

	N	Minimum	Maximum	Mean	Std. Deviation
Work-Engagement: Vigor	100	1.80	5.00	3.9720	.78265
Valid N (listwise)	100				

The result shows that work-engagement in terms of vigor has 3.972 grand mean and a standard deviation of .78265, with a verbal interpretation of balanced. It shows that call center agents are lively and energetic at work; have involvement and pride in their work; thus have a

difficulty in detaching to it. To support the result of the study, vigor is marked by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of challenges (Schaufeli & Bakker, 2004) moreover, when an employee is engaged, he/she is aware of his responsibility in the business goals and motivates his colleagues alongside, for the success of the organization goals (Dulagil, 2012). Similarly, Schaufeli et al, (2002) identified engagement as a positive, fulfilling, work related state of mind characterized by vigor, dedication, and absorption. This physical cognitive and emotional state of engagement translates into favorable outcomes such that when engaged, employees express themselves cognitively, emotionally, and behaviorally (Fleck and Inceoglu, 2010; Khan, 1990; Schaufeli et al, 2002 Wollard and Scuk, 2011. Finally, vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties.

Table 10. The level of employee work engagement in terms of dedication.

Work-Engagement: Dedication	MEAN	STANDARD DEVIATION	Verbal Interpretation
For me, my work is full of meaning and purpose	4.06	1.071	Engaged
I feel enthusiastic in doing my job	4.05	0.999	Engaged
My job inspires me to perform well.	4.16	0.972	Engaged
I am proud of my performance in my job	4.34	0.819	Highly Engaged
For me, my job is challenging	4.30	1.030	Highly Engaged
Grand Mean	4.1820		Engaged

Legend: 4.21 – 5.00 (Always); 3.41 – 4.20 (Often); 2.61 – 3.40 (Sometimes); 1.81 – 2.60 (Rarely); 1.00 – 1.80 (Never)

	N	Minimum	Maximum	Mean	Std. Deviation
Work-Engagement: Dedication	100	2.60	5.00	4.1820	.76441
Valid N (listwise)	100				

The result shows that work-engagement in terms of dedication has a grand mean of 4.1820 and a standard deviation of .76441, with verbal interpretation of engaged. It appears that call center agents are lively and energetic at work; have involvement and pride in their work; thus have a difficulty in detaching to it. Dedication is characterized by a spirit of significance, enthusiasm, inspiration, pride, and challenge (Schaufeli & Bakker, 2004). Consequently, they want to do more because they are enthused about the organization, its mission, and their ability to make a contribution to their team and larger goal. It's the opposite of the cynicism that comes from burnout, which sees any self-initiative as futile and naïve. Burnout can't coexist with the passion and loyalty of dedication. The need to feel effective is critical to self-worth.

Dedicated employees feel valued, because they have opportunities to contribute and make a difference. They feel a sense of significance, and as a result, derive meaning from what they do, and that intrinsic reward makes them want to do more. To support the result of the study, the notion of employee engagement has sparked widespread interest over the last decade, while research findings vary slightly, most of these studies share a similar conclusion that engaged employees seem to be an important source of organizational competitiveness. Engaged employees are those who give full discretionary effort at work, and are highly vigorous and dedicated to their job, while disengaged employees are those who are motivationally

disconnected from work, who do not have the energy to work hard and who are not enthusiastic at work (Bakker, 2011).

Table 11. The level of employee work engagement in terms of absorption

Work-Engagement: Absorption	MEAN	STANDARD DEVIATION	Verbal Interpretation
Time flies so fast when I am working	4.17	1.035	Engaged
When I am working, I forget everything else around me	3.26	1.186	Slightly Engaged
I feel happy even when I am working intensely.	3.60	1.119	Engaged
I have focus in performing my job.	4.39	0.777	Highly Engaged
I get involve in every task that has connection with my job.	3.98	1.223	Engaged
Grand Mean	3.8800		Engaged

Legend: 4.21 – 5.00 (Always); 3.41 – 4.20 (Often); 2.61 – 3.40 (Sometimes); 1.81 – 2.60 (Rarely); 1.00 – 1.80 (Never)

	N	Minimum	Maximum	Mean	Std. Deviation
Work-Engagement: Absorption	100	2.00	5.00	3.8800	.70439
Valid N (listwise)	100				

The result shows that work-engagement in terms of absorption has a grand mean of 3.8800, and a standard deviation of .70439, with verbal interpretation of engaged. Absorption is marked by being fully concentrated and happily engrossed in one's work, whereby time passes quickly, and

one has difficulties with detaching oneself from work (Schaufeli & Bakker, 2004), studies show employee engagement to be positively related to positive job attitudes, reduced burnout, and higher levels of performance at the individual, unit and organizational levels. The nature of engagement is a fulfilling positive work-related experience and state of mind that is found to be linked to good health (Sonnentag, 2003) and leads to "an infusion of energy, self-significance, and mental resilience (Schaufeli & Bakker, 2004). Also, engagement has been shown to be connected to the feeling of responsibility for and committing to higher levels of job performance both for required aspects of work as well as discretionary effort (Shuck, Reio & Rocco, 2011). Perhaps this is an underlying rationale why "studies concerning employee engagement are critical and have recently received much attention (Little & Little, 2006).

Table 12. Relationship Between Work-Life Balance and Work-Engagement.

		Work-Life Balance	Work-Engagement: Vigor	Work-Engagement: Dedication	Work-Engagement: Absorption
Work-Life Balance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	100			
Work-Engagement: Vigor	Pearson Correlation	.628**	1		
	Sig. (2-tailed)	.000			
	N	100	100		
Work-Engagement: Dedication	Pearson Correlation	.717**	.749**	1	
	Sig. (2-tailed)	.000	.000		
	N	100	100	100	
Work-Engagement: Absorption	Pearson Correlation	.554**	.664**	.606**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

**. Correlation is significant at the 0.01 level (2-tailed).

Table shows the relationship between the work-life balance and work-engagement: Vigor. The R-value= 0.628, interpreted as moderately high correlation. While the relationship between the work-life balance and work-engagement: dedication. The R-value= 0.717, interpreted as moderately high correlation between work-life balance and work-engagement: dedication. And the relationship between the work-life balance and work-engagement: absorption. The R-value= 0.554, interpreted as moderate correlation between work-life balance and work-engagement: absorption. Therefore, the hypothesis of the study is accepted; there is a significant relationship between work-life balance and work engagement

The result was the same with the study of Baral & Bhargava (2010) contended that work-life balance has been found to have a number of positive outcomes. There is evidence that work-life balance is related to higher levels of organizational commitment. An empirical study of 3,000 Australians showed that work-life balance is the number one factor of job attraction and retention (even above salary). The benefits of work-life balance, which include employee engagement, have seen employers investing in workplace culture and policies that enhance work-life balance (Jawaharrani, 2011).

Additionally, the result of the study supports the study of Amarakoon & Wickramasinghe (2010) they conduct a study on employee engagement on Sri Lankan employees and founds that work-life balance has a positive influence on employee engagement. They argue that a proper balance between work and life demands is an antecedent for employee engagement since work-life factors such as caring about employees, placing employees interests first and flexibility are predictors of engagement. Therefore, within Work-to-Family (WFE), the instrumental path proposes that resources built up in one role foster high performance in the other role (Erdem &

Karkose, 2008). The affective path indicates that resources accumulated in one role result in positive affect in that role, ultimately promoting high performance and positive affect in the other role (Baral & Bhargava, 2011).

Other studies have revealed a number of positive outcomes associated with work-life balance (Rothausen, 1994; Frone, Yardely & Markel, 1997; Lambert, 2000; Konrad & Mangel, 2000). There is evidence that work-life balance is related to higher levels of organizational commitment (Jusoh, Ahmed & Omar, 2012). Siu et al, (2010) argue that a state of role which features both high performance and positive affect should be the best factor in predicting work-family enrichment. Judging from the affect perspective, Siu et al. (2010) argues that people who are highly engaged are also highly involved, deeply engrossed and enthusiastic about their work. This contributes to a happy experience, identified by Seligman, Rashid & Parks (2006) as positive affect.

PART V:

Summary, Conclusions and Recommendations

The description from which the conclusions are drawn is provided in this chapter. The recommendations are focused on the conclusion that improvement is needed or can be made as a point of view for future research.

Summary

The study was conducted to call center agents in selected business processing outsourcing companies in Metro Manila. The study analyzed and focused on the demographic profile of the participants in terms of; age, sex, civil status and educational attainment, the level of work-life balance of call center agents, and the level of work engagement in terms of vigor, dedication and absorption. It was also carried out to determine if there is a significant relationship between the level of work life balance and the level of work engagement of the participants. The participants of the study will be limited to on-site call center agents or generally referred to as "customer service representatives" currently working in selected business process outsourcing companies in Metro Manila. The participants come from from Sitel- Julia Vargas Pasig City, RJ Globus Solutions - Rockwell Business Center- Ortigas, AIG-Alabang, TDCX- Robinsons Gamma Building Ortigas, Accenture- BGC Taguig, TaskUs-Quezon City, Concentrix-Alabang, Alorica-Quezon City, Ibex-Alabang and VXI Global Solutions Inc.-Quezon City.In addition, the study is limited only to call center agents who have the job title as customer "service representative" (CSR) and are currently employed regardless of their age, civil status, monthly income, employment status, inbound or outbound and years of service. The researchers will focus on 100 call center agents; 10 participants

in each BPO companies to be exact. The said participants are currently employed from selected BPO companies in Metro Manila.

For the gathering of data, a descriptive-correlational research design was used. The researchers used their contacts to look for the potential participants based on their referrals and acquaintance. A quota sampling technique was used to set the number of participants taking part in the study and the technique of proportionate sampling was used as the participant is equally divided. Furthermore, the study utilized a modified questionnaire for work-life balance based on the works of Yohann Joseph, (2015) entitled "Relationship between Employee Commitment, Organizational Flexibility and Work-Life Balance in a Call Centre" and for work engagement, a modified questionnaire from the study of Schaufeli & Bakker, (2003) entitled "The Utrecht Work Engagement Scale" is also used. Statistical techniques were utilized to evaluate the collected data, such as frequency count and percentage, weighted mean, standard deviation and correlation pearson r.

Findings show that there are more female (69%) call center agents than male (31%). The minimum and maximum age of the participants are 21-48 years old with mean value of 28.14 and standard deviation of 6.095. They are composed of young workers and middle-aged adults. It also indicated that most of the call center agents in Metro Manila are single and are college graduates. Furthermore, when it comes to the level of work-life balance of the participants the result shows a grand mean of 3.6660 as a result, it was interpreted as balance. This means call center agents maintained their work life and personal life and they are able to satisfy all demands to both work and personal life. In terms of level of work engagement in terms of vigor, dedication and absorption it was interpreted as engaged, this means that call center agents are lively and energetic at work; have involvement and pride in their work; thus have a difficulty in detaching to it. Lastly, the

hypothesis of the study is accepted; there is a significant relationship between work-life balance and work engagement.

CONCLUSION

Based on the statement of the problem and outcomes of this study, the following conclusions were drawn.

Demographic profile

First, most of the call center agents in selected business processing outsourcing (BPO) companies in metro manila are female, single, and majority of the employees are young workers and middle-aged adults, mostly the business processing outsourcing (BPO) companies preferred to hire college graduates.

Overall level of work life balance

Second, the level of work-life balance of call center agents are balanced. This means that call center agents maintained their work life and personal life. They are in a good position to highly satisfy all demands to both work and personal life, without jeopardizing one for the other.

Overall level work engagement

Third, when it comes to the level of work engagement of call center agents they are engaged in their work. This means that the participants are very lively and energetic at work; have a strong involvement and pride in their work; thus have a difficulty in detaching to it. Specifically, employees have the positive, fulfilling work-related state of mind in terms of vigor, dedication, and absorption

Relationship between the level of work life balance and employee work engagement.

There is a significant relationship between work life balance and work engagement among employees of BPO companies in Metro Manila. This means that if an employee, specifically, call center agents have a high level of work-life balance there is a positive outcome such as high level of work engagement. Moreover, people with high level of work engagement innate a strong identity with their work and they regard their work as inspirational, meaningful and demanding. Thus, they are inclined to apply knowledge and use resources and skills to a greater extent at work, hence contributing to higher job performance and organizational success.

RECOMMENDATION

Recommendations were drawn based on the results and conclusion of the study.

Business processing outsourcing companies, since there is a significant relationship between work-life balance and employee work engagement, researchers recommended that companies must maintain their culture, values, practices and continuously nurture the work-life balance of the employees so it can positively impact and foster the work engagement of their employees. It is also recommended to think of other possible intervention on how to enhance the current level of work life balance (from balance to highly balanced) and work engagement (from engaged to highly engaged) employees.

Human Resource Department might want to consider hiring female, single, college graduate, young workers and also middle-aged adults, since they were the highest and dominated by those individuals especially in a business processing outsourcing industry. Consequently, they are more responsible, dedicated, maintained and balanced their personal and work life. It is also recommended that they need to be aware about the level of work life balance and work engagement

of their employees and to provide right intervention and strategies on how to maintain and improve rather from current level which is balance and engaged to highly balance and engaged employees.

Immediate supervisors and managers in business processing outsourcing companies may need to sustain and possibly enhanced the level of work-life balance in the workplace especially when it comes to their productivity, and continuously provide an excellent practice in motivating employees opportunities to engaged in leadership, empowerment and rewards and recognition to make them feel to engaged at work especially in times of pandemic. Managers may also continuously improve the management performance most especially in giving a work-life balance to maintain excellent communication in the workplace and in order to rectify work engagement deficiency of the employees within the organization and by that, it will help in creating a good relationship for the organizational effectiveness.

Finally, this study will likewise urge **future researchers** to study related topics and ponder about solid purposes of work life balance and employee engagement as their managing instruments to build up their future explorations and new ideas that may come up in the future.

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Appendix 1.

Modified Survey Questionnaire

Link: https://docs.google.com/forms/d/e/1FAIpQLSc8uTk-EQINUvzZS-

CjA8M9RGdMSdFb1YUQJcWuN16CHzCsFw/viewform

Civil Status *

○ Single

○ Married

○ Solo Parent

○ Widow/ Widower

Educational Attainment *

☐ High School Graduate

☐ Vocational Graduate

☐ College Graduate

☐ Master's Degree

☐ Doctorate Degree

Company Name and Location (e.g. Concentrix-Alabang) *

Short-answer text

Section 2 of 5

WORK-LIFE BALANCE

There are no right or wrong responses, so please answer honestly. Use the following scale below; Choose one answer from each given statement which you feel the most accurately characterizes to your response to the following statements.

1. Due to the job demands, I usually work longer than the usual eight-hour work time. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a Week)

5. Always (Everyday)

2. I have time to socialize with my family in a week. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a Week)

5. Always (Everyday)

3. I usually have a shifting work schedule. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a Week)

5. Always (Everyday)

4. I work on time to accept/receive calls from clients/customers without interruptions. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a Week)

5. Always (Everyday)

5. I can take some time off from work and do some personal activities. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

6. My work does positively affect my personal life. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

7. I can manage work under pressure. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

8. I feel happy and satisfied with my work *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

9. I Find time for hobbies and leisure activities after office hours. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

10. I look forward to go to work. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

Section 3 of 5

WORK-ENGAGEMENT: Vigor

There are no right or wrong responses, so please answer honestly. Use the following scale below; Choose one answer from each given statement which you feel the most accurately characterizes to your response to the following statements.

1. I feel energize to perform different tasks at work *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

2. I feel fit and healthy in performing my job. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

3. When I get up in the morning. I feel determined to go to work *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

4. I can continue working for a very long period of time. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

5. I am mentally prepared to perform my job. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

Section 4 of 5

WORK -ENGAGEMENT: Dedication

There are no right or wrong responses, so please answer honestly. Use the following scale below; Choose one answer from each given statement which you feel the most accurately characterizes to your response to the following statements.

1. For me, my work is full of meaning and purpose *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

2. I feel enthusiastic in doing my job *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

3. My job inspires me to perform well. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

4. I am proud of my performance in my job *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

5. For me, my job is challenging *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

Section 5 of 5

WORK-ENGAGEMENT: Absorption

There are no right or wrong responses, so please answer honestly. Use the following scale below; Choose one answer from each given statement which you feel the most accurately characterizes to your response to the following statements.

1. Time flies so fast when I am working *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

2. When I am working, I forget everything else around me *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

3. I feel happy even when I am working intensely. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

4. I have focus in performing my job. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

5. I get involve in every tasks that has connection with my job. *

1. Never

2. Rarely (Once a Month or Less)

3. Sometimes (A Few Times a Month)

4. Often (Once a week)

5. Always (Everyday)

Appendix 2

Original Survey Questionnaires

Original Questionnaire from the study of Yohann Joseph, (2015) entitled "Relationship between Employee Commitment, Organizational Flexibility and
Work-Life Balance in a Call Centre"

A survey on employees' thoughts on work-life balance.

This survey is for the intent of capturing an employees' thoughts regarding work-life balance in his present work and quantifying them into data. This data is then to be analysed for the purpose of statistical representation of employee satisfaction levels regarding work life balance in their present work place.

First we would like to ask a few general questions about you

How old are you?

| 18 - 25 | 25 - 50 | 50 - 70 |

What is your Gender?

| Male | Female |

Work through this checklist and assess whether your own life is balanced	A Strongly Agree	B Agree	C Sometimes	D Disagree	E Strongly disagree
Q1) At the moment, because the job demands it, I usually work long hours					
Q2) There isn't much time to socialise/relax with my partner/see family in the week					
Q3) I have to take work home most evenings					
Q4) I often work late or at weekends to deal with paperwork without interruptions					
Q5) Relaxing and forgetting about work issues is hard to do.					
Q6) I worry about the effect of work stress on my health					
Q7) My relationship with my partner is suffering because of the pressure or long hours of my work					

Q8) My family are missing out on my input, either because I don't see enough of them/am too tired					
Q9) Finding time for hobbies, leisure activities, or to maintain friendships and extended family relationships is difficult					
Q10) I would like to reduce my working hours and stress levels, but feel I have no control over the current situation					

Original Questionnaire from the study of Schaufeli & Bakker, (2003)
"The Utrecht Work Engagement Scale"

	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. _____ At my work, I feel bursting with energy* (VT1)
2. _____ I find the work that I do full of meaning and purpose (DE1)
3. _____ Time flies when I'm working (AB1)
4. _____ At my job, I feel strong and vigorous (VT2)*
5. _____ I am enthusiastic about my job (DE2)*
6. _____ When I am working, I forget everything else around me (AB2)
7. _____ My job inspires me (DE3)*
8. _____ When I get up in the morning, I feel like going to work (VT3)*
9. _____ I feel happy when I am working intensely (AB3)*
10. _____ I am proud on the work that I do (DE4)*
11. _____ I am immersed in my work (AB4)*
12. _____ I can continue working for very long periods at a time (VT4)
13. _____ To me, my job is challenging (DE5)
14. _____ I get carried away when I'm working (AB5)*
15. _____ At my job, I am very resilient, mentally (VT5)
16. _____ It is difficult to detach myself from my job (AB6)
17. _____ At my work I always persevere, even when things do not go well (VT6)

* Shortened version (UWES-9); VI= vigor; DE = dedication; AB = absorption

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