

# Work-Life Balance as Determinant to Employee Work Commitment

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**ABSTRACT:** The study was conducted to determine whether work-life balance can determine employee commitment among employees of four Baguio City business process outsourcing (BPO) companies. The study was guided by the spillover theory and side bet theory to answer the following research objectives: to determine the extent of work-life balance, employee commitment, significant differences in work-life balance, and commitment of BPO employees when grouped according to their demographics. The findings of the study revealed the following: first, it was found that the work demands of BPO employees regularly interfere with their personal lives; their personal life activities rarely interfere with their work demands; and to a shallow extent, employees have not been able to fulfill their work and personal lives. In addition, the inferential statistic revealed a significant difference regarding employees' responses to work-life balance regarding their demographics, including age, marital status, tenure, and position. Furthermore, employees of BPO companies were found to have a high level of affective commitment because they have a sense of pride and personal obligation to perform their responsibilities as expected by their organization.

On the other hand, the employees had a low level of continuance commitment because they were confident in losing their income, friendships, and prestige. They had a low level of normative commitment because they perceived that their organization had not invested enough in them. As such, they had no moral obligation to stay when presented with a better opportunity elsewhere. The study also revealed a significant difference in employees' commitments regarding their demographics, including age, marital status, tenure, and position. Finally, it was revealed that there is a positive and significant relationship between work-life balance and employee commitment. Based on the findings, conclusions and recommendations were drawn that the management of BPO companies can implement to enrich their employee commitment levels sustainably.

## I. THE PROBLEM

Maintaining a highly committed workforce, particularly in the global outsourcing (BPO) sector, has become a significant challenge in the current business and socio-economic environment (Tan, 2019). Newman & Ford (2021) established that organizations failed to keep their workforce highly committed because of the failure to align employees' personal goals with those of the organization and the failure to understand what factors significantly motivate employees not to have a sense of obligation and quit their jobs. Consistent with this notion, Damarsari et al. (2021) proposed that affective, continuance and normative commitment should be investigated differently, determining which dimensions employees are strong and weak at, developing strategies to address the concerns or issues discovered, and integrating them as part of the organization's overall strategy to develop a sustainable, positive workplace environment for its human resources. According to Tsara and Muzalifah (2022), the use of work-life balance to determine employees' levels of commitment was necessitated by the fact that organizations have become very competitive, and the most effective way to remain competitive is to consider the factors that affect their human resources, their most important asset. Work-life balance introduced by efficient leaders is widely linked to influencing efficiency and effectiveness, culminating in increased employee commitment levels (Saba et al., 2022). For these reasons, Samat et al. (2020) highlighted that work-life balance should be frequently reviewed so it can positively contribute to employee commitment (Jones et al., 2020). The basic structure of all organization's work-life balance consists of many dimensions, some of which are geared towards supporting employees to balance their work with their personal life (Ren & Chen, 2021), personal life with work (Boamah et al., 2022), as well as work-personal life enhancement (HakemZadeh et al., 2020).

Despite the widely acclaimed benefits of work-life balance as a determinant of employee work commitment, sadly, not much has been done by management to support employees working in the global business process

outsourcing (BPO) sector, and this is most evident in developing countries where a handful of these BPO companies are found (Prabhjot & Guneet, 2021). Issues such as increased workload and limited task time persist in the BPO sector (Chaudhary et al., 2023).

Also, global BPO employees confront challenges such as poor financial incentives, high stress due to increased work demands, absenteeism, and involuntary turnover (Lestari & Margaretha, 2021). All these issues can be attributed to work-life balance, which may negatively affect employees' levels of work commitment. In the BPO sector, there is a greater demand for efficiency due to increased responsibilities that must be accomplished quickly. This situation increases the stress level of employees as they attempt to accomplish the task within the time given to them. In doing so, they reduce their commitment by engaging in behaviors such as sleeping during working hours, arriving late at work, and playing games during official business hours (Muralidhar et al., 2020).

In some extreme situations, high-stress levels lead to employees not reporting to work regularly due to failing health conditions, and there is little incentive provided by the management of BPOs to assist sick employees in getting the required medical attention they need (Curbano, 2021). Balancing work and personal life demands is among the top challenges confronting employees in the BPO sector (Charoensukmongkol & Puyod, 2022). Jeon (2022) highlighted that a growing number of employees in the BPO sector need to be more relaxed and relaxed from reconcile their work demands with family demands, leading to an increasing number of sick days. In response to these challenges, stakeholders in the global BPO industry, including labor unions and labor regulatory agencies, are now introducing policies and measures to help employees reduce stress, improve comfort, and engage through work-life balance, as they believe that it will help strengthen the employees' work commitment level (Mulang, 2022).

As the global business process outsourcing (BPO) sector recognizes and acknowledges the challenges confronting its workforce, coupled with the emerging issues of work-life conflicts and low employee commitment, the management of BPO companies must employ a variety of work-life balances in order to attain higher levels of employee work commitment and organizational goals and values (Riyanto et al., 2021). Accordingly, the management of BPO companies is now implementing proven work-life balances that are cost-efficient, highly influential, competitive, and effective in influencing high levels of employee commitment, satisfaction, and loyalty (Wanniarachchi et al., 2022).

Cabello (2022) also stressed that business process outsourcing (BPO) organizations with excellent work-life balance can raise their employee's commitment to a higher level and attract the best talents available in the presently competitive labor market. Hence, BPO companies that strive to improve the affective, continuance, and normative commitment of their employees must put in place adequate work-life balances that support employees to balance their work interference with personal life (WIPL) and personal life interference with work (PLIW) through work-life personal enhancement (Mengistu & Worku, 2020).

The Philippines is one of the major global players in the business process outsourcing (BPO) sector. Moreover, why the country has continued to attract a significant presence of BPO companies is plausible. The Philippine's high level of English proficiency, welcoming and hospitable people, globally recognized education system, and friendly government policies make it a top choice for international BPO companies setting up their branches across the country (Arguelles, 2023; and Microsourcing, 2023). The Philippines holds 10-15% of the global BPO market; the sector contributes about US\$30 billion annually to the country's economy and employs an estimated 1.3 million Filipinos in 2019 (Talmage-Rostron, 2023).

The above statistics suggest that the BPO sector significantly contributes to the country's socio-economic growth and development. Top BPO companies in the country include Accenture Inc., Teleperformance Philippines Inc., Sitel Philippines Corporation, Cloudstaff Philippines Inc., and Six Eleven Global Services. Together, these BPO companies provide various services ranging from transcription services, customer service, and software development to animation services, among others, to well-known local and global brands and companies across all sectors of the global economy.

The business processing outsourcing (BPO) industry in the Philippines is highly competitive, which has necessitated stakeholders in the sector to develop policies that can be used to sustain higher levels of employee commitment through the implementation of effective work-life balance (Cabello, 2022). BPO companies in the country develop and implement work-life balance strategies such as family support services, financial incentives, flexible work arrangements, and spirituality as a competitive strategy (Cabello & Bonotan, 2021). These work-life balance initiatives are also meant to assist employees in balancing their work interference with their personal lives through work-personal life enhancement. This was significant because BPO companies must achieve their goals, which are only possible if employees are given a reason to remain highly committed to performing and producing the expected results.

Although the Philippines' BPO industry has grown to be one of the largest in the world, sadly, this growth has come at a cost. For example, there are reported cases of employees being paid low wages and forced to work in unsafe environments along with strict monitoring control. These situations were further compounded during the COVID-19 crisis, where employees were pressured to continue working in unsafe environments with little or no safety equipment

provided and often had to sleep side by side on the office floor (Galant, 2020). This situation possibly explains why the BPO sector in the Philippines has attrition rates of between 30% and 40%, the highest among all sectors of the country's economy (Campos, 2022). This is partly due to poor work-life balance (Juma & Arshad, 2019).

Other issues regarding work-life balance practices confronting the sector include low employee morale, frequent absenteeism, a high attrition rate, and health issues due to overwork that cause employee stress, resulting in burnout (Sodexo, 2019). This perhaps also explains why a handful of employees in the BPO sector of the Philippines are often found to develop health complications such as diabetes, psychosocial disorders, and depression (Amit et al., 2020). For these reasons, employees in the BPO sector have been struggling to balance the competing multi-faced demands of work and life responsibilities, which have caused them to either concentrate on work at the expense of life activities or life at the expense of work (Negros, 2022). These issues are attributed to BPO Company's work-life balance, which may negatively affect employee commitment, thus necessitating the conduct of this study.

In addition, employee turnover in recent times has been adjudged to be one of the significant issues affecting companies in the Philippine Business Process Outsourcing (BPO) sector (Sienes & Catan, 2022). For example, the turnover rate in the Philippines BPO sector is estimated to be between 30 and 40%, higher than in other countries, and the same report also found that 14% of BPO employees plan to quit their jobs in the next three to six months. Some reasons attributed to the increased attrition rate include poor working conditions, a poor recognition system, overtime due to overload, and a lack of upskilling (USource, 2022). Retaining employees has become a significant challenge for the management of BPO companies in the country because, besides the abovementioned challenges, employees are also constantly searching for better-paying companies. BPO companies across the country constantly search for talent because the skill set possessed by available talents in the labor market may not match the complex requirements and demands required by the organization (Feng et al., 2021).

As these issues still need to be addressed, BPO companies in the country continue to struggle with talent attraction and retention, which is why there is a proliferation of studies assessing the extent of talent retention by researchers in the sector. While researchers continue to focus on talent retention and turnover, research area scholars yet stationers in the country have yet to spark much attention is how work-life balance determines employee commitment, which the current study filled. This motivated the researcher to ask whether employee commitment can be determined by the extent of work-life balance that can be used to prevent or reduce employee turnover. This is because evidence shows that committed employees are less likely to quit their jobs for another. After all, they are given incentives to feel valued and happy working for their current organization (Gragano et al., 2020; Wolor et al., 2020). This also suggests that identifying the extent of work-life balance and the extent to which it determines employee commitment could be used by the management of BPO companies as a cost-saving measure to reduce turnover and increase talent retention. Hence, this study intends to close this research gap by assessing the work-life balance as a determinant of employee work commitment among employees in the BPO sector.

The study was conducted in Baguio City, located on the Northern Luzon Island of the Philippines. The city is popularly called the summer capital of the Philippines, thanks to its calm and serene all-year-round weather conditions conducive to healthy living. Among other attractions, this made the city a top destination for local and international tourists. The continuous influx of tourists also led to the growth of the city's local economy. In addition, among the significant contributors to the city's local economy are the business process outsourcing (BPO) companies, both large and small, found all around the city. These companies provide sales, technical support, customer service, and other business services to large companies within and outside the Philippines. These companies also provide employment opportunities to unemployed residents, significantly contributing to the local city government's efforts to alleviate poverty and increase economic activity.

Although these business process outsourcing (BPO) companies have assisted in providing jobs to the unemployed and boosting the city's local economy through tax payments, concerns have been raised regarding the management practices of these companies and how they affect their employees' work and personal lives. For example, in an article, the BPO Industry Employees Network (BIEN) Baguio Chapter criticized the different business practices of BPO companies in the city as unjust because they affected their employees negatively (Hent, 2019). BIEN specifically accused Sitel Philippines, Convergys, Teleperformance, and Intercontinental Group (IHG) of engaging in unjust labor practices, including pre-and post-shift overtime, skyrocketing scorecard goals, use of metric systems, 8-point attendance systems, and static salaries (Hent, 2019). Some of the issues raised by the group are partly due to work-life balance, an area that has yet to be explored in formal research, which the present study filled.

To the best of the researcher's limited knowledge and ability, there is no research in the country that he is aware of that combined the variables of work-life balance and employee commitment in the BPO sector and in Baguio City in particular, where there is a significant presence of BPO companies. Moreover, limited studies have been conducted on the association between work-life balance and employee commitment. This constitutes a literature gap,

which justifies the need for further research. Against this background, this study was undertaken to fill the missing knowledge gap by establishing the role of work-life balance as a determinant of employee commitment among employees of BPO companies in Baguio City.

### **Spillover Theory**

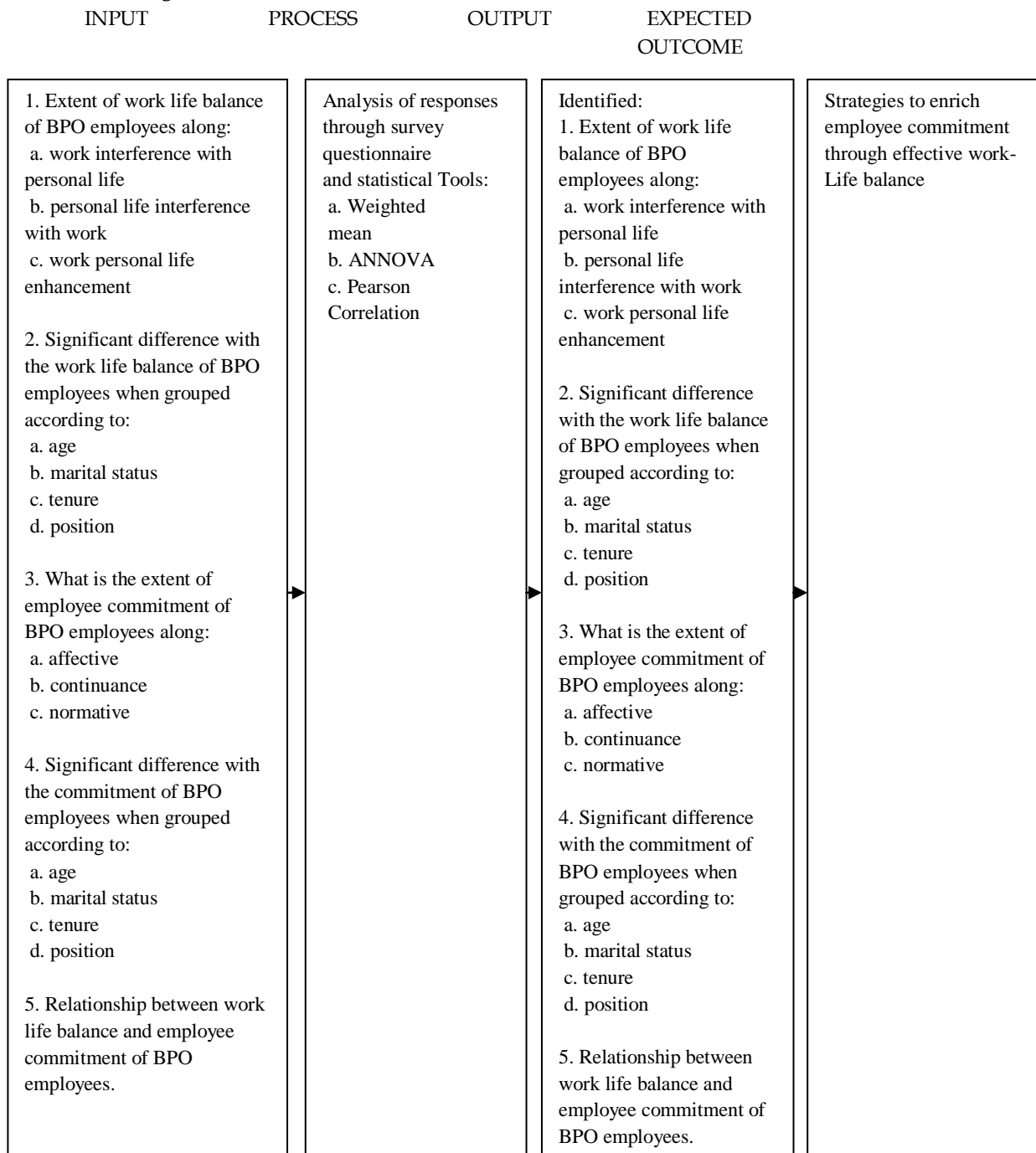
The spillover theory proposed by Piotrkowski (1979) is the first theory used to properly understand the concept of work-life balance and how individual demographics affect responses to their work balance in this study. The theory argues that an individual's experience at work is transferred and, therefore, interferes with his or her personal life, which causes a negative effect (Bello & Tanko, 2020). Conflict arises due to the inability of individuals to balance multiple life roles and the acknowledgment that non-work demands may crossover into work and adversely influence them in several ways. For instance, individuals experience positive spillover and tend to be more efficient and effective in achieving their organizations' goals when they try to separate their personal lives from their work (Piotrkowski, 1979). Also, individuals experience work interference in their personal lives due to high working time demands, which has crossover effects on their engagement, stress, marital satisfaction, and the quality of communication with families and friends (Howe et al., 2020).

### **Side-Bet Theory**

The side bet theory proposed by Becker (1960) was used to understand the concept of employee commitment in this study. The author argued that certain investments made by employees make them find it difficult to leave the organization, as their attempt to leave is considered costly. The author further posited that individuals will have a weak desire to remain members of organizations if they have a strong indication that their efforts, time, and other personal resources invested will be gained if they terminate their membership and can find another job. This is also because employees who feel their organizations have yet to invest so much in them become less committed to staying with them. Hence, failure by organizations to adequately invest in their human resources can demoralize and reduce their workforce commitment levels and, in the end, cause them to reduce their emotional attachment and moral obligation as well as increase their behavioral intention to leave when presented with a better alternative (Becker, 1960).

Figure 1

**Research Paradigm**



**II. Statement of the Problem**

The primary purpose of the study was to investigate the work-life balance as a determinant of employee work commitment among employees in BPO companies in Baguio City, Philippines. Specifically, it sought to provide answers to the following questions:

1. What is the extent of work life balance of BPO employees along:
  - a. work interference with personal life;

- b . personal life interference with work;
  - c . work personal life enhancement?
2. Is there a significant difference with the work life balance of BPO employees when grouped according to:
  - a . age;
  - b . marital status;
  - c . tenure; and
  - d . position?
3. What is the extent of employee commitment of BPO employees along:
  - a . affective;
  - b . continuance; and
  - c . normative?
4. Is there a significant difference with the commitment of BPO employees when grouped according to:
  - a . age;
  - b . marital status;
  - c . tenure; and
  - d . position?
5. What is the relationship between work life balance and employee commitment of BPO employees?

#### **Null Hypothesis**

1. There is no significant difference with the work life balance of BPO employees when grouped according to: age, marital status, tenure, and position.
2. There is no significant difference with the commitment of BPO employees when grouped according to: age, marital status, tenure, and position.
3. There is no relationship between work life balance and employee commitment of BPO employees.

### **III. DESIGN AND METHODOLOGY**

This chapter presented the procedures and processes employed in gathering data for this study. This included the research design and methodology, population and locale of the study, data gathering tools, data gathering procedures as well as treatment of data that were used to analyze the gathered data.

#### **Research Design and Methodology**

A descriptive-correlational research design was used to satisfy the study objectives' requirements. As Louie (2022) indicated, descriptive research design is used to obtain themes and phenomena from a targeted population study without manipulation or interference in their natural environment, which was the case in this study. Thus, the descriptive design was used to describe the extent of work-life balance and employee commitment of BPO employees without influencing their perceptions and opinions in answering the survey. On the other hand, the correlational research design is used to describe the relationships between two or more variables (Kartal, 2020), which are also in line with parts of the research objectives of this study. Consequently, the correlational research design was used to assess the significant difference between work-life balance and commitment and the relationship between work-life balance and employee commitment among BPO employees.

#### **Population and Locale of the Study**

The study was conducted among employees of BPO companies in Baguio City. Specifically, data was directly sourced from employees of four BPO companies in Baguio City, abbreviated as Company A, B, C, and D for ethical considerations. These companies were chosen because, based on an initial conversation between the researcher and some leaders of BPO companies in the city, only the BPO above companies expressed interest in providing the researcher with information regarding the current number of their total workforce and permission to survey their employees, which was a vital requirement for the successful completion of this study.

Based on the data available to the researcher, Company A currently has the most significant number of employees, at 3,000. This international company was founded in 1985 and is headquartered in Miami, United States. The company operates out of large buildings with employees who speak different languages. These employees provide

services to clients ranging from sales, customer service, collections, and back-office work. The company operates in many countries, such as the Philippines, where it is among Filipino citizens' primary employment sources. Company B has 1,700 employees and is a global digital business service company that began operations in the Philippines in 1996. The company employs around 45,000 people and operates over 35,000 workstations nationwide, including Baguio City.

Company C has an estimated total of 700 employees. The company was founded in 2004 in California and established offshore locations in countries such as the Philippines. The company began its operations in the Philippines in 2007 and has since grown to be one of the country's largest private employers of labor, with a footprint of about 100,000 employees. Similarly, the company provides a wide array of services to clients, including customer service, data and service design, digital engineering, and customer management. Finally, Company D has a total of 200 employees. This company began its operations in 2004 in Wisconsin, United States. The company entered the Philippine market in 2014, with Baguio as its first and only location. The company provides services such as business advisory, big data, enterprise mobility, intelligent factories, and digital transformation, among others, to clients in the financial, manufacturing, higher education, and emerging sectors both within and outside the Philippines.

Slovin's (1960) population sample size determination was used to determine the sample size. Based on the computation, a sample size of 400 employees from the four BPO companies was chosen (see Appendix I). However, stratified random sampling was used to determine the appropriate representation of sample size given the differences in the number of employees in each BPO company.

BPO Companies	Total no. of Employees	Sample Computation	Actual Sample Size
Company A	3000	$400/5600*3000$	215
Company B	1700	$400/5600*1700$	121
Company C	700	$400/5600*700$	50
Company D	200	$400/5600*200$	14
<b>Total</b>	<b>5600</b>		<b>400</b>

Based on the computation, a total of 215 employees were chosen as samples from Company A. This was followed by 121 from Company B, 50 from Company C, and 14 from Company D. The following were the criteria used in choosing the sample size: First, only employees of the four identified BPO companies were selected. Second, employees between the ages of 18 and above were selected. Third, employees with at least one year of work experience and above were also selected. Finally, respondents were also chosen based on their willingness to join the study. In addition, the sample size was chosen through purposive sampling. Purposive sampling was used because it is a sampling method that allows researchers to include only a specific segment of an identified study population that is being studied (Campbell et al., 2020). Moreover, in this study, only employees from the four identified BPO companies in Baguio City were chosen as respondents. Again, the use of purposive sampling in this study is justified because it allowed the researcher to describe the significant impact his findings have on the employees of BPO companies in the study area.

### Data Gathering Tools

The researcher used a questionnaire and an interview guide to gather the data in this study. The two gathering tools were accompanied by a cover letter and informed consent directed to the respondents. The questionnaire was divided into three parts, beginning with the first data-gathering instrument. The first part contained statements linked to the profiles of the respondents. This part contained six statements and was personally formulated by the researcher based on readings from past literature on the same subject matter.

Part two of the questionnaire contained statements relating to the first research objective of the study, which is aimed at assessing the extent of work-life balance among BPO employees. This part of the questionnaire was adapted from the studies of Berglund et al. (2021), Agha et al. (2017), and Fisher et al. (2009) but was later modified to fit the research objectives previously mentioned. Three dimensions of work-life balance were used: work interference with personal life, personal life interference with work, and work-personal life enhancement. Each of the three variables contained seven statements and was measured on a four-point Likert scale ranging from 4 strongly agree, 3-agree, 2-disagree, and one strongly disagree. In general, this part of the questionnaire contained twenty-one statements.

The last part of the questionnaire contained statements relating to the third research objective, which is aimed at assessing the extent of employee commitment among BPO employees. This part of the questionnaire was adapted from the study of Owan et al. (2020) but was later modified to fit the research objectives previously mentioned. Similarly, three dimensions of employee commitment were used, namely, affective, normative, and continuance

commitment. Each of the three variables contained seven statements and was measured on a four-point Likert scale ranging from 4 strongly agree, 3-agree, 2-disagree, and one strongly disagree. In general, this part of the questionnaire contained twenty-one statements.

Finally, an interview guide was personally formulated by the researcher. The interview guide contained questions relating to the specific research objectives of the study, ranging from the respondent's perceptions of how their work demands interfere with their personal lives and vice versa to the reasons for their behaviors towards their work commitment levels, among others. The primary purpose of the interview guide was to validate the respondent's responses to the questionnaire, which further enhanced the quality of this paper.

### **Data Gathering Procedures**

The following procedures were implemented in gathering the data for this study: First, the questionnaire was subjected to the assessment and evaluation of the research adviser or panel, and the necessary corrections were duly incorporated. The updated questionnaire version was subjected to a pilot test using 20 respondents as samples. The samples were chosen from BPO companies not used in this study. This was done to test the reliability of the questionnaire. The reliability test results yielded a coefficient of 0.7788, indicating that the questionnaire has high reliability. The pilot test results were excluded from the actual study to avoid preempting the study findings.

Once the questionnaire results were reliable, the information was communicated to the adviser and panel for final approval to begin distribution. Next, the approved questionnaire was printed, and 400 copies were reproduced. The researcher distributed the questionnaire in person with the help of three of his colleagues. The questionnaire was distributed to the respondents outside their workplace and other parts of Baguio City.

The researcher chose to distribute the questionnaire in person for the following reasons: First, only three respondents provided information for the online survey, which led to the delay in gathering data. Hence, the online survey was discarded, and the researcher opted for a face-to-face survey. Second, the face-to-face distribution of the survey allows the researcher to capture verbal and non-verbal cues used in writing the subsequent part of this study. Finally, the face-to-face distribution also allowed the researcher to clarify some wording and areas the respondents needed help understanding. During the distribution, the researcher verbally reiterated to the respondents the purpose of the research and why their honest response to each question was essential to the successful completion of the study.

Fourth, the ethical principles of informed consent, anonymity, voluntarism, and confidentiality were guaranteed to all the respondents. Respondents were required to give their consent to participate in this study verbally. Respondents were not required in any way to indicate their names in the survey, as this part was intentionally omitted from the questionnaire. This guaranteed the principle of anonymity. The respondents were informed that their participation in the study was voluntary and that they could quit at any phase without consequences.

The researcher also guaranteed the confidentiality of the respondents' responses because none of their information was shared with unauthorized parties. Overall, the researcher created an atmosphere of calm and ease for all respondents before, during, and after the questionnaire collection. The distribution and collection of the questionnaire are expected to be completed within eight days, specifically from May 14–21, 2023. The tallied and tabulated data was analyzed and interpreted with the help of a statistician.

Finally, some respondents were asked to join the interview, which the researcher personally conducted from May 25–29, 2023. A total of ten respondents agreed to join the interview; hence, a total of 10 participants were captured in the interview. The interview was done one-on-one at different locations within Baguio City. The participants were informed that the interview would be recorded, which they consented to. The audio recordings of the interview were later transcribed and destroyed after determining the significant themes used to support the writing of the subsequent part of this study.

### **Treatment of Data**

The following identified statistical tools were used to organize, analyze and interpret the data gathered in the subsequent chapter of this study.

Weighted Mean. This tool was used to present, analyze and interpret the extent of work-life balance, and extent of employee commitment of BPO companies.

ANOVA. This tool was used to present, analyze and interpret data for the significant difference with work-life balance and commitment of BPO employees when grouped by age, marital status, tenure, and position.



**IV. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

This part of the paper presents the presentation of findings in a tabular form, analysis based on the already established statistical tools mentioned in the previous chapter, and the interpretation of results based on the evidence generated from the study respondents and past empirical literature. The findings are presented based on the objectives of the study in the following order: the extent of the work-life balance of BPO employees, the significant difference with the work-life balance of BPO employees, the extent of employee commitment, significant difference with the commitment of BPO employees, and the relationship between work-life balance and employee commitment of BPO employees.

Presented in this subsection of the chapter is the analysis and interpretation of results for the study's first research objective, which was aimed at assessing the extent of work-life balance of Business Process Outsourcing (BPO) employees. The researcher adopted and used Fisher-McAuley et al. (2003) three dimensions/constructs of work-life balance: work interference with personal life, personal life interference with work, and work-personal life enhancement. These findings are further analyzed and interpreted below.

Table 1  
Extent of Work-Life Balance of BPO Employees in terms of Work Interference with Personal Life

Indicators	Weighted Mean	Interpretation
1 I am unhappy with the amount of time for non-work activities	3.48	Employees work always interferes with their personal life
2 I miss personal activities because of work	3.35	Employees work always interferes with their personal life
3 My personal life suffers because of work	3.32	Employees work always interferes with their personal life
4 I struggle to juggle work and non-work	3.31	Employees work always interferes with their personal life
5 I neglect personal needs because of work	3.30	Employees work always interferes with their personal life
6 I put personal life on hold for work	3.28	Employees work always interferes with their personal life
7 My job makes personal life difficult	3.26	Employees work always interferes with their personal life
<b>Overall Weighted Mean</b>	<b>3.33</b>	<b>Employees work always interferes with their personal life</b>

Presented in Table 1 are results of the extent of work-life balance of BPO employees in terms of work interference with personal life, where the overall weighted mean was 3.33, having a qualitative interpretation of "employees work always interferes with their work". In general, the findings mean that a very high-degree employee of BPO companies experienced inter-role conflict where their work demands made it difficult for them to simultaneously meet personal life demands. Hence, the more employees experience higher job demands like work overload, overtime stays, and stressful job demands, the more they will have limited time for their personal life activities. Finding further support for the use of spillover theory by Piotrkowski (1979), who argued that individuals experience work interference in their personal lives due to high working time demands, and this has crossover effects on their engagement, stress, marital satisfaction, and the quality of communications with families and friends.

The constructs that measured the work-interference with personal life are presented as follows, starting with the highest mean of: 3.48 for unhappy with the amount of time for non-work activities, 3.35 for missed personal activities because of work, 3.32 for my personal life suffers because of work, 3.31 for struggling to juggle work and non-work, 3.30 for neglect of personal needs, 3.28 for putting personal life on hold, and 3.26 for my job makes personal life difficult. All the indicators got a qualitative interpretation of "employees work always interferes with their work".

It is evident from the findings that the majority of the employees of BPO companies are unhappy with the amount of time allocated to non-work activities, as this appeared to be the highest rated indicator amongst all indicators that measured work interference with personal life dimensions. The finding in this aspect further buttressed what is already known to be associated with working in the BPO sector. The job demand in the BPO sector is very challenging,

as employees are often required to complete several monotonous tasks at the same time within a short period of time. In some instances, these employees are pressured to work overtime so as to meet their daily requirements. This situation leaves them with little or no opportunity to attend to their personal lives, like bonding with families, spending time with their spouses, and engaging in other non-work-related activities in which they so much desire to participate.

When probed on this, one of the respondents during the interview said that "although I like my job, one of my biggest issues is that I do not have enough time to join other activities beside my work, even though I wanted to. This is because BPO jobs are very demanding, and there is very limited time for us to participate in leisure activities. In fact, even when I have the time, I cannot still participate in non-work activities like going to the cinema to watch movies and participating in physical and wellness activities at the gym because often times there is unfinished work that I use my free time to accomplish" (Interviewee "A", Appendix D).

Another respondent went further to mention that "for me, it is impossible to fully participate in activities not related to my work because I have many work overloads and usually spend my free time to accomplish these work requirements. This is because in the BPO sector, employees make more money and are recognized based on the number of outputs they are able to accomplish on a daily basis. So for this reason, even the most stressed employee will be willing to let go of their free time for non-work activities and to continue working so they can earn more money for themselves and their families" (Interviewee "B", Appendix D).

These views affirm that irrespective of an employee's free time, they are indirectly compelled to use it to work because they intend to accumulate more financial gain as the end result. This perhaps explains why a handful of employees in the BPO sector of the Philippines are often found to develop health complications such as diabetes, psychosocial disorders, and depression (Amit et al., 2020). This situation resonates well with the study by Brooks and Greenberg (2022) that organizations that fail to allocate more time for employees to participate in non-work activities like physical and wellness exercises and bonding time with friends and family lead the latter to develop emotional exhaustion, stress, health complications, and their ultimate failure to significantly contribute to productive work outputs.

This was supported by the work of Kaveri & Mohan (2020), who reported that employees in the BPO sector often work monotonously, are assigned heavy workloads, and have limited supporting resources to accomplish the tasks. Buttressing this point, results of previous empirical literature found that employees' work-life balance was negatively affected due to prolonged heavy workloads, limited time for personal life, limited number of resources, and stress (Alfanza, 2021; and Azevedo et al., 2020); an inability to find balance between work and life activities, which led to burnout and sleeping disorders, as well as decreased job commitments and satisfaction (Shipman et al., 2023); and employees experiencing a decline in their inability to provide service to customers, lack of focus, innovation, creativity, and worsening physical and mental health (Belkin et al., 2020).

This also concurs with the position of Raposo (2021) that employees who remain in the same position for a longer period of time without a title change are substantially more likely to go on to another business for the next stage in their career, even after accounting for pay, industry, job title, and many other characteristics. Hence, Fotiadis et al. (2019) concluded by reiterating that until organizations enforce their non-work policies, such as providing employees incentives to join health and wellness clubs and preventing employees from completing unfinished work during non-working hours, they can help employees overcome work-place dissatisfaction, low morale, stress, burnout, and ultimately improve their organizational efficiency.

From the same finding, it is also evident that employees of BPO companies are of the opinion that their current jobs make their personal lives difficult, even though this was the least-rated indicator that measured the work-interference with life dimension in this study. The finding simply implies that as long as the management of BPO companies is able to address the challenges of limited time for non-work activities, it will reduce the struggles employees deal with between their jobs and personal lives.

This view confirms the opinions of one participant, who, during the interview, mentioned that "working in BPO companies is always a struggle between my personal life and work. This is because the job demand is very high, and only those who are strong and physically fit can really survive in this sector. So for me, time is the most important thing I need to properly balance my work and personal lives. In fact, the majority of my friends have quit their jobs at this company because they can no longer find meaning in it. One of the biggest reasons given was that they could no longer enjoy the things they do with friends and families prior to joining the company (Interviewee, "C", Appendix D).

Consistent with these notions, Poku et al. (2020) found that individuals who find it difficult to balance their work and personal lives are more likely to be distressed, develop sleeping disorders, and have increased behavioral intentions to quit their jobs. Buttressing this point, Jerg-Bretzke et al. (2020) also found that an imbalance between work and an individual's personal lives impairs their physical and mental health, increases the likelihood of family conflict, and is enough reason for employees to quit their jobs. Since this is the case, it therefore means that management of BPO companies cannot neglect aspects of their job requirements that negatively affect employees personal lives, given the fact

that the BPO sector in the Philippines has attrition rates of between 30% and 40%, the highest among all sectors of the country's economy (Campos, 2022).

Overall, the implication of this finding for the management of BPO companies is that employees experiencing high levels of work-life interference with their personal lives will experience emotional exhaustion, stress, and mental health problems, which will lead to a reduced quality of life at home and increase their behavioral intentions to quit their jobs. The organizations will now have to incur more costs in terms of advertising for new recruits as well as training the newly hired employees, money that would have been used for other profitable ventures.

Presented in Table 2 are results of the extent of work-life balance of BPO employees in terms of personal life interference with work, where the overall weighted mean was 1.67, having a qualitative interpretation of "employees work rarely interferes with their work". In general, the findings mean that, to a high degree, employees rarely take part in personal activities they like to do, and because of this, they are able to continuously provide services to their organization with little or no hindrance. The findings also support the use of spillover theory by Piotrkowski (1979), who posited that individuals experience positive spillover and tend to be more efficient and effective in achieving their organizations' goals when they make an effort to separate their personal lives from the work they do. It then goes to show that employees of BPO companies have made concerted efforts to separate their personal lives from their work demands.

Table 2

Extent of Work-Life Balance of BPO Employees in terms of Personal Life Interference with Work

	<b>Indicators</b>	<b>Weighted Mean</b>	<b>Interpretation</b>
1	I am too tired to be effective at work because of everything that happens in my private life	1.88	Employees personal life seldom interferes with their work demands
2	I am too tired to be effective at work because of family issues	1.79	Employees personal life seldom interferes with their work demands
3	I would like to devote more time to work if it wasn't for everything that happens in private life	1.71	Employees personal life rarely interferes with their work demands
4	My work suffers from what's happening in my private life	1.70	Employees personal life rarely interferes with their work demands
5	It is hard to work because of personal matters	1.65	Employees personal life rarely never interferes with their work
6	My personal life drains me of energy for work	1.56	Employees personal life rarely interferes with their work
7	My work suffers because of my personal life	1.38	Employees personal life rarely interferes with their work
<b>Overall Weighted Mean</b>		<b>1.67</b>	<b>Employees personal life rarely interferes with their work</b>

The constructs that measured personal life interference with work are presented as follows, starting with the highest mean of 1.88 for being too tired to be effective at work because of my private life. 1.79 for being too tired to be effective due to family issues; 1.71 for I would like to devote more time to work if it were not for everything that happens in private life; 1.70 for work suffers from what is happening in my private life, 1.65 for hard work because of personal matters, 1.56 for personal life drains me of energy for work, and 1.38 for work suffers because of my personal life. With the exception of the first two indicators that got a qualitative interpretation of "employees personal life seldom interferes with their work demands", the remainder got a qualitative interpretation of "employees personal life rarely interferes with their work demands".

Evidence from the findings showed that the majority of the employees of BPO companies held the view that they are seldom too tired to be at work because of the different happenings in their private lives. The finding in this aspect did not come as a surprise given that most employees working for BPO companies in the Philippines are attracted to work in these companies due to several reasons, including but not limited to the following: a means of livelihood, a limited number of jobs in the Philippine labor market, as well as to financially support themselves and their families. All these are personal to the employees, which sometimes interferes with their work.

Buttressing this point, one of the participants mentioned during the interview that "I tried to separate my personal life from work because it is my only source of income, which I and my family members depend on to survive. Regardless, it is difficult to sometimes separate my personal life from my job because I am a single mother of two kids who depend on me entirely for their uptake. In situations when I am unable to provide for their needs, it affects my work negatively" (Interviewee "D", Appendix D). Another participant went so far as to say that "unfortunately, I allow my personal issues to interfere with my work because it is impossible to separate work from personal issues. In fact, sometimes, because I am unable to provide for my personal needs, I tend to reduce my work engagements, come late to work, and in some instances, reduce my work commitments during working hours" (Interviewee "E", Appendix D). These views appear to complement the work of an empirical study carried out by Prodanova and Kocarev (2022), who found that the consequences of employee personal lives interfering with their work requirements lead to a lack of focus at work, consequently influencing employees to make the decision to quit their source of livelihood in order to restore their personal lives. Buttressing this point, HakemZadeh et al. (2020) found that both pre- and post-clinical placement students lower intention to stay in the profession was attributed to their higher personal-life interference with work.

The same views were shared by Wang et al. (2020), who noted that employees experiencing personal interference with their work are prone to being dismissed from their positions because they begin to develop and show signs of mental illness that prevent them from fulfilling their work demands. Op de-Beeck et al. (2021) also discovered that employees experiencing personal issues that conflict with their work lead to voluntary turnover because of their increased exposure to burnout and sleeping disorders. Moreover, Diehl et al. (2023) reported that personal life interference with work significantly increased and work-personal life enhancement decreased during the pandemic. The finding in this aspect shows that with appropriate personal life intervention practices in place, it can be used to balance an employee's personal life and work activities.

On the other hand, a handful of the respondents were also of the opinion that their work rarely suffers due to their personal life engagement. The finding is a testament to the fact that employees in the Philippine BPO sector are resilient even in the face of many adversaries in their personal lives. For most, they have no choice but to continue providing services to the best of their ability since this is the only means of livelihood on which they and their families depend. Thus, employees continue to exhibit behaviors that are in line with their job requirements because they are detached from their personal issues and put more focus on their work demands.

When probed on this during the interview, one of the participants mentioned that "even though I deal with many personal issues, I do not bring them to my workplace because it will negatively affect my work, which may result in suspension or involuntary turnover. Moreover, the scarcity of jobs and difficulty in finding a high-paying job in the Philippines is enough reason for me to avoid mixing my personal life problems with my work" (Interviewee "F", Appendix D).

Another participant mentioned that "sometimes I mix my personal life matters with work because it is just impossible to separate them, even though I know the consequences of doing so. Regardless, this is only occasionally because I do not want my personal problems to overshadow my work commitments and productivity" (Interviewee "D", Appendix D). These views correspond with those of De-Clercq and Pereira (2022), who established that employees with low personal interference in their work may witness increased productivity, but in the long run, such behaviors may result in burnout and depressive symptoms like sadness, anxiety, and a lack of interest in doing the work they like. Such symptoms, according to Chernyak-Hai et al. (2021), may in turn influence employees to quit their jobs since they no longer find meaning in what they like to do.

Overall, the finding revealed that employees of BPO companies neglect their own personal needs and are not able to maintain the kind of personal life they would like to have because of work. Hence, the implication of the finding for the management of BPO companies is that employees failure to balance their personal lives and work will lead them to indulge in activities such as absenteeism, poor work productivity, and increased intention to leave. When this happens, the Philippine economy is also likely to suffer due to unemployment, with many intending to leave the country in search of greener pastures.

Presented in Table 3 are results of the extent of work-life balance of BPO employees in terms of work-personal life enhancement, where the overall weighted mean was 2.50, having a qualitative interpretation of "The extent of employees fulfillment of their work-personal life demand is very low". In general, the findings mean that employees of BPO companies were able to balance their work and personal life demands, but only to a very low extent. This also means that the majority of the employees experienced a feeling of dissatisfaction and a lack of mental peace in fulfilling the demands of their work and personal lives. The findings support the use of the spillover theory by Piotrkowski (1979) that conflict arises due to the inability of individuals to balance multiple life roles and the acknowledgement that non-work demands may crossover into work and adversely influence them in several ways.

Table 3  
Extent of Work-Life Balance of BPO Employees in terms of Work-Personal Life Enhancement

Indicators	Weighted Mean	Interpretation
1 I make personal sacrifices to get work done.	3.43	The extent of employees fulfillment of their work-personal life demand is very high
2 I am happy with the time I spend doing activities not related to work	3.19	The extent of employees fulfillment of their work-personal life demand is high
3 I have a better mood because of my job.	3.17	The extent of employees fulfillment of their work-personal life demand is high
4 I have a better mood at work because of personal life	2.74	The extent of employees fulfillment of their work-personal life demand is high
5 My personal life gives me energy for my job	1.79	The extent of employees fulfillment of their work-personal life demand is low
6 My job gives me energy to pursue personal activities	1.65	The extent of employees fulfillment of their work-personal life demand is very low
7 I am able to accomplish what I would like in both my personal and work lives	1.53	The extent of employees fulfillment of their work-personal life demand is very low
<b>Overall Weighted Mean</b>	<b>2.50</b>	<b>The extent of employees fulfillment of their work-personal life demand is very low</b>

The constructs that measured the work-personal life enhancement are presented as follows, starting with the highest mean of 3.43 for making personal sacrifices, 3.19 for contentment with the time allocated for activities not related to work, 3.17 for better mood because of the job, and 2.74 for better mood at work because of personal life. With the exception of the first indicator that got a qualitative interpretation of "the extent of employee's fulfillment of their work-personal life demand is very high", the remainder got a qualitative interpretation of "the extent of employee's fulfillment of their work-personal life demand is high". Others include: 1.79 for personal life gives energy; 1.65 for job gives energy to pursue personal activities; and 1.53 for opportunity to accomplish activities both within personal and work life. With the exception of the first indicator that got a qualitative interpretation of "the extent of employee's fulfillment of their work-personal life demand is low", the remainder got a qualitative interpretation of "the extent of employee's fulfillment of their work-personal life demand is very low".

It is evident from the finding that the majority of the respondents were of the opinion that they make personal sacrifices to get work done in their organizations. This shows that in many situations, employees were willing to go beyond their limitations to get the job done, even when confronted with challenges that affected their personal lives. This affirms the commitment and passion of the employees of BPO companies to give up their personal interests or benefits in favor of their overall organizational goals. This was acknowledged by one of the participants, who, during the interview, mentioned that "I make personal sacrifices to fulfill my work requirements because my shift supervisor treats us with kindness and empathy. So even when I am confronted with challenging tasks, I put in all my best to resolve them with little or no guidance from my supervisor" (Interviewee "G", Appendix D).

These views validate the ideas of Yue et al. (2023), who posited that employees who experienced good leadership behaviors from their managers are a good predictor of rational behavior and are motivated by the desire to maintain positive relationships with colleagues, establish a sense of community, and enhance a personal identity in line with the organizational culture and values, regardless of the challenges they confront in their personal lives. Buttressing this point, Cachón-Rodríguez et al. (2021) reported that the existence of positive relationships can have positive effects on brand recognition and, in turn, lead to greater employee loyalty. Thus, organizations that make concrete efforts to motivate employees are integral to establishing positive relationship-building experiences.

The finding is, however, in contrast with the work of Azeem et al. (2020), who discovered that employees experienced job dissatisfaction, increased stress, and were likely to quit their jobs due to their involvement in working beyond their limitations. In a similar vein, Modaresnezhad (2021) found that employees with increased personal sacrifices in their jobs experienced family dissatisfaction due to a lack of time for bonding, stress due to work overloads, and poor quality of interactions with family and colleagues. As such, there is a need for the management of organizations to understand how employees personal sacrifices positively and negatively affect their work and personal lives so as to strike a balance between these two competing forces.

Finally, the findings also revealed that the majority of the respondents were able to accomplish what they would like both in their work and personal lives, but only to a very low extent. This means that, to a large extent, employees were unable to balance the competing forces of their work and personal lives, perhaps due to a lack of time and work overload (see Table 1). When probed on this, one of the participants mentioned in the interview that "I don't know any employee at my level that can say that they were able to accomplish most of the things in their personal lives that are in tandem with their job requirements. This is because the work load in BPO companies is usually high, which employees are expected to complete within a very short period of time, thereby leaving little or no opportunity for employees to engage in other non-work-related activities" (Interviewee "A", Appendix D).

These views support the assertion of Wynn & Rao (2020), who found that overworked employees are more unlikely to balance work and personal lives, are more likely to suffer from health problems in their lives, and overall tend to be quite difficult to control and manage. Consistent with this, Hjalmsdóttir & Bjarnadóttir (2020) found that employees inability to accomplish what they like, both in their work and personal lives, may cause them to experience life imbalance. This was supported by the results of Demir & Budur (2023), whose results showed that work-personal life enhancement significantly and positively affected both job satisfaction and employee motivation.

As a result, the overall implication of the finding is that there is a need for the management of BPO companies to help employees achieve higher levels of balance and harmony between their work and personal lives because it significantly contributes to the improvement of productivity among employees, which in turn affects the fulfillment of organizational goals in a positive manner. The more employees can balance work and personal lives, the higher level of employee satisfaction, retention, and productivity will increase naturally and vice versa.

Presented in Table 4 is a summary of the results for the extent of work-life balance. From the summary, it is evident that the majority of the employees were of the view that their work always interfered with their personal lives, with a mean of 3.33. This was followed by the dimension of work-personal life enhancement (2.50) and 1.50 for personal life interference with work.

Table 4  
Summary of the Dimensions Work-Life Balance of BPO Employees

	Dimensions	Weighted Mean	Interpretation
1	Work interference with personal life	3.33	Employees work always interferes with their personal life
2	Work-personal life enhancement	2.50	Employees fulfilled the demands of both work and personal life to low extent
3	Personal life interference with work	1.67	Employees personal life rarely interferes with their work

In general, the finding means that employees of BPO companies are regularly tied to their jobs and deal with the symptoms of tension and stress due to work overload and role conflict, hence contributing significantly to their work and life imbalance. This makes it difficult for employees to perform at the optimum level they would have wished to. The finding is consistent with the propositions of the spillover theory by Piotrkowski (1979) that guided this study, who established that work-life balance is one of the several factors that affect employee productivity and that employees who obtain a balanced life and career usually have better effectiveness and efficiency than those who do not.

Furthermore, evidence from the summary revealed that work interference with personal life is the major factor employees in the BPO sector are most concerned with. Thus, it would suggest that employees are often overworked and stressed, coupled with the fact that they are given very limited time to engage in other non-work-related activities (see Table 1). Findings follow similar observations made by Brulin et al. (2022), who in their empirical study found that employees of Swedish companies reported higher levels of work interference with personal life than non-managers and

that this was associated with turnover intentions among the employees. The finding also supports the results of Demir & Budur (2023), who found that work interference with personal life and personal life interference with work negatively and significantly affected employee motivation but had no significant impact on job satisfaction.

In the Philippine BPO sector, high turnover among employees is a common phenomenon. More profoundly, high turnover contributes to increased burnout among the remaining employees, hence furthering the supply-demand gap in the general BPO workforce. This is also because employees in the BPO sector often work monotonously, are assigned heavy workloads, and are provided with limited supporting resources to accomplish the tasks (Kaveri & Mohan, 2020). This is particularly concerning since the BPO sector is a vital player to the Philippine economy as it contributes about US\$30 billion to the Philippine economy each year, employs an estimated 1.3 million Filipinos in 2019, and the figure is showing 8–10% growth every year (Talmage-Rostron, 2023).

Similarly, the summary showed that employees of BPO companies were of the opinion that they were able to balance their work and personal lives, but only to a very low extent. According to Alfanza (2021), this situation is attributed to factors such as prolonged workloads, limited time for personal life, and a limited number of resources that support employee work-life balance. Consistent with this notion, Shipman et al. (2023) stated that employees' inability to find balance between work and life activities leads to burnout, sleeping disorders, and decreased job commitments and satisfaction. As a consequence, employees experience a decline in their ability to provide service to customers, a lack of focus, innovation, creativity, and worsening physical and mental health (Belkin et al., 2020).

Finally, the summary showed that employees of BPO companies were of the view that their personal lives rarely interfered with their work. Perhaps the respondents felt this way due to the limited number of jobs in the Philippine labor market and also because employees are guaranteed job security in BPO companies. Thus, employees are left with no choice but to continue to remain loyal to their jobs by separating their personal life issues from their work activities. Moreover, the employees are aware of the consequences of bringing their personal life matters into work, which could result in them being suspended without pay or, in the worst-case scenario, being dismissed involuntarily from the job. This revelation appears to complement Aziz et al.'s (2021) argument that individuals will continue to remain committed and loyal to their organization so long as they have limited options to switch to another organization. Thus, these employees will have no choice but to continue providing services to customers by detaching their personal lives from work activities.

Overall, the implication of the finding for the summary of work-life balance for the management of BPO companies is that the more employees experience work-life imbalance, the more they will experience dissatisfaction with their work, generate turnover intentions, and actual turnover, thereby depleting their human resources. Given the current high rate of attrition among employees in the BPO sector, the retention of employees should be a top priority for BPO companies that desire to be effective and efficient in the long term.

Presented in this part of the chapter are the results of the significant difference in the work-life balance of BPO employees. The dimensions of work-life balance—work interference with personal life, personal life interference with work, and work-personal life enhancement—were compared with the respondent's age, marital status, tenure, and position using the analysis of variance (ANNOVA) inferential statistic.

Table 5 reveals the difference in responses on the degree of work-life balance, where the overall results were 0.991 with a p-value of less than 0.005, indicating that there is a significant difference in the responses of employees to their work-life balance. Thus, changes in employees' demographics will increase the differences in responses to work-life balance. Hence, the null hypothesis is rejected, affirming that there is a significant difference in the work-life balance of BPO employees when grouped according to age, marital status, tenure, and position.

Table 5  
Significant Difference with the Work-Life Balance of BPO Employees

		Work Life Balance	WIPL	PLIW	WPLE
<b>Respondents Profiles</b>	F-stat	0.991	0.891	0.882	0.846
	P-value	0.000	0.000	0.000	0.000
Age	F-stat		0.700	0.877	0.882
	P-value		0.000	0.000	0.000
Marital Status	F-stat		0.845	0.872	0.886
	P-value		0.001	0.001	0.000

Tenure	F-stat	0.821	0.833	0.844
	P-value	0.001	0.001	0.001
Position	F-stat	0.891	0.882	0.846
	P-value	0.000	0.000	0.000

P<0.05 Significant

Note:

- Work-Life Balance (WLB)
- Work Interference with Personal Life (WIPL)
- Personal Life Interference with Work (PLIW)
- Work Personal Life Enhancement (WPLE)

The results of the t-test showed a statistically significant difference between age and WIPL (0.891), age and PLIW (0.882), and age and WPLE with a t-test value of 0.846, all of which have p-values of less than 0.005 levels. Age and work interference with personal life recorded the highest difference. In addition, the test also showed a statistically significant difference between tenure and WIPL (0.845), tenure and PLIW (0.872), and tenure and WPLE (0.886); and position and WIPL (0.821), position and PLIW (0.833), and position and WPLE (0.844), all of which have p-values of less than 0.005 at a significant level.

The finding therefore means that employees of BPO companies respond differently to work-life balance as their age changes. Increased marital responsibilities as well as job tenure and position will also change the way they respond to work-life balance. Finding further support for the use of spillover theory by Piotrkowski (1979), which states that an individual's characteristics, including gender, age, position, and job tenure, interfere with the way and manner in which they respond to work-life balance and have a cross-over effect on their work and personal life endeavors, And those older, married individuals with higher-paying positions and long-tenured employees respond better and positively to work-life balance and vice versa.

Expectedly, the differences in age of employees determine how they balance their work and personal lives. This is also because the needs and priorities of employees in different age ranges vary from one individual to another, so they are expected to experience different levels of work-life balance. For example, older employees may demand more work-life balance due to their failing health conditions and those nearing retirement than younger employees will do. But younger employees could also demand more work-life balance to meet the demands of their lifestyles.

When probed on this, one of the oldest participants in the interview said, "Because I am getting older, I expect the management of my company to increase and improve its work-life balance because of our failing health condition and also because we are not as strong as the young employees. So for these reasons, older employees have different needs compared to younger employees" (Interviewee "D", Appendix D). The other older participant went further to say, "In my view, older employees commitment will increase if the company's work-life balance is designed in accordance with their age. Consequently, as employees continue to grow older, they will continue to demand changes in the work-life balance of their company to meet their needs. If this is satisfied, then they can continue to increase their engagement and loyalty to stay with the company in the long term, which will naturally occur" (Interviewee "I", Appendix B). In support of these views, Hong-Yuan & Chen (2021) reported that work-life balance policies influence employees' planned retirement age, and age strengthens the relationship. Findings also support the result of Mayya et al. (2021), who found an effective work-life balance with an upper age group and male gender. Hence, this study established that age is a significant predictor of the differences in employee responses to work-life balance.

The finding is, however, in contrast with the results of Mchenry (2022), who found that age has no significance in predicting individuals' perceptions of work-life balance. The finding could also be the reason why the majority of the respondents indicated being within the age range of 23–27 years as those with the longest tenure in the organization (see Appendix B). Hence, employees within the active age range are more likely to stay for the long term than the older ones. This supports Angrisani's et al.'s (2020), who found that employees between the ages of 51 and 79 are more likely to increase turnover intentions because they experience high levels of work-life conflict, and these categories of employees are more likely to reduce their labor supply in two years following their spouse's health shock. Moreover, as Karakose et al. (2021) discovered, as individuals grow older and mature, age brings extra obligations both in their work and personal lives, but along with age comes the capability to manage responsibilities efficiently.



Findings follow similar observations made by Karakose et al. (2021) that as individuals grow older and mature, age brings extra obligations both in their work and personal lives, but along with age comes the capability to manage responsibilities efficiently. This, in addition to the initiatives of BPO companies to help employees of different age groups manage their work and lives better, could have negated the differences in perceptions of work-life balance.

As with age, it was also established in this study that respondents with different marital statuses (married and single) experience different levels of work-life balance. This can be attributed to the varying degrees of preferences and lifestyles between single and married individuals. The finding concurs with the report of Jayasingam et al. (2023), who affirmed that single individuals and those without children balance their work-life better compared to married individuals due to limited family responsibilities. Findings also follow similar observations made by Diehl et al. (2023), who reported that individuals with young children reported a significant increase in work interference in personal life, whereas those without children reported a small decrease in work interference in personal life.

In contrast, Diehl et al. (2023) found that gender and marital status have no influence on the changes in work-life balance variables, but younger respondents showed larger increases in personal life interference with work. Similar results were found by Denson & Szelényi (2022), who discovered a lower work-life balance among single rather than married or partnered faculty in universities. In addition, the study is also inconsistent with the Marques & Berry (2021) study, which found that single individuals may not positively respond to work-life balance because they may be engaged in other activities such as social work and hobbies, which increase their demand for work-life balance policies, and that single people receive less support from their families than married individuals, hence their differential responses to work-life balance.

However, Kerdpitak & Jernsittiparsert (2020) concluded that married individuals respond differently to work-life because they are occupied with many family and marital responsibilities in spite of the emotional support they receive from their partners and relatives. Hence, both single and married individuals will respond to work-life balance in different manners due to their underlying differences in perceptions of organizational work-life balance and personal interests.

With respect to differences in tenure (number of years worked) among employees, again, the study found that long-tenured employees would have additional work-related responsibilities and, as such, would experience greater demand on their effort and time. Further, the findings suggest that long-tenured employees will have a better work-life balance than short-tenured employees because they perceive that their organization has invested so much in them; hence, they feel valued and have a sense of obligation to continue staying with the organization in the long term.

This could possibly explain the reason why half of the respondents reported being with their organizations for a period of 4-6 years (see Appendix B), which is significant because the BPO industry is reported to have one of the highest rates of attrition due to several reasons, chiefly poor work-life balance (Juma & Arshad, 2019). Consequently, the more years worked, the higher the differences in responses for work-life balance by employees in terms of managing themselves compared to employees with fewer years in service (Palumbo et al., 2021).

With respect to position, expectedly, the findings showed that employees occupying different work positions have diverse work-life balance-related activities. The results support Shaikh & Wajidi's (2021) findings that employees occupying different organizational positions respond differently to managing their work and personal life matters. This may suggest that as employees attain higher positions, their salaries also increase, and with this, they tend to demand a higher work-life balance program to fit their new status than employees in lower positions. Related findings were reported by Shaikh and Wajidi (2021): employees occupying different organizational positions respond differently to managing their work and personal lives. This then signifies that employees in different work positions, whether managerial or technical, have already become accustomed to the nature of their job, can handle any work situations appropriately, and can manage their functions and responsibilities with minimum stress.

Overall, the implication of the finding management of BPO companies is that recognition of individual differences and how they respond to work-life balance can be used to improve future work-life balance for employees. With this in mind, it will lead to improved employee satisfaction, loyalty, and an increased intention to stay for the long term. This will reduce the cost of recruiting and training new employees for BPO companies.

Presented in this subsection of the paper are the analysis and interpretation of the results that provided an answer to the third research objective of the study, which was aimed at assessing the extent of employee commitment among BPO employees. Three dimensions, namely, affective, continuance, and normative commitment, were used to assess the extent of employee commitment in the BPO sector. The analysis and interpretation are further presented below.

Table 6

Extent of Employee Commitment of BPO Employees in terms of Affective Commitment

	Indicators	Weighted Mean	Interpretation
1	I have emotional attachment to this organization	3.25	Employee commitment is high
2	I have a strong sense of belonging with this organization	3.19	Employee commitment is high
3	This organization has a great personal meaning to me	3.18	Employee commitment is high
4	I do feel like I am a part of a family at my organization	3.15	Employee commitment is high
5	I pledge my allegiance to work in this organization	3.15	Employee commitment is high
6	I plan to work at my present job for as long as possible	3.07	Employee commitment is high
7	Spending the rest of my career in this organization is good	1.78	Employee commitment is low
<b>Overall Weighted Mean</b>		<b>2.97</b>	<b>Employee commitment is high</b>

Table 6 reveals the findings for the extent of employee commitment among BPO employees in terms of affective commitment. The computed average mean was 2.97, and the qualitative interpretation was "employee commitment is high". The finding suggests that employees of BPO companies have a high level of pride and a personal sense of obligation to perform their responsibilities within the organization, but only to a certain extent since the dimension did not achieve the "very high" level of commitment rating used in this study.

It also means that the majority of the employees are willing to stay with their organization for the medium term because they feel that the organization reflects certain aspects of their personal values, which are in tandem with their perceived expectations. The finding gives credence to the use of Becker's (1960) side bet theory that individuals committed to their jobs are less likely to leave because their personal goals align with the organization.

The indicators that measured the affective commitment of employees in BPO companies are presented as follows: 3.25 for emotional attachment, 3.19 for a strong sense of belonging, and 3.18 for organization have great personal meaning. Also, 3.15 for feeling part of the organization's family and allegiance to work in the organization, respectively; 3.07 for planning to work in the company for as long as possible; and 1.78 for spending the rest of my career in the organization. With the exception of the last indicator that got a qualitative interpretation of "employee commitment is low", the remainder got a qualitative interpretation of "employee commitment is high".

It is evidently clear from the displayed results that the majority of BPO employees were reported to have a high emotional attachment to their organization, which was the highest rating among all the indicators of the affective dimension of commitment. The respondents have high emotional ties because their organization's provided them with a positive workplace culture, including moral support, the opportunity to achieve their personal goals, and experiences that meet their psychological needs to make them feel comfortable at work. It may also mean that employees accept the values that exist in their organizations and are determined to continue delivering services as expected.

The same views were taken by one of the participants, who, during the interview, mentioned that "I am proud of working for this company because of management and the moral support and encouragement I receive from my supervisor, which encourages me to trust and respect my leaders. Moreover, I feel valued through the awards and recognitions I have received so far and was treated with indifference; thus, I will continue to stay with the organization provided they continue to provide the opportunity for personal growth and development for employees (Interviewee "E", Appendix D). Consequently, factors such as company reputation, leadership and management style, and organizational culture can be used to strengthen employees affective commitment because they are significant in predicting their emotional attachment and retention behaviors.

These views affirm the position of Diny et al. (2019) that emotionally attached employees improve their commitment to work, promote talent retention, enhance customer loyalty, and improve overall organizational efficiency. This is because these employees remain passionate about their organization and feel important for their contributions, not just the monetary benefit they receive (Hongal & Kinange, 2021). Consistent with this, Luna-Arocas et al. (2020) reported that organizations experienced less turnover, increased profitability and revenue, and enhanced employee productivity due to a high level of employee affective commitment. Thus, employees with a high level of emotional

attachment are likely to be more committed to organizational citizenship behaviors, which include engaging in extra-role behaviors like using their personal creativity and innovation to solve new and emerging problems not used before or seen in others and are considered to be factors that often promote organizational competitiveness.

On the other hand, the finding also revealed that employees have a low commitment to spending the rest of their career in their current organization. Although, as earlier discovered, employees have a high emotional attachment to their organization, regardless, many are not willing to spend the rest of their careers with their organizations. The reason for this is not far-fetched because the majority of individuals who join the BPO sector do so to escape poverty and gain a certain level of work experience, with the end goal of leaving within a short period of time. Thus, employees do not perceive that they have any long-term future or commitments to their present organizations.

Supporting this point, one participant during the interview mentioned that "although I am happy to work for this company, I don't think I will spend the rest of my career here because my major goal is to secure a high-paying job, possibly in another one in the future. So my stay in this company for the time being is to gain enough experience that I can use to further my career prospects in another country in the future" (Interviewee "F", Appendix D). Another participant went further to say that "I joined this BPO company because it is the easiest job I can find. The job is also difficult and stressful, so I do not think I will be spending the rest of my future in this company in the long term (Interviewee "G", Appendix D). Finally, another respondent mentioned that "I have been in this position with this BPO company for nine years now without any promotion, even though I am highly committed to my work. The awards and recognitions given to me are not enough without promotion to a higher position. Thus, I am not ready to spend the rest of my career in this company" (Interviewee D," Appendix D).

These views suggest that factors such as prospects of high-paying jobs abroad, increased work load and stress, and a lack of promotions are factors that possibly explain the reason why the majority of the respondents are unwilling to spend the rest of their careers with their organizations. The findings support the discovery of Raposo (2021), who found that employees who remain in the same position for a longer period of time without a title change are substantially more likely to go on to another business for the next stage in their career, even after accounting for pay, industry, job title, and many other characteristics. The most obvious explanation is that employees who do not see a clear path from their current job to a better one within their organization eventually look for chances outside.

In general, the implication of the finding for management of BPO companies is that although employees were found to have high levels of affective commitment as a whole, this means that management of BPO companies will continue to witness an increase in employees loyalty, commitment, reduced absenteeism, and voluntary organizational citizenship behaviors. With this, BPO companies will gain from retained skilled labor due to increased employee retention. The BPO companies will also be able to save more of their financial resources, which can then be channeled to other profitable ventures.

Table 7  
Extent of Employee Commitment of BPO Employees in terms of Continuance Commitment

	Indicators	Weighted Mean	Interpretation
1	Staying with my organization is a matter of a necessity and a desire	3.18	Employee commitment is high
2	Much of my life would be disrupted if I leave my organization	3.07	Employee commitment is high
3	I feel like my life is tied to my organization	1.88	Employee commitment is low
4	It would be very hard to leave my organization even if I wanted to	1.79	Employee commitment is low
5	It is difficult to leave my organization for something even better	1.56	Employee commitment is very low
6	I may not consider working elsewhere if given the privilege	1.53	Employee commitment is very low
7	I will have a few options to consider leaving this organization	1.38	Employee commitment is very low
<b>Overall Weighted Mean</b>		<b>2.06</b>	<b>Employee commitment is low</b>

Table 7 reveals the findings for the extent of employee commitment among BPO employees in terms of continuance commitment. The computed average mean was 2.06, and the qualitative interpretation was "employee commitment is low". The finding suggests that employees of BPO companies have very high levels of behavioral intention to leave the organization because they feel that they will gain more by leaving, thus they are not afraid of losing their prestige, income, and friendship by quitting their jobs.

The finding justifies the use of Becker's (1960) side bet theory, which established that individuals will have a weak desire to remain members of organizations if they have strong indication that their efforts and time, as well as other personal resources invested, will be gained or higher if they terminate their membership and are able to find another job. The indicators that measured the continued commitment of employees in BPO companies are presented as follows: 3.18: Staying with the organization is a matter of necessity and desire, and 3.07: Much of my life would be disrupted if I left the organization. Both indicators have a qualitative interpretation: "employee commitment is high".

In addition, 1.88 for my life being tied to my organization, 1.79 for difficulty in voluntary turnover, 1.56 for difficulty leaving the organization for something better, 1.53 for not considering working elsewhere if given the privilege, and 1.38 for having few options to consider leaving the organization. With the exception of the third and fourth indicators that got a qualitative interpretation of "employee commitment is low", the remainder got a qualitative interpretation of "employee commitment is very low".

From the results, it is obvious that the majority of the respondents feel they have a high commitment to staying with their organization because it is a matter of necessity and desire. The reason why the finding came out this way could be attributed to the following: First, as a necessity, employees join BPO companies with the aim of earning a decent living for themselves and their families through pay. Secondly, as a matter of desire, BPO jobs are among the easiest to find. Given that companies recruit on a daily basis, individuals with basic educational qualifications such as secondary school results can be employed. Finally, because, for the most part, BPO companies are perceived as quick solutions and avenues to reducing the number of unemployed youths in the country,

When probed on this, one participant during the interview mentioned that "I joined this organization simply because I could not find a job that befits my qualifications. And because I have family members that depend on me, I have no choice but to work for this BPO company as a means of survival. Regardless, I will continue working for the company until I have a better offer elsewhere. (Interviewee "G", Appendix D) Similar views were expressed by another participant, who mentioned, "In my own case, I joined this BPO company because I could not further my education. So, I am hoping to quit my job and return to school once I am able to save enough money. However, I will continue working for this company for the time being" (Interviewee "H", Appendix D). It then suggests that the continued stay of employees in their current organization is dependent on several factors, some of which are personal, while others are related to the organization.

Findings lend support to research carried out by Sukanebari and Konya (2020), who reported that continuance commitment is calculative, and employees who are of the view that leaving the organization will expose them to incur more losses than gains will remain in the organization. Consistent with this finding, Rameshkumar (2020) also found that individuals who, due to one reason or another, cannot find another job will continually remain committed to their current job. This then goes to show that employees with high continuance commitment will continue to work hard to ensure that their organizations' goals and objectives are achieved. This is also in line with the position of Chiedu et al. (2022) that highly committed employees become more involved in achieving the organization's vision and missions by improving their efficiency and effectiveness.

On the other hand, the same respondents were also of the view that much of their lives will be disrupted if they decide to quit their jobs, but only to a very low level. Several reasons can be attributed to these views. First, besides the fact that it is easy to secure a job in BPO companies, individuals are presented with the opportunity to secure high-paying jobs abroad. Second, challenges such as work overload, stress, and limited opportunities for career advancement, among others, are enough reasons to drive away employees from the BPO sector. Finally, because there is no guarantee of job security and also a poor salary structure, which is one of the major factors often cited as the reason why employees quit their jobs in the BPO sector, even those that stay reduce their work commitment by engaging in negative work practices like coming to work late, being absent for no justifiable reasons, or engaging in improper voluntary turnover without management notice (Saleem et al., 2021).

When probed on this, one of the participants in the interview mentioned that "even if I leave this company today, I don't think my life will be disrupted because I believe I can get another job either here in the country or abroad" (Interviewee "I", Appendix D). Similarly, another respondent mentioned that "my life is not tied to this company, so leaving the organization is not a big deal because I can tell you that people come and go in this company on a daily basis" (Interviewee "J", Appendix D). Finally, another participant mentioned that "leaving my current job will not in any way disrupt my life because I feel I am ready to take up another challenge in the future with another different company.

Moreover, the stress, workload, and small amount of salary I receive are not for me to start up a family, which is why I am still single" (Interviewee "H", Appendix D). These views mean that employees are aware of the actual costs before leaving the organization; hence, their commitment to leave is not expected to affect them negatively.

The findings support the work of Chanana (2021), who found that employees are likely to remain less committed not only because they are ambitious but also because they have better options elsewhere and are aware of the cost of leaving the organization. For example, the study by Madhani (2020) revealed that promoting employees to higher positions over time is not enough unless it is accompanied by a significant increase in pay. Consequently, employees are more inclined to be less committed and search elsewhere for their next position if the management of BPO organizations does not offer substantial raises in both responsibility and income.

The overall implication of this finding for the management of BPO companies is that employees with low continuance commitment increase their likelihood of leaving the organization because they could already foresee that they will gain more by leaving rather than staying in their current jobs. Even for employees who decide to stay, they become less involved in helping to achieve the organization’s vision and mission. With this, the organization loses its best talents to the nearest competitor, thereby incurring additional financial costs in recruiting and training new employees.

Table 8

Extent of Employee Commitment of BPO Employees in terms of Normative Commitment

	Indicators	Weighted Mean	Interpretation
1	I have an obligation to the people in this organization	3.22	Employee commitment is high
2	Working tenaciously in the organization is of necessity to me	3.15	Employee commitment is high
3	This organization deserves my loyalty	2.61	Employee commitment is high
4	I owe a great deal to my organization	1.65	Employee commitment is low
5	I do not feel it would be the right time to leave this organization	1.53	Employee commitment is very low
6	I feel an obligation to remain with my current employer	1.53	Employee commitment is very low
7	I consider spending my whole career in this organization	1.38	Employee commitment is very low
<b>Overall Weighted Mean</b>		<b>2.15</b>	<b>Employee commitment is low</b>

Table 8 reveals the findings for the extent of employee commitment among BPO employees in terms of normative commitment. The computed average mean was 2.15, and the qualitative interpretation was "employee commitment is low". The finding suggests that employees of BPO companies have a low moral obligation to stay with their companies for the long term. Thus, the employees feel that they have low levels of moral obligation to remain with their organization due to their perception of their organization’s low investment in them. The finding justifies the use of Becker’s (1960) side bet theory, which established that employees who do not feel that their organizations have invested so much in them become less committed to staying with the organization. Thus, the employees do not feel that their survival is dependent on their jobs, and as such, they actively want to leave the organization.

The indicators that measured the normative commitment of employees of BPO companies are presented as follows: 3.22 for obligation to the company, 3.15 for working tenaciously is a necessity, and 2.61 for organizational loyalty. All the indicators got a qualitative interpretation of "employee commitment is high". Other indicators include 1.65 for I owe a great deal to my organization, 1.53 for feeling that it is not the right time to leave the organization and an obligation to remain with the current employer, respectively, and 1.38 for considering spending my whole career in this organization. With the exception of the fourth indicator that got a qualitative interpretation of "employee commitment is low", the remainder got a qualitative interpretation of "employee commitment is very low". Evidently, the results showed that a handful of the respondents indicated a high level of obligation to the people—both management and colleagues—in their organization. The finding in this aspect was not surprising because, as part of their job contract and

work responsibilities, employees in the BPO sector are required to, among other things, closely work with their managers, supervisors, and colleagues to deliver better and more efficient services to customers. Thus, employees continuously devote their time and efforts to supporting one another because, at the end of the day, regardless of position and status, all are working towards the achievement of a common goal for the organization.

The same views were expressed by some of the participants during the interview. One participant mentioned that "my obligation to work is first to my employer and finally to my colleagues. I have this personal motivation to help the company and my colleagues succeed in whatever way I can" (Interviewee "C", Appendix D). Another participant went further to mention that "I always help my company and colleagues in dealing with difficult clients when the need for it arises, even when I am not told to do so" (Interviewee "E", Appendix D). These views resonate well with the work of Noor et al. (2020), who found that normative commitment is manifested in employees with a high sense of personal conviction who go the extra mile to benefit the organization for the resources used and received from the organization, even though they may not be happy with their job. In line with his point, Sobaih et al. (2022) also found that employees who are obligated to the people in their organization avoid negative outcomes because they are self-motivated and willing to satisfy the expectations set by the organization.

Accordingly, Bahadori et al. (2021) asserted that employees who feel a strong sense of obligation to their company often have an inner conviction that they can fulfill the requirements and standards of their occupations; this involvement and inclusion in their work will also heighten their normative commitment. Employees who felt a strong sense of moral obligation to the organization, which may have been prompted by the organization's prior use of psychological, social, and organizational resources as well as by employee needs for autonomy, competence, and relatedness, believed that by supporting the organization and their co-workers, they could fulfill their job requirements (Sarhan et al., 2020).

On the other hand, employees have very low commitment in terms of spending the whole of their careers with their current organization. This finding aligns with the results of the finding in the affective commitment dimension (see Table 6), where a similar result was found. It means that as long as employees have a low moral obligation to stay, they are likely to leave the organization whenever they have a better opportunity or offer elsewhere. Perhaps the finding could also mean that BPO companies have not done much to encourage employees to be self-motivated and continue to work for them in the long term, even when presented with a better offer. This factor could possibly be among the reasons why there is a high attrition rate among employees in the BPO sector.

When probed on this, one of the participants in the interview mentioned that "although I am happy working for this company, management has not done much to motivate and prevent employees from resigning". For example, the current incentives on health and leave days are limited and poor, and this negatively influenced some of my colleagues to leave the company after working for less than three months" (Interviewee "I", Appendix D). Another participant also mentioned that "for me, joining this company was borne out of the desire to help myself and my family be financially stable. However, I do not plan to spend the rest of my career here because the incentives and support are poor, and in some instances, sick employees are still pressured to report to work because of the fear of their salaries being deducted or losing their jobs" (Interviewee "A", Appendix D).

These views are in tandem with the results of Al-Balushi (2022), who also reported that problems such as limited incentives and a lack of support are good predictors of low employee normative commitment. The study findings also relate well with Hamzah et al.'s (2020) argument that employees are highly unlikely to have a positive moral obligation to their organization supposing the support system for them is weak and inefficient; hence, they are likely to have less normative commitment, and their consideration for spending their whole career with the organization will also reduce.

The overall implication of the finding for the management of BPO companies is that employees with a low level of normative commitment will not use their creativity and innovation to help the organization and others succeed because they have not been motivated enough to develop their self-motivation and moral obligation. For this reason, employees will not become brand ambassadors by promoting the brand through positive word-of-mouth recommendations; rather, they will attempt to quit their work if a better offer comes their way because they can no longer find meaning and attachment in the job they do.

Table 9  
Summary of the Dimensions of Employee Commitment

	<b>Dimensions</b>	<b>Weighted Mean</b>	<b>Interpretation</b>
1	Affective commitment	2.97	Employee commitment is high

2	Normative commitment	2.15	Employee commitment is low
3	Continuance commitment	2.06	Employee commitment I low
<b>Overall Weighted Mean</b>		<b>2.39</b>	<b>Employee commitment is low</b>

Presented in Table 9 is a summary of the dimensions of employee commitment. The average mean was 2.39, which gives a qualitative interpretation of "employee commitment is low". Generally, the finding shows that employees of BPO Company's level of commitment is low across the three employee commitment dimensions. It therefore means that not much has been done by the management of BPO companies to motivate and support their employees' work-personal life needs and demands.

The findings support the use of Becker's (1960) side bet theory that failure by organizations to adequately invest in their human resources can demoralize and reduce their workforce commitment levels and, at the end, cause them to reduce their emotional attachment and moral obligation as well as increase their behavioral intention to leave when presented with a better alternative. Findings also lend support to the results of previous studies, which also reported that support services have more influence on employee commitment (Yang & Islam, 2021) and that individuals will continue to remain loyal so long as they have limited options to quit their jobs (Aziz et al., 2021).

In terms of the specific dimensions, the findings reveal that the affective dimension (2.97) was the only variable in which employees had a high level of commitment; the remainder, normative commitment (2.15) and continuance commitment (2.06), had a low level of employee commitment. It means that although employees had high levels of emotional attachment to the organization, it was enough to motivate their continued stay there. Thus, a high level of affective dimension is not enough to motivate employees to continue staying with their organization in the long term. The findings support the views expressed by one of the participants, who during the interview mentioned that "I feel like I am part of my organization's family, but honestly, if I see another job opportunity, I will leave for good" (Interviewee "B", Appendix D). Another participant mentioned further that even though I am passionate about this company, I do not see a long-term future here because there are better job opportunities with less physical and mental stress out there and also because the company has not done enough to encourage employees to see the organization as their own" (Interviewee "D", Appendix D).

These views suggest that as long as other factors that support employee productivity and efficiency, like work-life balance and financial and non-financial support, are not adequately provided, no matter the level of employee emotional attachment, they will be tempted to leave the organization for others. Findings follow similar observations made by Newman & Ford (2021), who established that organizations failed to keep their workforce highly committed because of the failure to align employee personal goals with those of the organization's and the failure to understand what factors significantly motivate employees not to have a sense of obligation and quit their jobs. This is based on the acknowledgement that different types of commitment affect employees differently. Thus, what type of employee commitment affects one individual is different from the other, and as such, employee commitment dimensions are considered to be equally important. Consistent with this notion, Damarsari et al. (2021) proposed that affective, continuance, and normative commitment should be investigated differently, determining which dimensions employees are strong and weak at, developing strategies to address the concerns or issues discovered, and integrating them as part of the organization's overall strategy to develop a sustainable, positive workplace environment for its human resources.

Table 10 reveals the significant difference in responses on the degree of employee commitment when grouped according to the respondents' profiles. An F-statistic of 0.903 and a p-value of less than 0.005 showed that there is a high and significant difference in the responses of employees to their work commitment levels. Changes in employees' demographics will increase the differences in responses to employee commitment levels. Consequently, the null hypothesis is rejected, indicating that there is a significant difference in the commitment of BPO employees when grouped according to age, marital status, tenure, and position.

**Table 10**  
Significant Difference with the Commitment of BPO Employees

		Employee Commitment	AC	CC	NC
<b>Respondent Profiles</b>	f-stat	0.903	0.898	0.872	0.890
	p-value	0.000	0.000	0.000	0.000
Age	f-stat		0.806	0.856	0.874
	p-value		0.001	0.000	0.000
Marital Status	f-stat		0.879	0.875	0.889
	p-value		0.000	0.000	0.000
Tenure	f-stat		0.811	0.832	0.847
	p-value		0.001	0.000	0.000
Position	f-stat		0.898	0.872	0.890
	p-value		0.000	0.000	0.000

T-test P<0.05 Significant

Note:

AC - Affective commitment

CC - Continuance Commitment

NC - Normative commitment

A further breakdown of the results showed a statistically significant difference between age and affective commitment (0.898), age and continuance commitment (0.872), and age and normative commitment (0.890), with all having a p-value of less than 0.005 levels. Age and affective commitment recorded the highest significant difference. Furthermore, the test showed a statistically significant difference between tenure and affective commitment (0.806), tenure and continuance commitment (0.856), and tenure and normative commitment (0.874); and position and affective commitment (0.879), position and continuance commitment (0.875), and position and normative commitment (0.889), with all having a p-value of less than 0.005 significant level.

The finding suggests that employees level of commitment in BPO companies is determined by their differences in age, marital status, tenure, and position. Changes in employee demographics also affect the differences in employee commitment levels. The finding supports the use of spillover theory by Piotrkowski (1979) that individuals in a social context such as an organization define their sense of self in terms of group membership such as age, educational level, sex, length of service, position, and marital status. Their level of commitment differs based on these personal characteristics because it gives them identity within the social context.

Regarding age, the findings revealed significant differences in employee commitment. It suggests that age is a significant predictor of differences in employees' levels of commitment. For example, younger employees are in a hurry to get a job done because they are considered to be within the active age range and excited, but older employees exude more patience and are willing to stay longer to get a job done. Thus, their commitment levels significantly differ from each other. These views support the findings of Sabella (2021), who found that younger employees devote more time and efforts to work and are in a hurry to leave, whereas older employees are more willing to stay later to accomplish the same tasks because they are career-driven. Thus, both young and old employees have differentiated levels of commitment, with older employees showing higher levels of commitment. These findings could be explained by older workers having better occupations and higher job satisfaction (Raab, 2020), fewer employment options open to them (Kollmann et al., 2020), and the high costs associated with leaving the organization. Additionally, older people have more reasonable expectations and can better adapt to their working environments (Sippli et al., 2021). Moreover, the study of Hasan et al. (2021) found that demographics such as age, female gender, experience with current employees, and total industry experience were positively related to organizational commitment.

Differences in employee level of commitment exist in terms of marital status. As expected, married employees will remain continually committed to their work because of the financial responsibilities they have to themselves and their families. These individuals will feel more obligated to their work, just like they are devoted to their religion or



family matters, among others. This is particularly true for many of the respondents in this study, who are continually committed due to a lack of better job options elsewhere. This situation is in consonance with Akanji et al. (2020), who found that married employees are more committed than single individuals because of the abundance of responsibilities they have to take care of, such as rent, tuition for individuals with children, food, and medical bills. Hence, it becomes evident that employees who are married, with or without children, can experience a high level of commitment (Kabbani et al., 2022), whereas single individuals living within a family structure, with or without children, can experience a low level of commitment and need to be taken into consideration when developing and implementing initiatives that promote employee commitment in the workplace (Moda et al., 2021).

The result revealed the existence of differences in employee commitment according to length of service or tenure. It is presumed that the longer an individual stays with an organization, the more likely it is that he or she will grow to care about it and feel loyal to it; they may also get more opportunities for career advancement, a higher income, and other perks. All of that also fosters a sense of belonging. Moreover, individuals with a long length of service had the conviction that in the long term, their organizations may reward them with higher positions, and higher positions mean an increase in salary and income; consequently, they are likely to remain committed for the long term. In the current study, previous results showed that the majority of the employees are not willing to stay with their current companies. One of the major reasons cited was the absence of career progression, which could have provided them with the opportunity to attain higher positions and income.

Hence, a higher position along with an increase in salary can be taken as a factor that results in the differentiated differences in employees' perceptions of commitment in this study. The fact that individuals with low levels of commitment depart an organization while those with high levels of commitment remain could further contribute to the differentiated levels of employee commitment in terms of tenure (Redondo et al., 2021). The finding thus supports the conclusion of Pahos & Galanaki (2022) that employees with longer years of service demonstrate higher levels of commitment because they have the conviction that their organization has invested more in them than those with a shorter length of service.

Finally, the statistics showed that position predicts differentiated responses to employee levels of commitment. Positions occupied by employees to a large extent can determine their level of effort and the time they will invest in meeting organizational objectives. This is also because employees who see the prospects of being promoted or are in a higher position will go the extra length to achieve organizational goals using innovation and creativity never seen before. This is also because promotion is associated with an increase in income, and employees with higher incomes are more likely to increase their commitment than those without. The analysis then means that the higher the position, along with the increase in income, employees will report a greater level of commitment. The finding is consistent with the results of Goetz & Wald (2022), who found that employees differ in their level of commitment and that the higher the job position, the higher the level of commitment. Hence, the finding lends support to the conclusions made by Boyd & Nowell (2020) that job position is a significant predictor of the differentiated levels of employee commitment in an organization. Overall, the implication of the finding for the management of BPO companies is that, first, the level of employee commitment varies according to different subcategories of each demographic feature. With an understanding of this fact, companies can develop and implement human resource practices for each demographic category so as to enhance employee commitment.

**Table 11**

Post Hoc Analysis

WLB	Demographics	Mean Difference	Std. Error	Sig.
WIPL	Age	17.86	1.53	0.00
	Marital Status	15.33	1.49	0.00
	Tenure	15.22	1.53	0.00
	Position	14.67	1.67	0.01
PLIW	Age	16.32	1.44	0.01
	Marital Status	16.04	1.23	0.00
	Tenure	15.40	1.11	0.00
	Position	15.11	1.49	0.01
WPLE	Age	16.29	1.01	0.00
	Marital Status	16.04	1.35	0.01
	Tenure	11.34	1.24	0.00
	Position	11.21	1.45	0.00
Employee	Demographics	Mean Difference	Std. Error	Sig.

<b>Commitment</b>				
Affective Commitment	Age	17.88	1.34	0.01
	Marital Status	14.50	1.45	0.00
	Tenure	14.03	0.23	0.00
	Position	14.01	1.35	0.00
Continuance Commitment	Age	13.24	1.32	0.00
	Marital Status	13.22	1.15	0.01
	Tenure	12.14	1.11	0.01
	Position	11.40	1.11	0.00
Normative Commitment	Age	13.78	1.09	0.00
	Marital Status	13.24	1.24	0.00
	Tenure	11.45	1.22	0.00
	Position	11.41	1.30	0.02

Note:

- Work-Life Balance (WLB)
- Work Interference with Personal Life (WIPL)
- Personal Life Interference with Work (PLIW)
- Work Personal Life Enhancement (WPLE)

Presented in Table 11 are the results of the post hoc analysis, which was aimed at discovering where exactly the significant difference in respondents responses to work-life balance and commitment lies when grouped according to their demographics. In terms of work-life balance, the analysis shows that significant differences in responses between work interference and personal life with age, marital status, tenure, and position existed, with a difference of 17.86 and 15.33, 15.22, 14.67, and 14.67, respectively. The analysis also shows a significant difference between personal life interference with work and age, marital status, tenure, and position, with a difference of 16.32, 16.04, 15.40, and 15.11, respectively. Finally, the analysis revealed a significant difference between work and personal life enhancement and age, marital status, tenure, and position, with a difference of 16.29, 16.04, 11.34, and 11.21, respectively.

In terms of employee commitment, the analysis shows that significant differences in responses between employee affective commitment and age, marital status, tenure, and position existed, with a difference of 17.88, 14.50, 14.03, and 14.01, respectively. The analysis also shows a significant difference between continuance commitment and age, marital status, tenure, and position, with a difference of 13.24, 13.22, 12.14, and 11.40, respectively. Finally, the analysis revealed a significant difference between normative commitments with age, marital status, tenure, and position, with a difference of 13.78, 13.24, 11.45, and 11.41, respectively. Overall, the result showed that the extent of responses to work-life balance and employee commitment is determined by the respondent’s age, marital status, tenure, and position attained. These differences therefore suggest that work-life balance and employee commitment initiatives should be designed in such a way that they align with the changes in employee demographics because their needs vary as their demographics change. This also means that as employees grow in age, attain higher organizational positions, stay for the long term, and increase in family responsibilities, their needs tend to change as well as their commitment levels.

From the findings, it is evident that the largest differences recorded were in the age dimension, signifying that age is the greatest predictor of employee response to work-life balance and employee commitment in this study. This means that as employees grow in age, they tend to demand more work-life balance, which is a significant determinant of their commitment levels. Work-life balance and employee commitment can be predicted if their age is determined. Older employees tend to demand more work-life balance and are more committed at work compared to employees of younger ages. This may be due to the fact that they have a longer length of stay in service and are more experienced in doing the same than employees with less experience and a younger age. Buttressing this point, one of the oldest participants, who mentioned being 53 years old in the interview, said, "Given my current age, I expect my company to double their efforts in their work-life balance policies because the older I get, the more I need rest and more time for non-work activities. With this in place, I will be able to continue to give my best to the organization in the long term (Interviewee "D", Appendix D).

These views support the results of Denson & Szelenyi (2022) that, depending on the level of employee demographics, they respond differently to the work-life balance initiatives of their workplace. Overall, these findings indicate efforts should be improved by the management of BPO companies to strengthen their work-life balance

initiatives for employees in accordance with their demographics, which will in turn boost their productivity and thus improve performance. If work-life balance is improved, then employees are likely to increase their efforts in their work and responsibilities. In addition, the analysis shows that respondents significantly differ in their responses to work-life balance and commitment in terms of their marital status, tenure, and position. Employees, whether single or married, have varied demands for work-life balance because it is a critical determinant of their commitment levels. These views support Kerdpitak and Jernsittiparsert's (2020) discovery that married individuals respond differently to work-life balance because they are occupied with many family and marital responsibilities, in spite of the emotional support they receive from their partners and relatives. Regardless, Kabbani et al. (2022) made the case that employees who are married, with or without children, can experience a high level of commitment (Kabbani et al., 2022). The fact that respondents differ in their responses to work-life balance and commitment levels supports the results of previous studies such as Palumbo (2020), who found that the more years worked, the higher the work-life balance for employees in terms of managing themselves compared to employees with fewer years of service.

**Table 12**

Relationship between Work-Life Balance and Employee Commitment of BPO Employees

		Employee Commitment	AC	CC	NC
<b>Work Life Balance</b>	Pearson Correlation	0.952	0.876	0.674	0.774
	Sig. (2-tailed)	0.000	0.000	0.001	0.000
WIPL	Pearson Correlation		0.882	0.703	0.820
	Sig. (2-tailed)		0.000	0.000	0.000
PLIW	Pearson Correlation		0.797	0.786	0.791
	Sig. (2-tailed)		0.000	0.000	0.000
WPLE	Pearson Correlation		0.876	0.674	0.774
	Sig. (2-tailed)		0.000	0.001	0.000

Correlation significance P<0.05 Significant

Note:

- WIPL - Work Interference with Personal Life
- PLIW - Personal Interference with Work
- WPLE - Work Personal Life Enhancement
- AC - Affective Commitment
- CC - Continuance Commitment
- NC - Normative Commitment

Presented in Table 12 are the results of the correlation between work-life balance and employee commitment. With a correlation of 0.952 and a p-value of less than 0.005, the analysis showed that there is a very positive and significant relationship between work-life balance and employee commitment. Subsequently, this led to the rejection of the null hypothesis that there is a significant relationship between work-life balance and employee commitment among BPO employees. The results show a high positive correlation between WIPL and affective commitment (0.876), a moderate positive correlation with continuance commitment (0.674), and a high positive correlation with normative commitment. All have a p-value of less than 0.005, indicating that WIPL has a significant relationship with employee commitment, with affective commitment being the largest correlated factor, followed by normative and continuance employee commitment.

In addition, the results also showed that PLIW has a high positive correlation with affective commitment (0.882), a moderate positive correlation with continuance commitment (0.703), and a high positive correlation with

normative commitment. All the p-values were less than 0.005, suggesting the existence of a significant relationship between PLIW and employee commitment, with affective commitment being the largest correlated factor with PLIW, followed by normative commitment and continuance commitment. Finally, the analysis revealed that WPLE has a high positive correlation with affective commitment (0.797), continuance commitment (0.789), and normative commitment (0.791). All the p-values were less than 0.005, indicating the existence of a significant relationship between WPLE, with affective commitment being the largest correlated factor, followed by normative commitment and continuance commitment.

Overall, the finding shows that there is a high positive and significant relationship between work-life balance and employee commitment. This therefore means that an increase in work-life balance improves the rate of employee commitment in BPO companies. Thus, the more organizations develop and implement policies that reduce work interference with employees work and personal lives, the significantly stronger the employee's level of affective, continuance, and normative commitment will be. Work-life balance is confirmed as an antecedent and significant predictor of employee level of commitment in this study. The finding supports the use of spillover theory by Piotrkowski (1979) that work-life balance, as it affects an individual's work and personal life, is a good predictor of employee commitment. The finding also supports the use of the side bet theory by Becker (1960) that policies that support work-life balance are considered investments, and the effectiveness of these policies determines the level of employee commitment.

Findings also support the work of previous literature, which found that work-life balance is a positive and significant predictor of employee commitment (Abdulaziz et al., 2022; Aryateja et al., 2021; Owan et al., 2020; and Mengistu & Worku, 2020); organizational citizenship behavior (Eriyanti & Noekent, 2021); affective commitment and work engagement (Fukuzaki et al., 2021); work-life balance significantly influences employee commitment (Popoola & Fgbol, 2020); and job satisfaction (Arief et al., 2021). The finding is, however, in contrast with the results of Wardana et al. (2020), who found that work-life balance does not have a direct impact on organizational commitment. Rather, it is positive emotions and a sense of purpose that influence an employee's commitment. Apparently, the correlation showed that Work Interference with Personal Life (WIPL) has a significant positive relationship with employee commitment, which confirms the results of previous studies who also found that WIPL has a high positive correlation with affective commitment (Sari & Seniati, 2020), a moderate positive correlation with continuance commitment (Shabir & Gani, 2020), and a high positive correlation with normative commitment (Yusnita et al., 2022). Consistent with these reports, Hutagalung et al. (2020) found that the better the work-life balance, the greater the level of employee affective commitment. Hence, Wardana et al. (2020) concluded that organizations with good work-life balance improve the effectiveness of employees, who in turn contribute to achieving organizational goals. Employee quality of life improves, and the organization benefits from employees' higher motivation and commitment.

The result of the correlation also revealed a positive and significant relationship between personal life interference with work (PLIW) and the three dimensions of employee commitment. The finding affirms the result of some previous studies that reported that PLIW has a significant and positive correlation with affective commitment (Putranti et al., 2020) and continuance commitment (Ohan et al., 2020). The finding validates the idea of Kesumayani et al. (2020) that organizations with effective work-life balance enhance employees' continual commitment to stay with the organization.

Consistent with this point, Haar & Brougham (2022) posited that as employees move toward achieving work-life balance, organizations will experience higher levels of continuance commitment from their employees. Thus, Ahamad (2022) concluded that organizations with a reputation for promoting work-life balance will become more appealing to employees and attract a valuable pool of candidates for vacant positions. These organizations will also benefit from improved employee retention rates, which lead to quicker training times and greater levels of commitment and loyalty.

Finally, the correlation analysis revealed a positive and significant relationship between work-personal life enhancements (WPLE) and all three dimensions of employee commitment. The results correspond with the previous studies that found that WPLE positively and significantly correlates with affective commitment (Vatharkar & Aggarwal-Gupta, 2020), continuance commitment, and normative commitment (Mengistu & Worku, 2020). It shows that if employees are provided with the right kind of support to balance work and personal life, they develop their self-motivation and moral obligation to remain committed to their organization. With this, employees will find it difficult to leave even when presented with better opportunities or pay elsewhere because of the conviction that the organization has invested so much in them.

Consistent with this notion, Travers et al. (2020) noted that employees are less likely to leave unless there is an absence of support opportunities that can help employees balance their work and personal lives. For this reason, Smit & Lawson (2023) concluded that employees with balanced work-personal life enhancement tend to keep working in one

organization for the long term, cannot afford to quit due to the benefits they gain on account of the time spent in the organization, and continuously work hard to ensure the organization's objectives and goals are achieved. In this regard, good leadership practices are vital to helping employees achieve a balance between their work and personal lives. This is based on the fact that employees who experienced good leadership behaviors from their managers are a good predictor of rational behavior and are motivated by the desire to maintain positive relationships with colleagues, establish a sense of community, and enhance a personal identity in line with the organizational culture and values (Yue et al., 2023). The onus is on organizations to develop and implement policies that positively support employees work and personal lives. This is because employees experience WPLE when they are able to meet the needs of both their professional and personal lives (Marques & Berry, 2021).

## **V. Conclusions**

Based on the findings, the following conclusions were made:

1. a. Increasing workload exposes BPO employees to physical and mental stress, thereby preventing the fulfillment of their personal lives.  
  
b. Work-life is not hindered or affected by BPO employees' personal lives due to their limited engagement in non-work activities.  
  
c. Employees of BPO companies experience conflict from work to personal life and are more likely to quit their jobs to eliminate this drain.
2. Demographic profiles significantly predict BPO company employees' diverse responses to work-life balance.
3. a. Employees of BPO companies feel like they are part of their organizations' family. Thus, they have a personal obligation to continue to perform their responsibilities as expected but will be willing to go beyond expectation, supposing policies that support their commitment levels are strengthened.  
  
b. Employees of BPO companies are not afraid of losing their jobs because they feel that they will gain more by leaving rather than staying in the organization.  
  
c. Employees of BPO companies have no personal or moral obligation to stay with their organizations because they perceive that these companies have invested enough to support their careers.
4. Demographic profiles significantly predict BPO company employees' diverse responses to their commitment levels.
5. Work-life balance is a significant predictor of employee level of commitment.

## **VI. Recommendations**

Based on the findings and conclusions, the following recommendations were proposed:

1. a. To reduce the difficulties experienced by employees due to their work that negatively affect their personal life, management of BPO companies may increase their organizational support for employees, such as assisting when employees need a favor or have a problem and opportunities for higher earnings and career advancement. This will influence employees always to have a positive perception of the company.  
  
b. BPO companies can achieve this feat by prioritizing physical and mental fitness through voluntary registration to enhance employees' personal life activities that increase work productivity. This can be done by giving employees ample time off from work on a monthly basis to participate in physical and mental activities at the registered fitness center. This will improve their personal life and enhance positive work habits.  
  
c. To encourage and promote a positive and healthy work-life balance for employees, management of BPO companies can build a culture of flexibility by allowing employees to have flexible workdays or hours as long as they adhere to the milestones and timelines. This can be achieved by granting. One alternative is to set

weekly hour requirements but permit employees to work fewer or more hours each day as long as they still complete the required hours each week. Instead of focusing on the hours worked, another option is to emphasize the results or tasks that have been finished. This will make employees feel worthy and inspired to deliver their best for their teams.

2. BPO management is encouraged to develop and introduce work-life balance initiatives by considering age, tenure, marital status, and position because these variables significantly predict the differences in employee responses to work-life balance.
3.
  - a. To strengthen a positive emotional connection, management of BPO companies can enhance their career development opportunities for employees through career paths driven by individual skills, interests, and career motives. This can also be achieved by mapping employees' career direction based on vertical, lateral, and cross-functional roles. This may prevent employees from seeking another job elsewhere.
  - b. Management of BPO companies can influence employees to feel more valued and worthy partners by reviewing pay to ensure it is competitive, looking for fresh prospects for growth, and learning what employees hope to gain from their work and the organization. This may prevent employees from leaving the company because they may perceive that they stand to gain more from staying than leaving.
  - c. To prevent employees from leaving, the management of BPO companies can support career growth prospects by offering various career development opportunities, such as locating and connecting individuals with sponsors and mentors within the company who can assist those employees in expanding their networks and discovering new learning opportunities. This strategy includes touting the praises of employees to other corporate executives, which may influence employees to consider spending the rest of their careers with the companies in the long term.
4. BPO management is encouraged to integrate into their work-employee relation strategies by considering age, tenure, marital status, and position because these variables significantly predict the differences in employee responses to their commitment levels.
5. Management OF BPO companies can strengthen employee commitment by enhancing their work-life balance policies that consider other factors such as flexibility, encouraging time off, and promoting perks like company outings and team building, health on-site screening, gym memberships, and mental health services.

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APPENDIX B

Respondents Demographics

Sex	Frequency (F)	Percentages (%)
Female	227	56.75
Male	173	43.25
Age	Frequency (F)	Percentages (%)
18-22 years	98	24.50
23-27 years	200	50.0
28-32 years	86	21.50
33 years and above	16	4.0
Highest Level of Education	Frequency (F)	Percentages (%)
Bachelor’s degree	289	72.25
Technical/Vocational	56	14.0
Secondary	44	11.0
Masters	11	2.75
Marital Status	Frequency (F)	Percentages (%)
Single	293	73.25
Married	107	26.75
Tenure/length of service	Frequency (F)	Percentages (%)
1-3 years	103	25.75
4-6 years	200	50.0
7-9 years	67	16.75
10 years and above	30	7.50
Work Position	Frequency (F)	Percentages (%)
Customer service representative	304	76.0
Technical support representative	85	21.25
Recruitment administrator	11	2.75

APPENDIX D

Transcripts of Interview

- 1 Although I like my job, however, one of my biggest issues is that I do not have enough time to join other activities beside my work even though I wanted to. This is because BPO jobs are very demanding and there is very limited for us to participate in leisure activities. In fact, even when I have the time, I cannot still participate in non-work activities like going to the cinema to watch movies, and participating in physical and wellness activities at the gym because often times there are unfinished work that I use my free time to accomplish (Interviewee "A").
- 2 For me, it impossible to fully participate in activities not related to my work because I have many work overload and usually spend my free time to accomplish these work requirements. This is because in the BPO sector, employees make more money and are recognized based on the number of outputs they are able to accomplish on a daily basis. So for this reason, even the most stressed employee will be willing to let go of their free time for non-work activities and to continue working so they can earn more money for themselves and their families (Interviewee "B").
- 3 Working in the BPO companies is always a struggle between my personal life and work. This is because the job demand is very high and only those who are strong and physically fit can really survive in this sector. So for me, time is the most important thing I need to properly balance my work and personal live. In fact, majority of my friends have quit their jobs in this company because they could no longer find meaning in it. One of the biggest reasons given was that they could no longer enjoy the things they do with friends and families prior to joining the company (Interviewee, "C").
- 4 I tried to separate my personal life from work because it is my only source of income which I and my family members depend on to survive. Regardless, it is difficult to sometimes separate my personal life from my job because I am a single mother of two kids who depend on me entirely for their uptake. In situations when I am unable to provide for their needs, affects my work negatively (Interviewee "D").
- 5 Unfortunately, I allow my personal issues to interfere with my work because it is impossible to separate work from personal issues. In fact, sometimes because I am unable to provide for my personal needs, I tend to reduce my work engagements, come late to work and some instances reduce my work commitments during working hours (Interviewee "E").
- 6 Even though I deal with many personal issues, I do not bring them to my workplace because it will negatively affect my work which results to suspension or involuntary turnover. Moreover, the scarcity of jobs and difficulty in finding a high paying job in the Philippines is enough reason for me to avoid mixing my personal life problems with my work (Interviewee "F").
- 7 Sometimes I mix my personal life matters with work because it is just impossible to separate them even though I know the consequences of doing so. Regardless, this is only occasionally because I do not want my personal problems to overshadow my work commitments and productivity (Interviewee "D")
- 8 I make personal sacrifices to fulfill my work requirements because my shift supervisor treats us with kindness and empathy. So even when I am confronted with challenging tasks, I put in all my best to resolve it with little or no guidance from my supervisor (Interviewee "G").
- 9 I don't know any employee at my level that can say that they were able to accomplish most of the things in their personal lives that is in tandem with their job requirements. This is because the work load in BPO companies is usually high which employees are expected to complete within a very short period of time thereby living little or no opportunity for employees to engage in other non-work related activities (Interviewee "A").
- 10 I am proud of working for this company because management because of the moral support and encouragement I receive from my supervisor which encouraged me to trust and respect my leaders. Moreover, I feel valued through the awards and recognitions I have received so far, and was treated with indifference, thus, I will continue to stay with the organization provided they continue to provide the opportunity for personal growth and development for employees (Interviewee "E").
- 11 Although I am happy to work for this company, however, I don't think I will spend the rest of career here because my major goal is to secure a high paying job possibly in another in the future. So my stay in this company for the time being to gain enough experience that I can use to further my career prospects with another country in the future (Interviewee "F").
- 12 I joined this BPO Company because it is the easiest job I can find. The job is also difficult and stressful, thus I do not think I will spending the rest of future in this company in the long-term" (Interviewee "G").



- 13 I have been in this position with this BPO Company for nine years now without any promotion even though I am highly committed to my work. The awards and recognitions given to me is not enough without promotion to a higher position. Thus, I am not ready to spend the rest of my career in this company (Interviewee "D").
- 14 I joined this organization simply because I could not find a job that befits my qualification. And because I have family members that depend on me, so I have no choice but to work in this BPO company as a means of survival. Regardless, I will continue working for the company until such a time I have a better offer elsewhere (Interviewee "G").
- 15 In my own case, I joined this BPO Company because I could not further my education. So, I am hoping to quit my job and return to school once I am able to save enough money. However, I will continue working for this company for the time being" (Interviewee "H").
- 16 Even if I leave this company today, I don't think my life will be disrupted because I believe I can get another either here in the country or abroad (Interviewee "I").
- 17 My life is not tied to this company so leaving the organization is not a big deal because I can tell that you that people come and go in this company on a daily basis (Interviewee "J").
- 18 Leaving my current job will not in any way disrupt my life because I am feel I am ready to take up another challenge in the future with another different company. Moreover, the stress, workload and small amount of salary I receive; is not for me to start up a family, a reason why I am still single" (Interviewee "H").
- 19 My obligation to work is first to my employer and finally to my colleagues. Have this personal motivation to help the company and my colleagues succeed in whatever way I can (Interviewee "C").
- 20 I always help my company and colleagues in dealing with difficult clients when the need for it arises even when I am not told to do so (Interviewee "E").
- 21 Although I am happy working for this company, however, management has not done much to motivate and prevent employees from resigning". For example, the current incentives on health and leave days are limited and poor, and this negatively influenced some of my colleagues to leave the company after working for less than three months (Interviewee "I").
- 22 For me joining this company was borne as out of the desire to help myself and family to be financially stable. However, I do not plan to spend the rest of career here because the incentives/support are poor, and in some instances, sick employees are still pressured to report to work because of the fear of their salaries being deducted of losing their jobs (Interviewee "A").
- 23 I feel like I am part of my organization's family, but honestly if I see another job opportunity, I will leave for good (Interviewee "B").
- 24 Even I am passionate about this company, I do not see a long-term future here because there are better job opportunities with less physical and mental stress out there and also because the company has not done enough to encourage employees to see the organization as their own (Interviewee "D").
- 25 Given my current age, I expect my company to double their efforts in their work-life balance policies because the older I get the more I need rest, and more time for non work activities. With this in place, I will be able to continue to give my best to the organization in the long term (Interviewee "D").
- 26 Because I am getting older, I expect the management of my company to increase and improve its work life balance because of our failing health condition and also because we are not as strong as the young employees. So for these reasons, older employees have different needs compared to younger employees (Interviewee "D").
- 27 In my view, older employee's commitment will increase if the company's work life balance will be designed in accordance with their age. Consequently, employees continue to grow older, they will continue to demand for changes in work life balance of their company to meet their needs. If this satisfied, then they can continue to increase their engagements and loyalty to stay with the company in the long-term will naturally occur (Interviewee "I").