

Work-Life Balance and Job Performance Among Employees of a Tertiary Hospital in the Philippines

Asia Pacific Journal of
Academic Research in
Business Administration

Vol. 3, No. 1, 10-24

April 2017

apjarba@lpubatangas.edu.ph

P-ISSN: 2467-6691

E-ISSN: 2467-5148

David Angelo D. Sianquita (MBA)¹, Jake M. Laguador (Ed.D.)²

Graduate School, Lyceum of the Philippines University,

Batangas City, Philippines

¹david_angelo_3@yahoo.com, ²jmlaguador@lpubatangas.edu.ph

Date Received: March 20, 2017; Date Revised: April 9, 2017

Abstract - This study aimed to determine the degree of work-life balance and job performance of employees in one tertiary hospital in the Philippines. Descriptive type of research was utilized in the study. Results showed that there are six (6) in every ten (10) hospital employees have high level of work-life balance in terms of managing time and stress while half of them have perceived very high level of social skills and work habits in terms of job performance. The group of male late-middle aged adults from 41-50 years old has significantly higher work-life balance in terms of managing self while young unmarried adults have significantly lower work-life balance in managing leisure. Employees who are high school graduates having 2-4 years in service have significantly higher work-life balance in terms of managing self compared to employees with 8-10 and 11 years and above in service and bachelor's and master's degree holders. Meanwhile, non-medical employees have significantly higher level of managing self than those employees belong to medical group.

Keywords: work-life balance, job performance, tertiary hospital, descriptive research

INTRODUCTION

People often overlooked the idea of weighing the purpose of their daily activities that lead to imbalance quality of living. Employees with a high need for achievement are often considered by a continuous urge to strive for excellence [1]. For those who try to balance priorities in life, this has been a popular phrase "We work to live, not live to work". Juggling work demands and non-work priorities, as well as considering work-life balance can be very hard to manage [2]. Beauregard and Henry [3] noted that the business case for work-life balance practices, as espoused by many organizations, rests on attracting better applicants and reducing work-life conflict among existing employees in order to enhance organizational performance.

Heathfield [4] described work-life balance as a model that sustains the efforts of employees to split their time and energy between work and the other important aspects of their lives. It is a daily effort to make time for family, friends, community participation, personal growth, self-care, and other personal activities, in addition to the demands of the workplace. With the assistance of the employers, who institute policies, procedures, actions, and

expectations, work-life balance enables employees to easily pursue more balanced lives.

This study explored on the work-life balance in terms of managing self, time, stress and leisure according to the concept of Davidson [5] who is an expert in the field under study. Managing self with respect to time is a basic consideration to avoid stress and more opportunities for leisure. In support, Rubenfire [6] emphasized that people want to work really hard and know their work needs to fit well with their personal life where setting a framework for culture or ideas that employees can rally around is one way of accomplishing this.

According to research conducted by the Corporate Executive Board among more than 50,000 global workers, work-life balance ranks as the second most important workplace attribute behind compensation. Employees who feel they have a better work-life balance tend to work 21 percent harder than those that do not [7].

Heathfield [4] added that when people spend the majority of their days on work-related activities, they have the feeling of neglecting the other important components of their lives and resulting to stress and unhappiness. People in careers devoted to helping

others, like those in the healthcare industry are the ones facing challenges to find time for self-care [8] and they are often the worst at maintaining a healthy work-life balance [9]. They are facing a lot of pressure from the expectations of the patients and the hospital clients where they are in the forefront of the business operation of the organization.

In today's fast paced business world, it is becoming more and more difficult to achieve work life balance. Employers expect more from staff, and they are increasingly putting additional pressure on them to achieve greater results. Maintaining work life balance is not only important for the personal health and relationships, but it can also improve the efficiency of work performance [10]. The result of a poor balance between work and personal life not only affects employees, but it also affects the companies that they work for [11]. Employee stress can increase to the level of burnout, resulting in lower productivity at work, a higher potential for stress related health problems and absenteeism, with the associated costs related to these being passed on to the company. In addition to this, personal and co-worker relationships and reduced job satisfaction can be experienced by employees.

It is therefore the aim of the study to provide a baseline data about the work-life balance of the employees in one tertiary hospital in the Philippines. The results may be used as inputs to propose a program to enhance the work-life balance and job performance among these employees under study. Helping the organization to find more ways on how to serve better all of its stakeholders is the significant purpose of this investigation.

OBJECTIVES OF THE STUDY

The main focus of this research is to determine the degree of work-life balance and job performance of employees in one tertiary hospital in the Philippines. More specifically, it described the demographic profile of the hospital employee-respondents according to age, sex, marital status, educational attainment, length of service and nature of work; determine the respondent's degree of work-life balance in terms of managing self, time, stress and leisure; determines the job performance of the respondents; identify the difference of responses on the degree of work-life balance and job performance when grouped according to demographic profile; and test the significant relationship between work-life balance and job performance.

METHODS

Research Design

The descriptive correlation method of research was used to gather the needed information on the work-life balance and job performance among the employees of a tertiary hospital in the Philippines and their demographic profile. Descriptive studies provides essential knowledge about the structure of object, persons, events or phenomenon such as schedules, interviews, observation, test questionnaires to mention and so on. Furthermore it shows the relationship between variables.

Participants

Based on the supplied data by the Human Resource Department of the tertiary hospital under study, there were 306 total populations of regular employees as of first quarter of 2017. Only regular employees were considered because they have enough experience in dealing with people and they have already an idea regarding the culture and behavior in the organization. They could able to adjust in the work environment.

The researcher retrieved the 279 or 91 percent out of the 306 distributed questionnaires to the respondents. Some limitations are being considered during the time of distribution by the researcher including the period when respondents are full of activity and extremely toxic in view of their work demand.

Instrument

The data gathering instrument was divided into three different parts which include the demographic profile, work-life balance and job performance. The introductory part includes short information explaining the background and purpose of the research.

Part 1 includes the demographic profile of the respondents in terms of age, sex, marital status, educational attainment, length of service and nature of work.

Part 2 is a combination of self-made and standardized but modified questionnaire according to the Questionnaire on an Empirical Analysis of Work-life balance on women employees by Swarnalatha [12]. The instrument for Work-Life Balance was pilot tested and obtained a computed cronbach's alpha value of 0.928 for self management, 0.942 for time management, 0.934 for stress management and 0.942 for leisure management after reliability test which are

considered good/acceptable for use based on the rule of thumb.

Part 3 is adapted from the employee performance evaluation of the hospital. The content of the questionnaire are validated by the experts and the result of reliability are secured from the statistics center.

Procedure

A letter of request is submitted to the Human Resource Department thru the Hospital Administrator. Upon approval of the request to conduct the survey of its employees, the researcher distributed and retrieved the questionnaire with the help of some employees from the respondents.

Support compliance to research ethics protocol such as informed consent was done. They were informed regarding the purpose of the study and the researcher ensured that they are willing to participate as respondents of this study. Those respondents who were not able to accomplish the questionnaire were not pressured nor obliged to answer. They were also informed that all information they provided in the questionnaire will be treated with strict confidentiality and will solely be used for the purpose of this study.

Data Analysis

The needed data were tallied, encoded and interpreted using descriptive and inferential statistics such as frequency count, weighted mean, Analysis of Variance (ANOVA) and Pearson. Product Moment Correlation was used to test the relationship between the work-life balance and job performance. The given scale was used to interpret the result of the work-life balance and performance: 3.50-4.00: Always (A)/Very Good (VG); 2:50-3.49: Sometimes (So)/Good (G); 1.50-2.49: Seldom (Se)/Fair (F); 1.00-1.49: Never (N)/Poor (P).

RESULTS AND DISCUSSION

Table 1 shows the frequency and percentage distribution of respondents according to their socio demographic profile. In terms of age, majority of the respondents fall on the age bracket of 21-30 years old and obtained a frequency of 140 or 50 percent. This is followed by the age bracket of 31-40 years old with the frequency of 81 or 29 percent. The age of 41-50 years old has a frequency of 48 or 17 percent. The age 51 years old and above has the least number of frequency of 13 or 4 percent. The result shows that majority of the employee are relatively young

individuals that mostly ranges from 21-30 years old and followed by 31-40 years old.

Table 1. Frequency and Percentage Distribution of Respondents' Profile

Age	f	%
21-30	140	49.6
31-40	81	28.7
41-50	48	17.0
51 & Above	13	4.6
Sex		
Male	112	40.88
female	162	59.12
Marital Status		
Single	118	42.14
Married	145	51.79
Widower/Separated	8	2.86
Single Parent	9	3.21
Educational Attainment		
High School	30	10.6
Associate	52	18.4
Bachelor	164	58.2
Master's	36	12.8
Length of Service		
Less Than 2 years	85	30.47
2-4 years	79	28.32
5-7 years	53	19.00
8-10 years	33	11.83
11 years & Above	29	10.39
Nature of Work		
Non-medical	134	48.03
Medical	145	51.97

As to sex distribution, more than half of the respondents were female with the frequency of 162 or 59 percent while 112 or 41 percent of the respondents are male. The result shows that majority of the respondents are female compared to the number of male respondents.

In terms of the respondent's marital status, more than half of the respondents were married with a frequency of 145 or 52 percent. This is followed by single with a frequency of 118 or 42 percent. While Single parent and widower/ separated are almost the same which has a frequency of 9 and 8 respectively or with equal number of percentage of 3. The result shows that majority of the respondents are married employees and followed by single ones that is more than 40 percent and the rest are single parent and widower / separated.

The educational attainment reveals that the majority of the respondents were Bachelor's Degree

holder with a frequency of 164 or 58 percent. It is followed by respondents with Associate Degree with a frequency of 52 or 18 percent. The respondents with Masters Degree have a frequency of 36 or 13 percent. While respondents who are High School graduate have a frequency of 30 or 11 percent. The result shows that more almost 60 percent of the respondents finished Bachelor's Degree and the rest are Associate and Master's Degree. The least are High School graduates.

In the length of service, most of respondents have been in the service for less than 2 years since it obtained the highest frequency of 85 or 31 percent. 79 or 28 percent of the respondents fall in the year bracket of 2 to 4 years while 53 or 19 percent fall in the year bracket of 5 to 7 years. 33 or 12 percent of the respondents are employed for 8 to 10 years and only 29 or 10 percent of the respondents fall in the year bracket of 11 years and above.

The result shows that majority of the respondents are relatively new in terms of the length of service since most of them are less than 2 years followed by 2-4 years which is more than 30 percent. The rest are 5-7 years, 8-10 years and 29 of the respondents worked with the hospital for 11 years and above.

In terms of the respondent's nature of work, more than half of the respondents were in the medical with

a frequency of 145 or 52 percent while 134 or 48 percent of the respondents were in non-medical. The result shows that in terms of nature of work, it is safe to say that there is an equal distribution of work since the percentage for medical and non-medical is almost equal.

Table 2 presents the degree of work-life balance of the hospital employees in terms of managing self. There is a 45 percent of the respondents believed that sometimes they have enough time to think, plan and schedule their day-to-day activities (3.28) while 41.8 percent of them are always doing this. Meanwhile, 52.1 percent of the respondents believed that sometimes they have sufficient time to take care of themselves (3.18) while 33.3 percent of them always have adequate time. The 68.8 percent of them sometimes can spend the time they want on their own self-development (3.16) while 24.1 percent can always have time for career growth.

The 58.2 percent of the respondents believed that sometimes they are able to spend suitable time on their personal endeavors (3.12) while 27.7 percent of them are always doing this. Meanwhile, 52.1 percent of respondents believed that sometimes they are able to eat regularly for their proper nutrition (3.11) while 30.5 percent of them are always able to eat on a regular basis for their health.

Table 2. Degree of Work-Life Balance in terms of Managing Self

Managing Self	Percentage of Responses			WM	VI	Rank
	Always	Sometimes	Seldom- Never			
1. I can spend the time I want on my own self development.	24.1	68.8	7.1	3.16	So	3
2. I have enough time to think, plan and to schedule my day-to-day activities.	41.8	45.0	13.1	3.28	So	1
3. I have sufficient time to take care of myself.	33.2	52.1	14.6	3.18	So	2
4. I am able to eat regularly for my proper nutrition.	30.5	52.1	17.4	3.11	So	5
5. I have sufficient time to rest and relax.	28.7	52.8	18.4	3.10	So	6
6. I undergo physical exercise regularly.	22.4	47.0	30.6	2.85	So	10
7. I have enough time to treat myself.	24.1	54.3	21.6	3.01	So	9
8. I have sufficient time of sleep every day.	26.6	54.3	19.1	3.07	So	8
9. I have time and energy to engage in any activities that I want to do.	26.6	56.4	17.0	3.09	So	7
10. I am spending suitable time on my personal endeavors.	27.7	58.2	14.2	3.12	So	4
Average Percentage	28.6	54.1	17.3			
Composite Mean				3.10	So	

The 52.8 percent of them sometimes have sufficient time to rest and relax (3.10) while 28.7 percent can always do. There is a 56.4 percent of the respondents believed that sometimes they have time and energy to engage in any activities that they want to do (3.09) while 26.6 percent of them are always doing this.

The result showed that regular employee members sometimes have sufficient time to take care of their selves and have enough time to think, and plan for their day-to-day activities. It shows that even on a workplace that is considered busy most of the time; employees are still able to manage their selves as part of the work-life balance.

However, having sufficient time of sleep every day (3.07), having enough time to treat themselves (3.01) and undergoing physical exercise regularly (2.85) obtained the least weighted mean scores where almost more than 50 percent of the respondents answered sometimes and almost more than 20 percent agreed that they can always do these activities.

Based on the article of National Sleep Foundation [13] that not all shift workers suffer from sleep issues. Shift workers between roughly 25-30% experience symptoms of the disorder such as excessive sleepiness or insomnia. With insufficient time of sleep, it may result to lack of time to manage their selves in involving on physical activities including exercise.

With almost 30.6 percent of the regular employees have seldom to never chance of undergoing physical exercise regularly is an indication that is not being given emphasis on their day-to-day activity due to other routines which they seemed as priority. Having a 15 minute exercise everyday in various manners and anytime of the day would help them keep awake and feel better to perform their respective work assignments.

It is evident that the employee-respondents have enough time to keep their daily activities in place according to plan. They really devote time to manage their schedule to meet everyday targets and goals of the organization especially those employees in the nursing service where they need to establish good schedule of duty for them to address the operations of the hospital efficiently. The shifting schedule gave them different work-life activities weekly, that's why they have to keep their schedule planned and updated.

Taking care of oneself is a mind-set that needs to be considered and conditioned. They thought that this is being addressed eventually but in reality, they lack sufficient time to make it happen. Giving priority to self-development is like investing time for future

undertaking that prepares employees for more career opportunities and higher responsibilities. Having clear set of policies on promotions would have a greater pushed among the employees to strive harder in performing their functions effectively which served as an intrinsic motivation to climb in the corporate ladder.

Table 3 presents the degree of work-life balance of the hospital employees in terms of managing time. The 49.6 percent of the respondents believed that sometimes they can meet their requirements of their job without working for long hours (3.31) while 41.5 percent of them are always doing this.

Meanwhile, 56.2 percent of the respondents believed that sometimes they can schedule their preferred leave of absence with the support of their immediate superior (3.30) while 37.0 percent of them can always do this. The 59.9 percent of them sometimes can are able to spend their day off with their family and social life without worrying about their job responsibility (3.25) while 32.6 percent are always doing this.

This signifies that the hospital gives daily tasks to the employees that can be accomplished within 8 hours of work where overtime is not always necessary which supports the finding of having only one (1) in every four (4) employees seldom or never file for offset. The result shows that allowing the employees to have flexible hours and offset overtime hours sometimes has an impact on the respondents.

The 69.1 percent of the respondents believed that sometimes they are satisfied with the number of hours they work (3.18) while 24.8 percent of them are always satisfied. Meanwhile, 63.9 percent of respondents believed that sometimes the time for their family does not suffer as a result of their working hours (3.16) while 26.4 percent of them have answered as always. The 64.9 percent of them sometimes are able to go out and have their social life despite the number spent in working hours (3.14) while 25.5 percent are always capable making this possible. The 68.1 percent of the respondents sometimes are able to attend their family needs even if they have long job hours (3.11) while 22.3 percent of them are always able of doing this.

The result shows that respondents are still able to sometimes manage their time and does not require them to work for longer hours and even manage to choose their leave of absence as supported by their immediate superior. It is an indication that employees of this hospital are still able to have a good work-life balance in terms of managing time.

Table 3. Degree of Work-Life Balance in terms of Managing Time

Managing Time	Percentage of Responses			WM	VI	Rank
	Always	Sometimes	Seldom- Never			
1. I am satisfied with the number of hours I work.	24.8	69.1	6.0	3.18	So	4
2. I can meet the requirements of my job without working long hours.	41.5	49.6	8.9	3.31	So	1
3. My family time does not suffer as a result of my working hours.	26.4	63.9	9.6	3.16	So	5
4. My workplace provides technological resources that allow me to work from home if I have family affairs to attend to.	19.9	63.5	16.7	2.98	So	9
5. I can attend to my family needs even if I have long hours on my job.	22.3	68.1	9.6	3.11	So	7
6. I can schedule my preferred leave of absence supported by my immediate superior.	37.0	56.2	6.8	3.30	So	2
7. I am able to spend my day off with my family and social life without worrying about my job responsibility.	32.6	59.9	7.4	3.25	So	3
8. Despite the number of hours spent working, I am still able to go out and have my social life.	25.5	64.9	9.6	3.14	So	6
9. Flexible number of hours is allowed in my workplace.	31.6	54.3	14.2	3.09	So	8
10. We are allowed to offset for the overtime we worked instead of paying us.	16.2	57.9	25.9	2.78	So	10
Average Percentage Composite Mean	27.78	60.74	11.47	3.13	So	

Endorsement of tasks to the next shift of duties is being done on-time because nurses report to the office ahead of time. It is evident based on the findings that the duties and responsibilities of the hospital employees are not being taken home to be accomplished unlike other professions where job assignments and tasks can be done anywhere they are because of the support of online technology. But in the hospital setting is different, once the employee leaves the work place, they can do anything they want for themselves and family.

However, allowing flexible hours allowed in the workplace (3.09), providing technological resources that allows them to work from home whenever they have family affairs to attend to (2.98) and allowing them to offset for the overtime they worked overtime instead of paying them (2.78) obtained the least weighted mean scores where almost more than 50 percent of the respondents answered sometimes and almost more than 15 percent agreed that they can do these activities always.

According to Landrum [14], providing people space and time away from work permits them to catch up on truly needed activities, such as spending time with their families and getting sufficient sleep. When employees feel rested, they're much better-off to report to work.

Table 4 presents the degree of work-life balance of the hospital employees in terms of managing stress. The 58 percent of the respondents believed that sometimes they are able to manage their self when they experience mood swings, difficulty in making decisions, and loss of concentration (3.28) while 35.2 percent of them could always able to manage this. Meanwhile, 64.1 percent of the respondents believed that sometimes they are still able to perform their work properly even when they feel fatigued or tired (3.19) while 27.4 percent of them could always do. The 68 percent of them sometimes able to manage their self when they experience that their work performance is affected by stress and anxiety (3.17) while 24.9 percent an always do.

Table 4. Degree of Work-Life Balance in terms of Managing Stress

Managing Stress	Percentage of Responses			WM	VI	Rank
	Always	Sometimes	Seldom- Never			
1. I don't easily get irritated or frustrated.	12.1	76.2	11.7	2.99	So	10
2. I don't easily get tired and exhausted even if I don't have enough rest.	29.4	57.4	13.1	3.15	So	4
3. I am able to manage myself when I experience mental distraction caused by non-fulfilment of obligations.	21.3	67.7	11.0	3.09	So	8
4. My self-confidence / self-esteem is not affected even if I do mistakes most of the time.	18.1	70.5	11.4	3.05	So	9
5. I am able to manage myself when I experience mood swings, difficulty in making decisions, and loss of concentration.	35.2	58.0	6.8	3.28	So	1
6. I can still manage myself at work even if I am frustrated.	20.3	73.0	6.8	3.13	So	5
7. I am able to manage myself when I experience that my work performance is affected by stress and anxiety.	24.9	68.0	7.1	3.17	So	3
8. I am still able to perform my work properly even when I feel fatigued or tired.	27.4	64.1	8.5	3.19	So	2
9. I don't lose my appetite or skip meals even if I am stressed.	26.1	61.8	12.1	3.12	So	6
10. I don't easily get distracted even if something or someone really annoys me.	21.5	68.8	9.7	3.11	So	7
Average Percentage Composite Mean	23.6	66.5	9.8	3.13	So	

Employee-respondents could still able to control their behavior during stressful situations in the hospital, when they are facing difficulty in making decisions. They learn to keep themselves calm and in focus to avoid loss of concentration. Being alert at all times especially those in the night shift is hard to achieve and sustain which makes them feel tired and weary in the morning. They are also aware of their work performance which might be affected by stressful and toxic cases during emergencies. According to the article of Hotelleriejobs [15], when employees feel a greater sense of control and ownership over their own lives, they tend to have better relationships with management and are able to leave work issues at work and home issues at home.

The 57.4 percent of the respondents believed that sometimes they don't easily get tired and exhausted

even if they don't have enough rest (3.15) while 29.4 percent of them always believe on this. Meanwhile, 73 percent of respondents believed that sometimes they can still manage their self at work even if they are frustrated (3.13) while 20.3 percent of them are always able to control their self during times of frustration. The 61.8 percent of them believe that sometimes they don't lose their appetite or skip meals even if they are stressed (3.12) while 26.1 percent always believe that they don't lose their appetite and have their meal regularly even when stressed. The 68.8 percent of the respondents believed that sometimes they don't easily get distracted even if something or someone really annoys them (3.11) while 21.5 percent of them are always still focused even if something or someone is annoying.

Johnson [16] viewed that when stress is managed, a more positive mood occurs which has been proven to help protect physical and mental health with a happy, relaxed individual equals more positive and productive times around the people they care about.

However, being able to manage their self when they experience mental distraction caused by non-fulfillment of obligations (3.09), having their self-confidence / self-esteem not being affected even if they do mistakes most of the time (3.05) and not getting irritated or frustrated obtained the least weighted mean scores where almost more than 65 percent of the respondents answered sometimes and almost more than 10 percent agreed that they can manage this instances always.

In average, nearly nine (9) in every ten (10) employees have high to very high degree of work-life balance in terms of managing stress. Balanced employees tend to feel more motivated and less stressed out at work, which thereby increases company productivity and reduces the number of conflicts among coworkers and management [15].

Table 5 presents the degree of work-life balance of the hospital employees in terms of managing

leisure. The 50.2 percent of the respondents believed that sometimes they feel satisfied with their free / leisure hours (3.22) while 37.7 percent of them are always feeling contented on their free / rest time. Meanwhile, 52.3 percent of the respondents believed that sometimes they have regular time off schedule every week (3.13) while 34.2 percent of them always have adequate time off. The 49.6 percent of them sometimes are able to enjoy the days during their time off with their family and friends (3.18) while 35.6 percent are always doing this.

It is good to note that there is high percentage of employees who feel satisfied with their leisure hours which is considered one of the important elements of providing quality services to the employees. Human resources in any kind of business operations are being valued to get their full support in the achievement of the organization's mission. People could still find time to manage their leisure hours despite of busy schedule in the hospital. They know how to use properly their free time during weekends and day offs that help them unwind and be relaxed to recharge their energy for another week.

Table 5. Degree of Work-Life Balance in terms of Managing Leisure

Managing Leisure	Percentage of Responses			WM	VI	Rank
	Always	Sometimes	Seldom- Never			
1. I have time and energy to engage in any leisure activities that I want to do.	17.4	75.1	7.5	3.08	So	6
2. I feel satisfied with my free/leisure hours.	37.7	50.2	12.1	3.22	So	1
3. I am able to join extra-curricular events and social activities.	16.4	64.8	18.9	2.91	So	10
4. I am able to enjoy my time off without thinking of my work duties.	24.9	58.4	16.7	3.05	So	7.5
5. I am able to use my time off for relaxing and resting.	25.3	58.7	16.0	3.05	So	7.5
6. I am able to enjoy the days during my time off with my family and friends.	35.6	49.6	14.6	3.18	So	2.5
7. I am able to enjoy my time off without being bothered of reporting for work during emergency cases.	26.0	54.8	19.2	3.02	So	9
8. I am able to schedule when it comes to my vacation.	29.5	57.3	13.2	3.13	So	4.5
9. I have regular time off schedule every week.	34.2	52.3	13.5	3.18	So	2.5
10. Despite the number of hours spent for work and working shift, I am still able to go out and have my social life.	26.0	61.8	11.6	3.13	So	4.5
Average Percentage Composite Mean	27.4	58.3	14.3	3.10	So	

The 61.8 percent of the respondents believed that sometimes despite the number of hours spent for work and working shift, they are still able to go out and have their social life (3.13) while 26 percent of them are always doing this. Meanwhile, 57.3 percent of respondents believed that sometimes they are able to schedule when it comes to their vacation (3.13) while 29.5 percent of them are always doing this. The 75.1 percent of them sometimes have the time and energy to engage in any leisure activities that they want to do (3.08) while 17.4 percent believe that they have time and energy to be involved in other activities they want during their free time.

The result implies that the respondents are able to manage their leisure since 50 percent of the responses have the chance to have their regular time off and they feel satisfied with their free/leisure hours.

However, being able to use their time off for relaxing and resting (3.05), being able to enjoy their time off without thinking their work duties (3.05), being able to enjoy their time off without being bothered of reporting for work during emergency cases (3.02) and being able to join extra-curricular events and social activities (2.91) obtained the least weighted mean scores where almost more than 50 percent of the respondents answered sometimes and almost more than 15 percent agreed that they can do these activities always.

In average, there are three (3) with very high degree and six (6) with high degree in every ten (10) employees that could be able to manage their leisure activities appropriately.

Table 6 presents the job performance of employees in terms of work habits. The 61.6 percent of the respondents believe that they are always able to

report to work regularly (3.58) while 34.8 percent of them are sometimes able to be on their work regularly. Meanwhile, 47.3 percent of the respondents believed that sometimes they are able to practice self-discipline on their work (3.47) while 50.2 percent of them are always doing this. The 45.2 percent of them sometimes are able to demonstrate dedication and commitment to the task assigned to them (3.47) while 50.9 percent are always able to show devotion to the errands given to them. The 53 percent of them sometimes are able to show punctuality on their work (3.41) and 44.1 percent could always able to observe that.

The result shows that majority of the respondents are always able to report to work regularly where It can be classified as a positive indication for the job performance in terms of work habits.

However, being able to perform their task without much supervision (3.35) obtained the least weighted mean scores where almost 60 percent of the respondents answered sometimes and almost more than 35 percent agreed that they can do these activities always.

The result implies that since majority sometimes still needs supervision and guidance from their immediate superior since most of the respondents, based on demographic profile in terms of length of service are less than 2 years, most of them are relatively new.

It is already part of the culture and habit of the large percentage of the employees to report on their work regularly where they really value and practice self-discipline that serve as their guiding principle to demonstrate commitment and punctuality.

Table 6. Job Performance of Employees in terms of Work Habits

Work Habits	Percentage of Responses			WM	VI	Rank
	Always	Sometimes	Seldom- Never			
1. I am able to show punctuality on my work.	44.1	53.0	2.9	3.41	So	4
2. I am able to report regularly on my work.	61.6	34.8	3.6	3.58	A	1
3. I am able to perform my task without much supervision.	38.7	58.1	3.2	3.35	So	5
4. I am able to practice self-discipline on my work.	50.2	47.3	2.5	3.47	So	2
5. I am able to demonstrate dedication and commitment to the tasks assigned to me.	50.9	45.2	3.9	3.47	So	3
Average Percentage Composite Mean	49.1	47.7	3.2	3.46	So	

Table 7. Job Performance of Employees in terms of Work Skills

Work Skills	Percentage of Responses			WM	VI	Rank
	Always	Sometimes	Seldom- Never			
1. I am able to demonstrate the ability to operate machines needed on my job.	39.8	56.6	3.6	3.35	So	3
2. I am able to handle the details of the work assigned to me.	60.9	36.9	2.2	3.58	A	1
3. I am able to show flexibility (whenever the need arises)	37.6	59.1	3.2	3.34	So	4
4. I am able to manifest thoroughness and precise attention to details.	54.5	39.4	6.1	3.48	So	2
5. I am able to fully understand the linkage or connection between my previous, intervening and subsequent tasks.	39.4	55.7	5.0	3.33	So	5
6. I am able to usually come up with sound suggestions to problems.	37.6	57.1	5.4	3.32	So	6
Average Percentage Composite Mean	44.9	50.8	4.2	3.40	So	

Table 7 presents the job performance of employees in terms of work skills. The 60.9 percent of the respondents believed that they are always able to handle the details of the work assigned to them (3.58) while 36.9 percent of them are sometimes are able to do this. Meanwhile, 39.4 percent of the respondents believed that sometimes they are able to manifest thoroughness and precise attention to details (3.48) while 54.5 percent of them always observe and pay close attention. The 56.6 percent of them sometimes are able to demonstrate the ability to operate machines needed on their job (3.35) while 39.8 percent are always doing this. The 59.1 percent of the respondents believed that sometimes they are able to show flexibility whenever the need arises (3.34) while 37.6 percent of them are always doing this. The 55.7 percent of the respondents are able to fully understand the linkage or connections between their previous, intervening and subsequent tasks (3.33) while 39.4 percent of them are sometimes are able to do this. The result shows that majority of the respondents are always able to handle the details of the work assigned to them which shows that the employees have the proper skills to perform the task given to them.

However, being able to usually come up with sound suggestions to problems (3.32) obtained the least weighted mean scores where almost 60 percent of the respondents answered sometimes and almost more than 35 percent agreed that they can do these activities always. Attention to detail is being given emphasis on the work assignments of these hospital employees to manifest precision. Half of the total populations of the respondents have high degree of

work skills while 4 to 5 in every ten (10) have rated themselves with very high degree of this skill.

Table 8 presents the job performance of employees in terms of social skills. The 58.2 percent of the respondents believed that they are always able to show respect and courtesy in dealing with their peers and supervisors (3.53) while 36.4 percent of them are sometimes doing this. Meanwhile, 53.2 percent of the respondents believed that they are always able to show poise, self-confidence and gratitude for any form of assistance granted to them by others (3.50) while 44.3 percent of them are sometimes doing this. The 52.5 percent of them believe they are always capable of learning from and listening to their co-workers (3.50) while 45.7 percent are sometimes capable of it.

The 50.7 percent of the respondents believed that sometimes they are able to show appreciation and gratitude for any forms of assistance granted to them by others (3.46) while 48.2 percent of them are always doing this. Meanwhile, 48.6 percent of respondents are willingly helping others whenever necessary in the performance of their tasks (3.46) while 48.9 percent of them are always able to show being supportive when need arises.

The result shows that majority of the respondents are always able to respect and courtesy in dealing with their peers and supervisors. This supports the article of Maislin [17] that a respectful workplace generates engaged and productive employees. Conversely, workplaces where employees feel disrespected experience high levels of conflict, turnover, grievances, and low levels of commitment, attendance and productivity.

Table 8. Job Performance of Employees in terms of Social Skills

Social Skills	Percentage of Responses			WM	VI	Rank
	Always	Sometimes	Seldom- Never			
1. I am able to show tact in dealing with different people I have contact with.	38.9	58.6	2.5	3.36	So	7
2. I am able to show respect and courtesy in dealing with my peers and supervisors.	58.2	36.4	5.4	3.53	A	1
3. I am able to willingly help others (whenever necessary) in the performance of my tasks.	48.9	48.6	2.5	3.46	So	5
4. I am capable of learning from and listening to my co-workers.	52.5	45.7	1.8	3.50	A	2.5
5. I am able to show appreciation and gratitude for any form of assistance granted to me by others.	48.2	50.7	1.1	3.46	So	4
6. I am able to show poise, self-confidence and always well-groomed.	53.2	44.3	2.5	3.50	A	2.5
7. I am able to show maturity when it comes to my emotion.	42.9	55.4	1.8	3.41	So	6
Average Percentage Composite Mean	49.0	48.5	2.5	3.46	So	

However, being able to show maturity when it comes to their emotion (3.41) and able to show tact in dealing with different people they have contact with (3.36) obtained the least weighted mean scores where almost more than 55 percent of the respondents answered sometimes and almost more than 35 percent agreed that they can do these activities always.

The result implies that being able to show maturity when it comes to their emotion and being able to show intact with different people they have contact with has an impact to the respondents. In general, it shows that they really value respect and courtesy to maintain harmonious relationship among peers both in the medical and non-medical service departments. It gives high sense of professionalism and adherence to ethical standards.

Table 9. Difference on Work-Life Balance and Job Performance when grouped according to Age

Work-Life Balance	21-30	31-40	41-50	51-Above	f-value	p-value
Self	3.02	3.07	3.31	3.30	5.419*	.001
Time	3.10	3.11	3.25	3.11	1.806	.146
Stress	3.11	3.17	3.12	3.07	.487	.692
Leisure	2.97	3.21	3.27	3.18	6.267*	.000
Job Performance						
Work Habits	3.44	3.42	3.54	3.55	1.079	.359
Work Skills	3.40	3.39	3.41	3.45	.075	.974
Social Skills	3.48	3.40	3.49	3.55	.992	.397

*Significant at p-value <0.05

Table 9 reveals the difference of responses on the degree of work-life balance and job performance when grouped according to age. The group of

respondents belongs to 41-50 years old has significantly higher work-life balance in terms of managing self, compared to 21-30 and 31-40 years old age brackets. Likewise, the group of respondents belongs to 21-30 years old has significantly lower work-life balance in managing leisure compared to 31-40 and 41-50 years old age brackets.

However, there is no significant difference on managing time and stress in terms of work-life balance as well as in the work habit, work skills and social skills under the dimension of job performance as indicated by the computed p-values which are greater than the 0.05 level of significance. This signifies that no matter what age the employees will be they have different approaches on how to manage time and stress with respect to their job performance. This also implies that there is no specific age bracket this can be handled appropriately.

Table 10. Difference on Work-Life Balance and Job Performance when grouped according to Sex

Work-Life Balance	Male	Female	t-value	p-value
Self	3.16	3.05	1.968*	0.049
Time	3.13	3.12	.130	0.897
Stress	3.13	3.13	-.099	0.921
Leisure	3.05	3.13	-1.224	0.222
Job Performance				
Work Habits	3.38	3.52	-2.544*	0.012
Work Skills	3.33	3.44	-2.085*	0.038
Social Skills	3.40	3.50	-1.951	0.052

*Significant at p-value <0.05

Table 10 reveals the difference of responses on the degree of work-life balance and job performance when grouped according to sex. There is a significant difference of response on the degree of work-life balance between male and female employees in terms of managing self as denoted by the computed p-value of 0.049 which is less than the 0.05 level of significance. Result shows that male employees have significantly higher level of work-life balance activities in managing self compared to female employees.

Meanwhile, female employees have significantly higher perceived level of job performance in terms of work habits and skills compared to male employees as indicated by the computed p-values of 0.012 and 0.038, respectively which are less than the 0.05 level of significance.

Table 11. Difference on Work-Life Balance and Job Performance when grouped according to Marital Status

Work-Life Balance	Single	Married	f-value	p-value
Self	3.06	3.13	-1.202	0.230
Time	3.09	3.17	-1.506	0.133
Stress	3.12	3.12	.031	0.976
Leisure	3.01	3.17	-2.440*	0.015
Job Performance				
Work Habits	3.44	3.48	-.828	0.480
Work Skills	3.41	3.38	.482	0.630
Social Skills	3.47	3.45	.454	0.651

*Significant at p -value < 0.05

Table 11 reveals the difference of responses on the degree of work-life balance and job performance when grouped according to marital status. There is a significant difference of response between single and married employees in the work-life balance in terms of managing leisure as denoted by the computed p-value of 0.015 which is less than the 0,05 level of significance. This signifies that married employees have significantly higher level in managing leisure compared to unmarried employees. A family man and woman need to provide their children with the quality time together especially going to church every Sunday and eat for lunch compared to unmarried employees where sometimes they devote their time sleeping all day during day off or spend their time playing games in the cellphone. Unmarried employees have also time for long vacation but not always and they see to it could be fun and exciting together with their friends

and relatives even once or twice in a year.

However, there is no significant difference on managing self, time and stress as well as in the job performance between single and married employees as indicated by the computed p-values which are greater than the 0.05 level of significance. It means that they have the tendency to obtain either high or low levels on these dimensions of work-life balance and job performance. There is no specific marital status on the scope of this study that this can be differently performed. It is good to note that they can both perform the duties and responsibilities in the hospital very well.

Table 12. Difference on Work-Life Balance and Job Performance when grouped according to Educational Attainment

Work-Life Balance	HS	Assoc	BS	MA	f-value	p-value
Self	3.26	3.23	3.05	3.01	3.646*	0.013
Time	3.17	3.13	3.12	3.13	.019	0.951
Stress	3.04	3.14	3.15	3.11	.111	0.544
Leisure	3.15	3.11	3.07	3.14	.283	0.838
Job Performance						
Work Habits	3.46	3.45	3.47	3.41	.046	0.867
Work Skills	3.34	3.33	3.42	3.43	.154	0.499
Social Skills	3.40	3.40	3.49	3.48	.149	0.493

*Significant at p -value < 0.05

Table 12 reveals the difference of responses on the degree of work-life balance and job performance when grouped according to educational attainment. The group of respondents belongs to High School Graduates has significantly higher work – life balance in terms of managing self, compared to Bachelor's and Master's Degree Holders as denoted by the computed p-value of 0.013 which is lower than the 0.05 level of significance.

However, there is no significant difference in managing time, stress and leisure in terms of work-life balance as well as the job performance when grouped according to educational attainment as indicated by the computed p-values which are greater than the 0.05 level of significance. This signifies that educational attainment is not considered a good factor to describe the job performance of these hospital employees. They could have low and high perceived level of job performance across all groups of educational attainment where computed variances between groups are not sufficient to mark one group as different from the other.

Table 13. Difference of responses on the Degree of Work-Life Balance and Job Performance when grouped according to Length of Service

Work-Life Balance	< 2	2-4	5-7	8-10	11&>	f-value	p-value
Managing Self	3.11	2.98	3.08	3.24	3.26	2.756*	.028
Managing Time	3.17	3.08	3.07	3.15	3.22	1.142	.337
Managing Stress	3.20	3.10	3.06	3.15	3.11	1.176	.322
Managing Leisure	3.11	3.05	3.06	3.17	3.25	.990	.414
Job Performance							
Work Habits	3.43	3.44	3.45	3.45	3.64	1.420	.227
Work Skills	3.39	3.45	3.32	3.37	3.51	1.196	.313
Social Skills	3.43	3.48	3.41	3.44	3.65	1.723	.145

*Significant at $p\text{-value} < 0.05$

Table 13 reveals the difference of responses on the degree of work-life balance and job performance when grouped according to length of service. There is a significant difference of responses on the degree of work-life balance and job performance in terms managing self when grouped according to length of service. The employees having 2-4 years have significantly lower level of managing self, compared to employees with 8-10 and 11 years and above in service. This signifies that those with longer length of service have already adjusted to the nature of work where they can already handle appropriately any work conditions and they can manage their duties and responsibilities with minimal stress.

Table 14. Difference on Work-Life Balance and Job Performance when grouped according to Nature of Work

Work-Life Balance	Non-Medical	Medical	f-value	p-value
Managing Self	3.25	2.96	5.137*	0.000
Managing Time	3.15	3.12	.520	0.603
Managing Stress	3.10	3.16	-1.170	0.243
Managing Leisure	3.15	3.07	1.280	0.202
Job Performance				
Work Habits	3.49	3.44	.833	0.406
Work Skills	3.38	3.42	-.778	0.437
Social Skills	3.44	3.49	-.945	0.345

*Significant at $p\text{-value} < 0.05$

Table 14 reveals the difference of responses on the degree of work-life balance and job performance when grouped according to nature of work. There is a significant difference of response on the degree of work-life balance and job performance of the employees between non-medical and medical in terms managing self as denoted by the computed p-value which is less than the 0.01 level of significance.

Therefore, the null hypothesis is rejected. This signifies that the non-medical employees working in the administrative personnel and utility have significantly higher level of managing self than those employees belong to medical group that include the nurses and medical technologists.

However, there is no significant difference on managing time, stress and leisure, as well as the work habits, work skills and social skills as indicated by the computed p-values which are all greater than the 0.05 level of significance. This signifies that both groups have diverse work-life balance related activities and levels of job performance wherein the computed variance is not sufficient to make any difference between groups.

Table 15. Significant relationship between work-life balance and job performance

		Work Habits	Work Skills	Social Skills
Managing Self	r-value	.228(**)	.261(**)	.182(**)
	p-value	.000	.000	.002
Managing Time	r-value	.350(**)	.413(**)	.329(**)
	p-value	.000	.000	.000
Managing Stress	r-value	.277(**)	.423(**)	.296(**)
	p-value	.000	.000	.000
Managing Leisure	r-value	.353(**)	.405(**)	.399(**)
	p-value	.000	.000	.000

**Significant at $p\text{-value} < 0.01$

Table 15 reveals the significant relationship between work-life balance and job performance. There is a significant relationship between the work-life balance and job performance of the employees in one private hospital in Batangas City as denoted by the computed p-values which are all less than the 0.05 level of significance. Therefore, the null hypothesis is rejected. This signifies that the higher the work-life

balance related activities of the respondents; there is a possibility of having high job performance.

Employees with adequate quality time for self, family and friends have also enough capacity to fulfill their work assignments and job responsibilities without suffering their health and social obligations. They have the motivation to explore their potentials to exhibit good work habits and social skills in the workplace in order to maintain conducive work environment. It helps the organization to have smooth flow of every operation that gives a positive image to the services being delivered to all stakeholders. Gröpel and Kuhl [18] found out that the perceived sufficiency of the time available for work and social life predicts the level of well-being only if the individual's needs are fulfilled within that time.

CONCLUSION AND RECOMMENDATION

Half of the hospital employee-respondents are young adults from 21 to 30 years old who are married females and bachelor's degree holders having less than 2 years in medical related services of the hospital. There are six (6) in every ten hospital employees have high level of work-life balance in terms of managing time and stress while half of them have perceived very high level of social skills and work habits in terms of job performance. The group of male late-middle aged adults from 41-50 years old has significantly higher work-life balance in terms of managing self while young unmarried adults have significantly lower work-life balance in managing leisure. High School Graduates and employees having 2-4 years have significantly higher work-life balance in terms of managing self, compared to employees with 8-10 and 11 years and above in service and bachelor's and master's degree holders. Meanwhile, non-medical employees have significantly higher level of managing self than those employees belong to medical group.

The dimensions of the work-life balance in terms of managing self, time, stress and leisure can possibly consider as good factors of job performance. The findings of this study are limited only to the employees of the hospital under study wherein the results cannot be generalized.

It is recommended that the hospital management may consider rewarding system like loyalty award that acknowledges employees for working with the hospital for longer service and encourage them to continuously work with them. The Human Resource Management Office may consider planning and organizing programs and activities that will enhance

the promotion of work-life balance to employees and may further encourage and offer training benefits to assist employees to improve their skills and performance. The hospital management may review and improve the salary scale to boost the employee performance and satisfaction. Future researchers may compare results of work-life balance between private and public hospital and may include other variables such as productivity, job outcomes and quality service as well as investigating the management support to the work-life balance of the employees.

REFERENCES

- [1] Nelson, D. & Quick J.C. (2012). *Organizational Behavior Philippine Edition*
- [2] Salansan, E. (2011), *Work-life programs and organizational commitment*: Date Retrieved: April 2, 2017, from <https://goo.gl/KihEQG>
- [3] Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human resource management review*, 19(1), 9-22.
- [4] Heathfield, S. (2016), *Work-life Balance, Employers Assist Employee Work-life Balance with Flexible Policies*: Date Retrieved: April 2, 2017, from <https://goo.gl/95ECz7>
- [5] Davidson, J, (2014), *What is Work-life Balance*, Date Retrieved: April 4, 2017 from <https://goo.gl/3EWjSV>
- [6] Rubenfire, A. (2015), *Best Places to Work winners promote work-life balance*: Date Retrieved: April 2, 2017, from <https://goo.gl/ZZEExx>
- [7] Larsen, D. (2013), *Dayton Daily News, Work-life balance increases employee satisfaction, productivity*, Date Retrieved: April 2, 2017 from <https://goo.gl/VotIxx>
- [8] Soper, M. (2016), *The Importance of Work-Life Balance in the Healthcare Industry*: Date Retrieved: April 2, 2017, from <https://goo.gl/f9E8Hh>
- [9] Iste, C. (2015), *Work-life balance in healthcare: The fundamentals*: Date Retrieved: April 2, 2017, from <https://goo.gl/rrBHVF>
- [10] Hutton, L. (2015), *3 Reasons Why Work Life Balance Is Important*, Date Retrieved: April 2, 2017, from <https://goo.gl/x1osZx>
- [11] *The Importance of Work Life Balance*, (2015), Date Retrieved: April 2, 2017 from <https://goo.gl/HMVXcN>
- [12] Swarnalatha, T.S (2013), *An Empirical analysis of work life balance on women employees a study with reference to banking sector at Chennai*, Date Retrieved: April 4, 2017 from <https://goo.gl/q3wsI3>
- [13] National Sleep Foundation, *Shift Work Disorder*, (2017), Date Retrieved: April 5, 2017 from <https://goo.gl/YbjGtN>
- [14] Landrum, S. (2015), *Inc. Productivity, Why Flexible Working Hours Make Employees More Productive*,

- Date Retrieved: April 5, 2017 from <https://goo.gl/OZyUHp>
- [15] HotellerieJobs, (2017), 10 Ways Employers can Encourage a Healthy Work-Life Balance for Employees, Date Retrieved: April 2, 2017 from <https://goo.gl/Lw0Q94>
- [16] Johnson, S. (2015), Importance of work life balance in the workplace, Date Retrieved: April 2, 2017 from <https://goo.gl/i65RcZ>
- [17] Maislin, Sue-Ann, (2014), shepell, Respect in the workplace: Why it's important and how we can help, Date Retrieved: April 5, 2017 from <https://goo.gl/9URu3s>
- [18] Gröpel, P., & Kuhl, J. (2009). Work–life balance and subjective well-being: The mediating role of need fulfilment. *British Journal of Psychology*, 100(2), 365-375.