

# Aspects of Identity and Worklife Balance of Service Crew in a Fastfood Industry

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## Abstract:

The purpose of this quantitative, non-experimental descriptive-correlational study was to determine the significant influence of aspects of identity to the work-life balance of service crew in a fast-food industry. Adapted, standardized questionnaires were used in the collecting data from 400 respondents, selected through cluster sampling approach. The data were collecting through face to face survey. Data analysis tools used were weighted mean, Pearsons-r, and regression analysis. Results showed that all the indicators of aspects of identity, to wit, personal identity orientation, relational identity orientation, social identity orientation and collective identity orientation, are all in high levels. Also, the indicators of work-life balance, to wit, support family, childcare dependent care, self management, personal life expectation, personal life satisfaction, work-life balance policies, workplace support, workload, financial assistance, work expectations and work satisfaction are in high level. It was also found out that the aspects of identity has significant relationship to work-life balance of service crew in a fast food industry. With regression analysis, social identity orientation, collective identity orientation, and personal identity orientation are the domains of aspects of identity that have significant influence to work-life balance. Of the three domains, social identity orientation was observed to be the best predictor of work-life balance

**Keywords:** aspects of identity, work life balance, fast food industry, service crew, Philippines

## Chapter 1 INTRODUCTION

### Rationale

The importance of work-life balance surpasses that of health benefits, understandably so since work-life integration fosters a healthier lifestyle (Montañez, 2020). Maintaining work-life balance is crucial, especially during periods of increased work demands. By prioritizing essential tasks and eliminating unnecessary ones, employees can effectively manage their workload while safeguarding their personal well-being (Pickerden, 2020, p.2).

American Sociological Review *as* funded by the National Institutes of Health and the Centers for Disease Control and Prevention, published that seven out of ten American workers struggle to achieve an acceptable balance between work and family life (Fondas, 2014, p.1). Poor work-life balance can lead to stress and burnout. Stress can reduce clear decision-making, and poor decisions cost lives (Pickerden, 2020, p.2).

In the study of Nordhall (2017, p. 2), it was emphasized that focusing heavily on work might create

imbalances in one's life, making one feel like they do not have enough time for all their essential responsibilities, which this imbalance consists of the perception that professional obligations occupy too much time, leaving insufficient time for family and private life (work-family conflict). Also, Morgenroth et al. (2020) emphasized that work-life balance involves balancing identity, and the presence of approachable leaders is crucial in defining these processes (p. 448).

Many studies detail aspects of identity and the devastating effects of weak and poor work-life balance. Gathering attention from researchers as conclusions and recommendations were made. However, it is still difficult to draw an established conclusion since various literature would provide diverse treatments and research designs. The issue persists and has considerably affected service crews in the food chains. In addition, only limited studies have been conducted using the variables mentioned above in the Philippines, particularly in the context of Davao City in food chains, to be specific. The study aims to add to the growing literature and develop new insights that will hopefully point to new directions in human resource management.

### **Research Objectives**

This study aimed to determine which domain of identity aspects significantly influence the service crew's work-life balance. Specifically, this aimed:

1. To determine the level of aspects of the identity of the service crew in terms of:
  - 1.1. personal identity orientation,
  - 1.2. relational identity orientation,
  - 1.3. social identity orientation, and
  - 1.4. collective identity orientation.
  
2. To determine the level of work-life balance of the service crew in terms of:
  - 2.1. support from family,
  - 2.2. childcare, dependent care,
  - 2.3. self-management,
  - 2.4. personal life expectations,
  - 2.5. personal life satisfaction,
  - 2.6. work-life balance policies,
  - 2.7. workplace support,
  - 2.8. workload,
  - 2.9. financial assistance,
  - 2.10. work expectations, and
  - 2.11. work satisfaction,
  
3. To determine the significance of the relationship between aspects of identity and work-life balance.
4. To determine which domain of aspects of identity best influences work-life balance.

### **Hypothesis**

The following hypotheses were tested at a 0.05 level of significance:

H1. There is no significant relationship between aspects of identity and work- life balance.

H2. There is no domain of aspects of identity that significantly influence work-life balance.

### **Review of Related Literature**

This portion includes various studies, concepts, propositions, and findings from related research and other resources about aspects of identity and work-life balance. The first part discusses aspects of identity with its indicators: personal identity orientation, relational identity orientation, social identity orientation, and collective identity orientation (Cheek, Smith, & Troop, 2002). The second part discusses the personal environment, personal life expectations, personal life satisfaction, work environment, work expectations, and work satisfaction.

### **Aspects of Identity**

Most researchers concur that an individual's identity extends far beyond the boundaries of their physical body and is wide and varied (Vignoles, 2017, p. 2). In 1989, Jonathan Cheek explained that identity comprises various constructions and put forth a framework for identity orientations (Burbaite, 2017, p. 18). Nowadays, identity orientation is claimed to influence economic preferences (Chifimma et al., 2020, p. 1). Cheek and Briggs (2013, p. 469) classify identity orientation into four types: personal, relational, social, and collective.

*Personal Identity Orientation.* Personal identity is a person's perception of who they are, including a unique sense of continuity and self-identification in many circumstances and over time (Branje et al., 2021, p. 909). Personal identity orientation is a person's traits, qualities, objectives, values, and modes of conduct and is directly related to more individualistic ideas and convictions (Cheek and Cheek, 2018, p. 467).

Similarly, Buzdar, Noreen, and Saadi (2019, p. 80) established personal identity orientation as a person's internal self-perception and subjective sentiments. These subjective perceptions of oneself justify the concepts and beliefs that an individual accepts for internal actualization.

Individuals have a personal identity because they are unique from one another and may be reidentified over time, which is the underlying basis of standard microeconomics. Modeling people as autonomous decision-makers with agency power over their existence and being requires individuation. For a consequentialist analysis of intertemporal decisions, re-identification over time is necessary (Yin & Étilé, 2019, p. 2).

*Relational Identity Orientation.* The relational identity level, which includes identity notions like a child, spouse, parent, coworker, supervisor, customer, etc., is one's place concerning other individuals (Grabsch et al., 2021, p. 59). In correspondence, Zacaes and Iborra (2015, as cited in Ah Gang, 2020, p. 6) assert that emphasis on relationships, obligations, and intimate, mutually gratifying ties among community members is referred to as a relational identity orientation. Relational identity is the set of identity components present in face-to-face encounters framed in various social roles and positions (such as child, student, and friend) and how teenagers understand and interpret these roles.

Relational identity orientation is dependent upon external resources. People who fall under this group may alter their identities to embrace or reject any external factor. These outside forces significantly impact these forms of identities' sustainability. Relational identity orientation is inherently unpredictable and dynamic (Buzdar, Noreen, and Saadi, 2019, p. 80-81). People with a relational orientation are primarily driven to look out for the interests of others (Ah Gang, 2020, p. 1).

Moreover, Rashidi and Mansurian (2015, p. 78) state that the relational self includes self-definitions based on ties to essential family members, the caliber of connections, interpersonal roles, and characteristics that a person shares with crucial persons. This self-view prioritizes interpersonal connectedness, intimacy, and dependency and is frequently linked to a psychological tendency to belong.

*Social Identity Orientation.* People's social identities are composed of an individual's roles, interpersonal relationships, and group memberships, as well as the features, characteristics, attributes, goals, and values consistent with these roles, relationships, and memberships (Leary and Tangney, 2012, p. 95).

It is widely acknowledged that social identity can influence economic preferences and behavior (Yin and Étilé, 2019, p. 2). Social identity orientation is concerned with how others perceive people. In social identity orientation, individuals express concern about how they come across to others and if they will be accepted in society. Instead of emphasizing internal and personal well-being, those who adhere to this orientation mold themselves to build an identity within a social context (Buzdar, Noreen, and Saadi, 2019, p. 80).

Social identification with the groups and collectives to which one belongs is driven by several identity-related goals, such as the need to be viewed favorably, to have a consistent conception of oneself, and to be true to this self (Gonzales and Chakraborty, 2012, p. 42404).

*Collective Identity Orientation.* A collective identity orientation is associated with a particular social, religious, national, or ethnic group. Essentially, this is group identity. People with a collective identity orientation build bonds and connections inside their group and use that group as a critical source of identification. These groupings can be developed on various foundations, including religious, linguistic, ethnic, racial, national, and economic ones. These organizations' shared interests serve as a unifying force (Buzdar, Noreen, and Saadi, 2019, p. 80).

The term collective self, often called the social or socio-centric self, describes self-definitions derived from membership in groups or social categories. Such self-perceptions are closely related to the propensity to prioritize group affiliation, in-group norms, roles, and status as determined by collectives (Rashidi and Mansurian, 2015, p. 78). Individuals with a collective identification orientation are more inclined to protect the interests of their group, frequently in light of comparisons to other groups (Ah Gang, 2020, p. 1-2).

## **Work-Life Balance**

Work-life balance, or how work and non-work time relate to one another, has received much

attention in recent years (Kelliher, Richardson, and Boiarintseva, 2019, p. 97). Work-life balance refers to how much control one feels over the amount of time spent at work concerning the amount of time spent beyond working hours (Sen and Hooja, 2018, p. 1).

Likewise, work-life balance is a topical subject that has drawn the attention of many businesses due to ongoing changes in the economic, political, and cultural value systems, which have led to an increase in workload, the learning of various skills, extended working hours, and the use of technology (Durodolu and Mamudu, 2020, p. 1).

To reduce conflict between work and personal and household life, Muthukumar, Savitha, and Kannadas (2014, p. 827) state that work-life balance involves finding equilibrium between work and other activities. The efficiency of an employee is improved by work-life balance, which promotes production. It improves satisfaction in both the professional and personal spheres.

*Personal environment.* The environments in which people are born and raised shape who they become as people (Rittle, 2016, p. 522). The personal environment comprises the individual and their home (Avanzini, 2017). Besides, the non-work environment significantly impacts work-life balance (Rathnaweera and Jayathilaka, 2021).

Furthermore, the environment can stimulate or inhibit human connection (and the subsequent benefits of social support). Additionally, it can affect people's attitudes, conduct, and motivation to take action (Kreitzer, 2016).

*Personal life expectations.* Expectations are all around us, posing challenges in practically every aspect of life. Expectations are assumptions we make for ourselves, and they are mainly derived from our past experiences as well as our dreams and anxieties. In retrospect, reality measures expectations (Kreuter and Moltner, 2012, p. 147).

This resonates with the idea of De Juan, Mochon, and Rojas (2014, p. 90), wherein expectations are described as future occurrences that individuals believe will take place; they impact people's present behavior because they anticipate events and make decisions based on what they expect will occur. Expectations are made in the present and relate to what people anticipate for the future. Thus, they include both the present and the future. Expectations may exist for various reasons, such as financial stability, marital stability, and employment.

*Personal life satisfactions.* Life satisfaction indicates how content a person is with their overall quality of life. It is seen as a logical assessment of one's well-being (Ngoo, Tey, and Tan, 2014, p. 1422). Life satisfaction measures psychological health and quality of life, including physical, mental, and social well-being (Deiner and Chan, 2011, as cited by Rosella et al., 2019, p. 323). Life satisfaction is generally defined as a global cognitive evaluation of one's life (Kern et al., 2014, p. 503) that expresses happiness or contentment with the standard of one's existence.

Moreover, life satisfaction is the subjective evaluation of a person's life in light of their assessment

scheme or their living standards (Proctor, 2014, p. 663; Corrigan et al., 2013, p. 489). It involves assessing a person's complete life and way of life; it is not restricted to just one or a few facets or areas of their lives. Therefore, it is essential to consider the broader picture to comprehend the connection of many life domains and their combined impact on the degrees of satisfaction people experience with their lives (Muneeb-ul-Haq and Kamran, 2022, p. 230).

In general, it is expected that people who are content with their lives will act more optimistically for several reasons, including the fact that they have a positive outlook on life and strive to find fulfillment in every moment of it, as well as the fact that they are skilled at forming strong bonds with others and engaging in social activities (Erdoğan, 2021, p. 396).

*Work environment.* The work environment refers to the components that make up the setting in which employees operate (Glassdoor Team, 2021; Rodriguez, 2021). The working environment has a significant impact on how well employees perform. It is considered that a better workplace atmosphere leads to better results and more productivity. A better physical work environment will guarantee an increase in employee morale and productivity. An engaging and stimulating work environment offers the conditions necessary for people to perform well, making the most of their knowledge, skills, competencies, and resources at hand to deliver high-quality organizational services (Bushiri, 2014, p. 1).

*Work Expectations.* Cambridge Dictionary defines job expectation as what you expect from a job, such as accountability, fulfillment, and decent pay (Job expectation, 2022). While Balci and Bozkurt (2013, p. 603) present work expectations as everything planned for or anticipated to occur in a job.

Today's firms have realized the importance of meeting their employees' job-related expectations because doing so can positively affect their motivation, which could prove detrimental to the organization (Ibrahim and Brobbey, 2015, p. 1234).

*Work satisfactions.* Job satisfaction is a positive sentiment about a work that results from assessing its qualities (Susanty and Miradipta, 2013, p. 13; Robbins and Judge, 2012, p. 74). Similarly, Agha, Azmi, and Irfan (2017) affirmed that people's attitudes toward their jobs are reflected in their level of job satisfaction. Moreover, work satisfaction is how content or discontent people are with their jobs (p. 165). This is further defined by Jan, Raj, and Subramani (2016) as an employee's positive attitude, mood, and behavior toward their work in a company (p. 603).

In some research, job satisfaction pertains to the complex integration of thoughts, feelings, and behavioral tendencies that affect how well employees perform and is observable through their productivity level (Mia, 2017, p. 78; Bellary and Naik, 2016, p. 15; Msuya, 2016, p. 9). Additionally, every employee has expectations, which are crucial for determining how motivated they are, how they feel, how they act, and how productive they are. Employers should therefore align organizational objectives and opportunities with employee abilities, talents, and aspirations because employees have expectations for their careers and the organization they work for (Oginni, Dunmade, and Ogunwole, 2018, p. 3-4).

### **Correlation between Aspects of Identity and Work-life Balance**

In Nordhall's (2017, p. 2) study, work-life balance was a positive mediating factor between the positive association of work-identity cognition and work stress. Focusing heavily on work might create imbalances in one's life, making one feel like they do not have enough time for all their essential responsibilities. More specifically, this imbalance consists of the perception that professional obligations occupy too much time, leaving insufficient time for family and private life (work- family conflict).

Similarly, the study of Morgenroth et al. (2020) affirmed women's continuous underrepresentation in some fields and roles, and worries about work-life balance are mentioned as a significant contributing reason. Often, issues in the home, such as women's disproportionate share of domestic work and childcare responsibilities, are blamed for this gendered tendency. Work-life balance is seen as more than just a matter of balancing time; it also involves balancing identity, and the presence of approachable leaders is crucial in defining these processes. The results of their study offer implications for businesses looking to attract and keep female employees and show how vital identity considerations are for fostering work-life balance (p. 448).

The latter idea resonates with Harrison (2017), who professed that for people from all sectors of society to engage in organizational roles and succeed in them, interventions and initiatives about work-life balance that go much beyond time and focus on identity and belonging are required.

In the case of female postgraduate trainee doctors, their identities as professionals and as women are negatively impacted by the demanding and stressful workload, as demonstrated by Rich et al. (2016, p. 1). It was challenging to balance family obligations with their hectic schedule, which required frequent travel from one place of employment to another as they studied for exams and tests. Due to these difficulties, many female medical students decide against practicing in their field of study and opt for a less demanding, more controllable position (e.g., general practice).

Previous research also suggests how well people perceive balance may affect their identification processes. The connection between work-life balance and employees' identities is highly complex (Williams, Berdahl, and Vandello, 2016). They added that social norms and organizational structures might be so pervasive that they affect employees' identity formation processes. For instance, working long hours may cause people to put off family obligations in favor of their jobs, pushing the balance between work and home life to become unbalanced (p. 11).

### **Theoretical Framework**

This study is anchored on the proposition of Nordhall (2017, p. 2) that focusing heavily on work might create imbalances in one's life, making one feel like they do not have enough time for all their essential responsibilities. This imbalance consists of the perception that professional obligations occupy too much time, leaving insufficient time for family and private life (work-family conflict).

This is also anchored to the study of Morgenroth et al. (2020) that work-life balance involves balancing identity, and the presence of approachable leaders is crucial in defining these processes. (p. 448).

The latter idea resonates with Harrison (2017), who professed that for people from all sectors of society to engage in organizational roles and succeed in them, interventions and initiatives about work-life balance that go much beyond time and focus on identity and belonging are required.

Also, this is based on the suggestion that how well people perceive balance may affect their identification processes. The connection between work-life balance and employees' identities is highly complex (Williams, Berdahl, and Vandello, 2016).

### **Conceptual Framework**

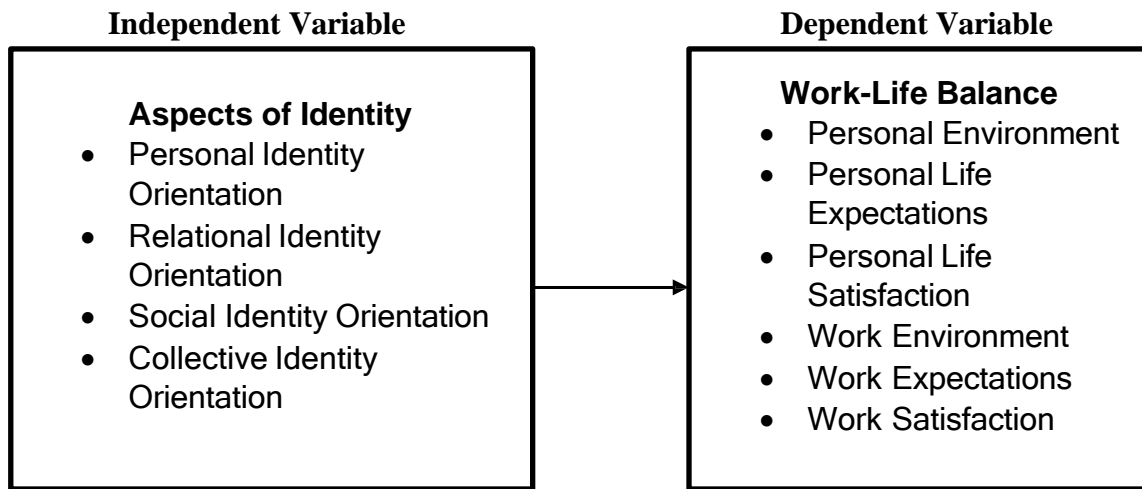
Figure 1 shows the conceptual framework illustrating the relationship between the independent variable and the dependent variable. The independent variable is the aspects of identity. Personal Identity Orientation, Relational Identity Orientation, Social Identity Orientation, and Collective Identity Orientation are four dimensions of identity that describe how individuals define themselves, others, and their social groups. Personal Identity Orientation emphasizes one's unique and individual characteristics, such as one's personality, values, and interests. People with a high Personal Identity Orientation tend to see themselves as distinct from others and value their individuality. Relational Identity Orientation emphasizes relationships with others, such as family, friends, and romantic partners. People with high Relational Identity Orientation tend to see themselves as interconnected with others and to derive their sense of identity from their relationships. Social Identity Orientation emphasizes membership in social groups, such as race, ethnicity, gender, and socio-economic class. People with high Social Identity Orientation tend to see themselves as part of a larger social collective and to derive their sense of identity from their group. Collective Identity Orientation emphasizes one is shared identity with a group of people united by common goals, values, and experiences. People with a high Collective Identity Orientation tend to identify strongly with their group and feel a sense of belonging and solidarity with other group members.

Meanwhile, the dependent variable is the work-life balance, which is all about personal environment, personal life expectations, personal life satisfaction, work environment, work expectations, and work Satisfaction.

The six work-life balance indicators describe how individuals perceive their work and personal lives and how they experience the relationship between them. Personal environment refers to the individual's social and physical surroundings outside work. This includes factors such as the quality of their relationships with family and friends, their access to leisure activities and resources, and their overall health and well-being. Personal Life Expectations relate to the individual's hopes and aspirations for their personal life. It includes factors such as their desired level of involvement in their family and relationships, career goals, and values and priorities. Personal Life Satisfaction measures the individual's subjective assessment of their personal life. This includes happiness, contentment, and overall well-being and personal life. Work Environment describes an individual's physical and social surroundings at work. It includes factors such as the demands and expectations of their job, the level of support they receive from their colleagues and supervisors, and the overall work culture of their organization. Work Expectations relate to the individual's hopes and aspirations for their work life, such as their desired level of compensation and benefits, their career goals, and their work-life balance expectations. Lastly, Work Satisfaction measures the individual's subjective assessment of their work life, such as their happiness,



contentment, and overall sense of well-being in their work life.



**Fig. 1. Conceptual Framework of the Study**

### Significance of the Study

It is a truism that aspects of identity and work-life balance are globally significant phenomena that everyone must understand to understand more about human resource management in various industries. By understanding aspects of identity and work-life balance, industries worldwide, especially the human resource management sector, can base their decisions and other programs on operating the company on these two variables. Moreover, this study on aspects of identity and work-life balance would be another reference in research endeavors worldwide in every country of different contexts. It would serve as a springboard for replicating and further study.

It is a truism that human resource managers play an important role in the operation and management of companies. It will help the human resource community build better schemes to satisfy the employees. Moreover, aspects of identity, work-life balance, and their interrelation in the work environment are socially and professionally relevant. They help everyone, especially those in the business avenues, in hurdling the challenges and difficulties in the employer- employee relationship, which significantly requires an effective understanding of the situations.

This study is beneficial to educational institutions because it may help human resource management in the context of identity and work-life balance aspects. Human resource managers will also be able to enhance the initiatives for the employee programs and operations regarding their satisfaction, which is a manifestation of good human resource management practices. Further, this will also provide the business and work environment personnel with a framework on the importance of identity and work-life balance. Lastly, this would serve as further reference for future researchers in the same field, especially for researchers exploring similar topics.

### Definition of Terms

The following terms are defined operationally:

**Aspects of Identity.** It refers to the sense of self, established by unique characteristics, affiliations, and

social roles, which one feels to be the same person over time despite many changes in the circumstances. This is defined through personal identity orientation, relational identity orientation, social identity orientation, and collective identity orientation.

**Work-Life Balance.** It refers to the state of equilibrium where a person equally prioritizes the demands of one's career and personal life. This is defined through a personal environment, personal life expectations, personal life satisfaction, work environment, work expectations, and work satisfaction.

## Chapter 2

### METHOD

This chapter provides a comprehensive overview of the study's methodology, encompassing the research design, locale, population, sample selection, research instrument, data collection procedures, and statistical analysis techniques.

#### Research Design

The researcher utilized a quantitative, non-experimental design research method in this study. First, it will use the descriptive-correlational form of research in which this method measures associations of variables with varying levels of measurement. Alicay (2014) cited that descriptive-correlational studies present an understanding of what is in a specific situation with an identified population and examine the extent to which two or more variables are related.

Specifically, this study employed descriptive-correlational research in their 2016 study, Curtis, Comiskey, and Dempsey emphasized the significance of correlation research in a study. This type of research helps establish relationships between two or more variables within the same population or between the same variables in two populations. It is an important component of scientific investigation in the social sciences, as understanding the associations and relationships among human phenomena is a primary motivation for research. This incentive transcends the differences between various research methods and models.

#### Research Locale

The study was conducted within Davao City, as shown in Figure 2. Davao City, located on the southern coast of Mindanao, is a bustling commercial center close to Mount Apo, the highest peak in the Philippines at 2,954 meters.

Davao City is situated in the southeastern part of Mindanao, with latitude ranging from 6° 58' to 7° 34' N and longitude from 125° 14' to 125° 40' E. It is bordered by Davao Province to the north, Davao Gulf, and partly by Davao Province to the east, Davao del Sur to the south, and North Cotabato to the west. Davao City Proper is about 946 kilometers or 588 miles southeast of Manila. Due to its strategic location, Davao City has developed into a regional trade center for Southern Mindanao, an international trade hub for the Southern Pacific, and a Southern Gateway for neighboring countries such as Indonesia, Malaysia, Brunei, and Australia.



Figure 2. Map of the Philippines and Davao City

### Population and Sample

The 400 respondents of this study were the service crew of the fast-food industry in Davao City for the year 2022, regardless of their educational attainment. They were the regular employees of the fast-food chains. Employees in managerial positions, as were those who were not regular, were excluded. The chosen respondents were knowledgeable enough to answer the problems posed in the study. They used a questionnaire to supply the necessary information.

The researcher employed the cluster random sampling technique to select the respondents who will assess the impact of an organization's aspects of identity on the work-life balance of service crew members in the fast-food industry within Davao City. This method was chosen to ensure a representative sample of 400 service crew members from Davao City, each having an equal opportunity to be selected as study participants. It is important to note that this study excluded managerial-level employees and individuals not employed as service crew members.

Throughout the research process, the well-being and comfort of the respondents were of utmost importance. If at any point the respondents felt uneasy when responding to the questionnaire, found certain questions to be unclear, or experienced physical discomfort, they were given the option to withdraw from their participation in the study. This approach aimed to prioritize the ethical treatment of the participants and ensure that the research process was respectful of their well-being and autonomy.

### Research Instrument

In this study, two sets of survey questionnaires were utilized to assess the aspects of identity and work-life balance among service crew members. The inspiration for these questionnaires was drawn from

the work of Cheek, Smith, and Tropp (2002), specifically their study titled "Relational Identity Orientation: A Fourth Scale for the AIQ." The first set of questionnaires was designed to explore various dimensions of identity and included 45 items. These items were divided into distinct categories: personal identity orientation (10 items), relational identity orientation (10 items), social identity orientation (7 items), and collective identity orientation (10 items).

A five-point Likert scale was employed to capture the nuanced perceptions of service crew members regarding their identity. This scale allowed respondents to express their agreement or disagreement with each statement in the questionnaire. The scale ranged from strongly disagree to agree strongly. By using this approach, the study aimed to understand how these different facets of identity influence the work-life balance of service crew members in the fast-food industry in

| Davao City.    |                   |   |
|----------------|-------------------|---|
| Range of Means | Descriptive Level | Interpretation  |
| 4.20 - 5.00    | Very High         | This means that the aspects of identity is always manifested.       |
| 3.40 - 4.19    | High              | This means that the aspects of identity is often manifested.        |
| 2.60 – 3.39    | Moderate          | This means that the aspects of identity is sometimes manifested.    |
| 1.80 - 2.59    | Low               | This means that the aspects of identity is seldom manifested.       |
| 1.0 -1.79      | Very Low          | This means that the aspects of identity is almost never manifested. |

The next instrument was the questionnaire on work-life balance with 143 items distributed to the personal environment with 37 items, personal life expectations with 18 items, personal life satisfaction with 18 items, work environment with 42 items, work expectations with 14 items, and work satisfaction with 14 items.

In describing the work-life balance, the following five-point Likert scale is used:

| Range of Means | Descriptive Level | Interpretation  |
|----------------|-------------------|---|
| 4.20 - 5.00    | Very High         | This means that the work-life balance is always manifested. |
|                |                   |   |

|             |          |   |
|-------------|----------|---|
| 3.40 - 4.19 | High     | This means that the work Life balance is often manifested         |
| 2.60 – 3.39 | Moderate | This means that the work life balance is sometimes manifested.    |
| 1.80 - 2.59 | Low      | This means that the work life balance is seldom manifested.       |
| 1.0 -1.79   | Very Low | This means that the work life balance is almost never manifested. |

The survey questionnaires have undergone a validation process to ensure their content validity. The initial draft of the research instruments was submitted to the research advisor for feedback, suggestions, and recommendations to improve the presentation. Corrections were then incorporated into the final drafts, which experts reviewed for refinement. The experts' comments and suggestions were integrated into the final revision before data gathering. The validators' ratings were computed and consolidated to determine the status of the questionnaires. The reliability index was also observed through pilot testing on the same target respondents in another location. The Cronbach alpha coefficients of the three scales used in this study ranged from 0.992 to 0.993, indicating excellent internal consistency.

Cronbach's alpha is a measure of the internal consistency of a scale. It ranges from 0 to 1, with higher values indicating greater reliability. A Cronbach alpha coefficient of 0.992 or 0.993 is considered excellent reliability. In this study, the coefficients of the three scales used were all above 0.99, indicating that the scales have excellent internal consistency. It means that the items in each scale measure the same concept. The fact that the three scales have excellent internal consistency suggests that they are reliable measures of the concepts they are intended to measure. It is important because it means the study's results can be trusted. The questionnaire was revised based on the Cronbach Alpha test to ensure comprehension by target respondents.

### Data Collection

A letter requesting permission to conduct the study was sent to the managers of the service crew industry where the study was conducted. The survey questionnaires and informed consent were then administered by the researcher to the service crew. Afterward, the researcher checked, tabulated, and consolidated the results, which were then given to a statistician for analysis.

### Statistical Tools

The following statistical tools were used to compute data and test the hypotheses at the alpha 0.05 level of significance.

**Mean.** It was used to determine the level of aspects of identity and work-life balance of the service crew.

**Pearson (r).** It was used to assess the significant relationship between aspects of identity and the work-life balance of the service crew.

**Regression Analysis.** It was used to determine the domain of aspects of identity that significantly influence the work-life balance of the service crew.

### **Ethical Consideration**

Some meaningful ethical issues and concerns have a particular influence on this quantitative study. Some issues and concerns are from the methodology involved in this study. The ethical disputes that apply to this research concern are also addressed. The issues of the right to conduct the study, confidentiality, and obscurity are considered.

A request letter was sent to the managers of the food chain industry, addressing the first issue. The researcher values the opinions and views of the respondents and respects their decision on whether or not to participate in the data-gathering process. The questionnaires are securely stored and discarded after the data is analyzed and interpreted. The researcher ensured that the study was conducted per ethical standards by adhering to the research protocol assessment criteria, particularly in managing the population and data collection.

**Voluntary Participation.** The respondents of this study were the service crew of the fast-food industry in Davao City for the year 2022, regardless of their educational attainment. They were the regular employees of the fast food chains. Employees who are in managerial positions are excluded, as well as those who are not regular. The study's respondents were service crew members free to answer the questionnaire without fearing negative consequences such as penalties or loss of benefits. The researcher highly valued the views and opinions of the respondents, and their decision to participate in the data-gathering process was entirely voluntary. After explaining the purpose and benefits of the study to the respondents, their right to contribute to the body of knowledge was carefully considered and respected.

**Privacy and Confidentiality.** The respondents' personal information required in the study was kept private, and the utmost obscurity of the respondents' data was adhered to. The researcher kept the questionnaires where respondents write their answers in a secured place after they were tallied, tabulated, and summarized in a master data sheet. These questionnaires were kept for retrieval in case of data auditing. After several months of safekeeping, the questionnaires will be torn and shredded to protect the respondents' sensible information. The researcher focused on important ethical problems such as confidentiality, respect to the respondents' opinions, and integrity. Failure to address such concerns means placing a threat to the rights of the respondents.

**Recruitment.** In recruitment, inclusion and exclusion criteria in selecting the respondents and the reasons for selecting the respondents are clearly stated. Furthermore, the data collection proceedings, as well as how the questionnaires

were distributed and the kind of population involved in the study, were also emphasized. This was done by coordinating with the HR supervisor, who has access to the information regarding the profile of the target respondents. The HR supervisor has all the information regarding the target respondents, which helped the researcher identify who should be included and who should not be. Lastly, in the data collection, it was stated clearly the process in conducting the study.

**Informed Consent Process.** The study's questionnaire was error-free and used simple language, providing a clear view of benefits for the service crew. The researcher coordinated with the store manager or crew supervisor during data collection. A letter of permission was sent to the head of the store to conduct the study. The research questionnaire was administered with the consent and support of the authorities of the fast food chain by coordinating with the store manager and crew supervisor. A letter asking permission for the study was sent to the concerned authority of the store for approval. Therefore, no research questionnaire was given to the service crew without approval from the authorized command channel. Then, the crew who responded to the survey questionnaire was debriefed on the purpose and other information stated in the informed consent to understand that the responses would not affect their employment status.

**Risks.** The study did not describe any high-risk situations that the respondents experienced in physical, psychological, or socio-economic concerns. Instead, the study focused on the aspects of identity and work-life balance. The respondents focused on rating the aspects of identity and work-life balance. Regarding the current situation, the researcher observed the IATF guidelines regarding Covid-19. Also, the researcher ensured that he is Covid-free by testing himself before administering the survey questionnaire.

**Benefits.** The study's findings benefit not only the fast food and service industries but also the community, as it provides criteria for evaluating aspects of identity and work-life balance. Additionally, the respondents were given a token of appreciation for their time and effort during the study.

**Plagiarism.** The researcher diligently ensured that all ideas from other writers and scholars were properly cited using the correct and accurate format. The paper underwent a thorough grammar and plagiarism check using Grammarly and Turnitin software to ensure this.

**Fabrication.** The study is based on multiple existing studies, but the researcher made sure that everything was correct in the literature. Therefore, all the information presented has been carefully written and cited. All sources used in this study are from reliable journals and other scholarly works.

**Falsification.** The research adheres to the citation guidelines of the Harvard citation format, ensuring no misrepresentation or alteration of data collected during the study. The data and information obtained have been presented clearly and concisely.

**Conflict of Interest.** It is crucial to avoid any conflict of interest in research, where professional judgment concerning the participants' welfare or the study's validity is not influenced by any secondary interest such as financial or academic gains or recognitions. In order to ensure this, the researcher will not have any acquaintance with the respondents.

**Deceit.** The panel of experts checks and validates all information in this paper to ensure that no untruthfulness is used to harm respondents' welfare.

**Permission from Organization/Location.** The research was conducted with formal procedures and clear adherence to ethical standards. A formal letter was sent to the authorities of food chains in Davao City, such as Jollibee, seeking approval for the research. The study was only conducted after receiving approval

from the authorities.

**Authorship.** Finally, this study acknowledges the authorship qualifications of the researchers involved in conducting it. The researcher and the research adviser contributed significantly to the conception, design, acquisition, analysis, and interpretation of data. They collaboratively drafted and critically revised the article to ensure it contains essential intellectual content. As a result of their joint efforts, the study was completed, leading to the publication of their research findings.

### Chapter 3 RESULTS

In this pivotal chapter, study results are presented. This chapter represents the culmination of the researcher's extensive investigation into the Work-Life Balance of the Service Crew in fast food chains.

#### Level of Aspects of Identity

Table 1 shows the high level ( $mean = 3.87; S.D. = 0.65$ ) of aspects of identity. It means that service crew are often oriented with their identity. Also, these service crew have high level ( $mean = 3.86; S.D. = 0.73$ ) of personal identity orientation, meaning they are often personally oriented with their identity. They also have a high level of relational identity orientation ( $mean = 3.92; S.D. = 0.70$ ); they are often relationally oriented. In addition, they have a high level ( $mean = 3.81; S.D. = 0.81$ ) of social identity orientation, which means that they are often socially oriented with their identity. Lastly, they have a high level of collective identity orientation ( $mean = 3.81; S.D. = 0.81$ ), meaning they are often collectively oriented with their identity.

**Table 1. Level of Aspects of Identity**

| Indicator                       | S.D. | Mean | Description |
|---------------------------------|------|------|-------------|
| Personal Identity Orientation   | 0.73 | 3.86 | High        |
| Relational Identity Orientation | 0.70 | 3.92 | High        |
| Social Identity Orientation     | 0.81 | 3.81 | High        |
| Collective Identity Orientation | 0.75 | 3.90 | High        |
| Over-all Mean                   | 0.65 | 3.87 | High        |

#### Level of Work-Life Balance

Table 2 shows the high level of work-life balance ( $mean = 3.87; S.D. = 0.75$ ) of service crew, which means that they often experience work-life balance. All the indicators were also high, to wit: support from family ( $mean = 3.78; S.D. = 0.75$ ) which means that they have often received support from their family to balance their work and life, childcare, dependent care ( $mean = 3.60; S.D. = 1.09$ ) which means that they have oftentimes experience dependent care to balance their work and life, self-management ( $mean = 3.79; S.D. = 0.98$ ) which means that they have oftentimes manage themselves to balance their work and life, personal life expectations ( $mean = 3.88; S.D. = 0.67$ ) which means that they have strong personal life expectations, personal life satisfaction ( $mean = 3.88; S.D. = 0.63$ ) which means that they are satisfied with their personal life, work life balance policies ( $mean = 3.94; S.D. = 0.66$ ) which means that they are satisfied



with work life balance policies, workplace support ( $mean = 3.84; S.D. = 0.71$ ) which means that they are satisfied with workplace support, workload ( $mean = 3.78; S.D. = 0.68$ ) which means they are satisfied with their workload, financial assistance ( $mean = 3.93; S.D. = 0.63$ ) which means that they are satisfied with the financial assistance they received, work expectations ( $mean = 3.89; S.D. = 0.64$ ) which means they are satisfied with the work expectations imposed to them, and work satisfaction ( $mean = 3.86; S.D. = 0.75$ ) which means they are satisfied with the work satisfaction they experienced.

**Table 2. Level of Work-Life Balance**

| Indicator                  | S.D. | Mean | Description |
|----------------------------|------|------|-------------|
| Support from Family        | 0.75 | 3.78 | High        |
| Childcare, Dependent Care  | 1.09 | 3.60 | High        |
| Self-management            | 0.98 | 3.79 | High        |
| Personal Life Expectation  | 0.67 | 3.80 | High        |
| Personal Life Satisfaction | 0.63 | 3.88 | High        |
| Work Life Balance Policies | 0.66 | 3.94 | High        |
| Workplace Support          | 0.71 | 3.84 | High        |
| Workload                   | 0.68 | 3.78 | High        |
| Financial Assistance       | 0.63 | 3.93 | High        |
| Work Expectations          | 0.64 | 3.89 | High        |
| Work Satisfaction          | 0.68 | 3.86 | High        |
| Over-all Mean              | 0.75 | 3.87 | High        |

**Significance of the Relationship Between Aspects of Identity and Work-life Balance of Service Crew**

As shown in the table below, aspects of identity have a significant moderate positive correlation ( $r-value = 0.624; p-value < 0.05$ ) to work-life balance from rejecting the hypothesis at 0.05 significance level. It means that as aspects of identity increase, work-life balance also increases and vice versa. Further, this implies that 39% of work-life balance can be attributed to aspects of identity, and the rest of 61% are due to other factors.

Further, all indicators of aspects of identity are significantly correlated to work-life balance. Also, all the indicators of aspects of identity are significantly correlated to all indicators of work-life balance.

**Table 3. Significant Relationship Between Aspects of Identity and Work-life Balance of Service Crew**

| Work Life Balance          | Aspects of Identity           |                                 |                             |                                 |
|----------------------------|-------------------------------|---------------------------------|-----------------------------|---------------------------------|
|                            | Personal Identity Orientation | Relational Identity Orientation | Social Identity Orientation | Collective Identity Orientation |
| Support from Family        | 0.417**<br>(0.000)            | 0.496**<br>(0.000)              | 0.474**<br>(0.000)          | 0.468**<br>(0.000)              |
| Childcare, Dependent Care  | 0.335**<br>(0.000)            | 0.390**<br>(0.000)              | 0.366**<br>(0.000)          | 0.367**<br>(0.000)              |
| Self-management            | 0.412**<br>(0.000)            | 0.436**<br>(0.000)              | 0.395**<br>(0.000)          | 0.459**<br>(0.000)              |
| Personal Life Expectation  | 0.293**<br>(0.000)            | 0.403**<br>(0.000)              | 0.440**<br>(0.000)          | 0.382**<br>(0.000)              |
| Personal Life Satisfaction | 0.433**<br>(0.000)            | 0.448**<br>(0.000)              | 0.377**<br>(0.000)          | 0.455**<br>(0.000)              |
| Work Life Balance Policies | 0.426**<br>(0.000)            | 0.480**<br>(0.000)              | 0.443**<br>(0.000)          | 0.411**<br>(0.000)              |
| Workplace Support          | 0.383**<br>(0.000)            | 0.439**<br>(0.000)              | 0.511**<br>(0.000)          | 0.419**<br>(0.000)              |
| Workload                   | 0.325**<br>(0.000)            | 0.244**<br>(0.000)              | 0.394**<br>(0.000)          | 0.331**<br>(0.000)              |
| Financial Assistance       | 0.511**<br>(0.000)            | 0.497**<br>(0.000)              | 0.455**<br>(0.000)          | 0.492**<br>(0.000)              |
| Work Expectations          | 0.619**<br>(0.000)            | 0.608**<br>(0.000)              | 0.607**<br>(0.000)          | 0.571**<br>(0.000)              |
| Work Satisfaction          | 0.605**<br>(0.000)            | 0.605**<br>(0.000)              | 0.592**<br>(0.000)          | 0.595**<br>(0.000)              |
| Overall                    | 0.555**<br>(0.000)            | 0.565**<br>(0.000)              | 0.590**<br>(0.000)          | 0.566** (0.000)                 |

**Significance of the Influence of Aspects of Identity to Work-Life Balance of Service Crew**

As shown in the table below, three indicators of Aspects of identity significantly influence work-life balance ( $p\text{-value}<0.05$ ): relational identity orientation, social identity orientation, and collective identity orientation. In contrast, only personal identity orientation ( $p\text{-value}>0.05$ ) does not significantly influence Work life balance.

As can be seen, aspects of identity significantly influence work-life balance. The regression model produced  $R^2 = 0.5064$ ,  $F = 99.24$ ,  $p < 0.05$ . It is in rejection of the hypothesis that aspects of identity significantly influence the career self- management of public school employees. However, only 28.64% of the work-life balance can be attributed to aspects of identity, while the other 71.36% is due to other factors.

**Table 4. The Significant Influence of Aspects of Identity and Work-life Balance of Service Crew**

| Variable                        | Multiple Regression Weight |       | t-value | p-value |
|---------------------------------|----------------------------|-------|---------|---------|
|                                 | b                          | B     |         |         |
| Constant                        | 1.747                      |       | 14.712  | 0.000   |
| Personal Identity Orientation   | 0.028                      | 0.039 | 0.742   | 0.459   |
| Relational Identity Orientation | 0.092                      | 0.123 | 2.471   | 0.014   |
| Social Identity Orientation     | 0.212                      | 0.326 | 5.05    | 0.000   |
| Collective Identity Orientation | 0.209                      | 0.296 | 4.748   | 0.000   |

$\alpha = 0.05$

### The Model

Work Life Balance = 1.747 + 0.092 (Relational Identity Orientation) + 0.212 (Social Identity Orientation) + 0.209 (Collective Identity Orientation)

## Chapter 4 DISCUSSIONS

In this chapter, we will discuss the study's results and findings.

### Aspects of Identity

There is a high level of aspects of identity, which means that service crew are often oriented with their identity. Also, these service crew have a high level of personal identity orientation, meaning they are often personally oriented with their identity. They also have a high level of relational identity orientation, which means they are often relationally oriented. In addition, they have a high level of social identity orientation, meaning they are often socially oriented with their identity. Lastly, they have a high level of collective identity orientation, meaning they are often collectively oriented with their identity.

It is supported by the proposition that most researchers concur that an individual's identity extends far beyond the boundaries of their physical body and is wide and varied (Vignoles, 2017, p. 2). In 1989, Jonathan Cheek explained that identity comprises various constructions and provides a framework for identity orientations (Burbaite, 2017, p. 18).

Also, Personal identity is a person's perception of who they are, including a unique sense of continuity and self-identification in many circumstances and over time (Branje et al., 2021, p. 909). Individuals have a personal identity because they are unique and may be identified over time, which is the underlying basis of standard microeconomics. Modeling people as autonomous decision-makers with agency power over their existence and being requires individuation. For a consequentialist analysis of intertemporal decisions, re-identification over time is necessary (Yin and Étilé, 2019, p. 2).

Moreover, the relational identity level, which includes identity notions like a child, spouse, parent,

coworker, supervisor, customer, etc., is one's place concerning other individuals (Grabsch, Moore, and Dooley, 2021, p. 59). In correspondence, Zacaes and Iborra (2015, as cited in Ah Gang, 2020, p. 6) assert that emphasis on relationships, obligations, and intimate, mutually gratifying ties among community members is a relational identity orientation. Relational identity is the set of identity components present in face-to-face encounters framed in various social roles and positions (such as child, student, and friend) and how teenagers understand and interpret these roles.

Furthermore, people's social identities are composed of the roles, interpersonal relationships, and group memberships of an individual, as well as the features, characteristics, attributes, goals, and values consistent with these roles, relationships, and memberships (Leary and Tangney, 2012, p. 95).

Lastly, a collective identity orientation is associated with a particular social, religious, national, or ethnic group. Essentially, this is group identity. People with a collective identity orientation build bonds and connections inside their group and use that group as a critical source of identification. These groupings can be developed on various foundations, including religious, linguistic, ethnic, racial, national, and economic ones. These organizations' shared interests are a unifying force (Buzdar, Noreen, and Saadi, 2019, p. 80).

### **Work-Life Balance**

There is a high work-life balance in service crew, meaning they often experience work-life balance. All the indicators were also high, to wit: support from family which means that they have often received support from their family to balance their work and life, childcare, dependent care which means that they have oftentimes experience dependent care to balance their work and life, self- management which means that they have oftentimes manage themselves to balance their work and life, personal life expectations which means that they have strong personal life expectations, personal life satisfaction which means that they are satisfied with their personal life, work life balance policies which means that they are satisfied with work life balance policies, workplace support which means that they are satisfied with workplace support, workload which means they are satisfied with their workload, financial assistance which means that they are satisfied with the financial assistance they received, work expectations which means they are satisfied with the work expectations imposed to them, and work satisfaction which means they are satisfied with the work satisfaction they experienced.

To reduce conflict between work and personal and household life, Muthukumar, Savitha, and Kannadas (2014, p. 827) state that work-life balance involves finding equilibrium between work and other activities. The efficiency of an employee is improved by work-life balance, which promotes production. It improves satisfaction in both the professional and personal spheres.

The environments in which people are born and raised shape who they become as people (Rittle, 2016, p. 522). The personal environment comprises the individual and their home (Avanzini, 2017). Besides, the non-work environment significantly impacts work-life balance (Rathnaweera and Jayathilaka, 2021).

Furthermore, the environment can stimulate or inhibit human connection (and the subsequent

benefits of social support). Additionally, it can affect people's attitudes, conduct, and motivation to take action (Kreitzer, 2016).

Expectations are around us, posing challenges in practically every aspect of life. Expectations are inferences we make for ourselves, and they are mainly derived from our past experiences as well as our dreams and anxieties. In retrospect, reality measures expectations (Kreuter and Moltner, 2012, p. 147).

It resonates with the idea of De Juan, Mochon, and Rojas (2014, p. 90), wherein expectations are described as future occurrences that individuals believe will take place; they impact people's present behavior because they anticipate events and make decisions based on what they expect will occur. Expectations are made in the present and relate to what people anticipate for the future. Thus, they encompass both the present and the future. Expectations may exist for various reasons, such as financial stability, marital stability, and employment.

Personal life satisfaction indicates how content a person is with their overall quality of life. It is seen as a logical assessment of one's well-being (Ngoo, Tey, and Tan, 2014, p. 1422). Life satisfaction measures psychological health and quality of life, including physical, mental, and social well-being (Deiner and Chan, 2011, as cited by Rosella et al., 2019, p. 323). Life satisfaction is generally defined as a global cognitive evaluation of one's life (Kern et al., 2014, p. 503) that expresses happiness or contentment with the standard of one's existence.

Moreover, life satisfaction is the subjective evaluation of a person's life in light of their assessment scheme or living standards (Proctor, 2014, p. 663; Corrigan et al., 2013, p. 489). It involves assessing a person's complete life and way of life; it is not restricted to just one or a few facets or areas of their lives. Therefore, it is essential to consider the broader picture to comprehend the connection of many life domains and their combined impact on the degrees of satisfaction people experience with their lives (Muneeb-ul-Haq and Kamran, 2022, p. 230).

In general, it is expected that people who are content with their lives will act more optimistically for several reasons, including the fact that they have a positive outlook on life and strive to find fulfillment in every moment of it, as well as the fact that they are skilled at forming strong bonds with others and engaging in social activities (Erdoğan, 2021, p. 396).

The work environment refers to the components that make up the workplace environment (Glassdoor Team, 2021; Rodriguez, 2021). The performance of employees is greatly affected by their working environment. It is important to create a conducive working environment for optimal employee performance. It is considered that a better workplace atmosphere leads to better results and more productivity. A better physical work environment will increase employee morale and productivity. An engaging and stimulating work environment offers the conditions necessary for people to perform well, making the most of their knowledge, skills, competencies, and resources to deliver high-quality organizational services (Bushiri, 2014, p. 1). While Balç and Bozkurt (2013, p. 603) present work expectations as everything planned for or anticipated to occur in a job.

Today's firms have realized the importance of meeting their employees' job-related expectations because doing so can positively affect their motivation, which could prove detrimental to the organization (Ibrahim and Brobbey, 2015, p. 1234).

Work satisfaction is a positive sentiment about a work that results from assessing its qualities (Susanty and Miradipta, 2013, p. 13; Robbins and Judge, 2012, p. 74). Similarly, Agha, Azmi, and Irfan (2017) affirmed that people's attitudes toward their jobs are reflected in their level of job satisfaction. Moreover, work satisfaction depends on how content or discontent people are with their jobs (p. 165). It is further defined by Jan, Raj, and Subramani (2016) as an employee's positive attitude, mood, and behavior toward their work in a company (p. 603).

### ***Correlation Between Aspects of Identity and Work-life Balance of Service Crew***

As shown in the table below, aspects of identity have a significant moderate positive correlation ( $r\text{-value} = 0.624$ ;  $p\text{-value} < 0.05$ ) to work-life balance from rejecting the hypothesis at a 0.05 significance level. It means that as aspects of identity increase, work-life balance also increases and vice versa. Further, this implies that 39% of work-life balance can be attributed to aspects of identity, and the rest of 61% are due to other factors.

Further, all indicators of aspects of identity are significantly correlated to work-life balance. Also, all the indicators of aspects of identity are significantly correlated to all indicators of work-life balance.

The above result resonates with Harrison (2017), who professed that for people from all sectors of society to engage in organizational roles and succeed in them, Interventions and initiatives that address work-life balance beyond time and focus on identity and belonging are necessary.

In the case of female postgraduate trainee doctors, their identities as professionals and as women are negatively impacted by the demanding and stressful workload, as demonstrated by Rich et al. (2016, p. 1). It was challenging to balance family obligations with their hectic schedule, which required frequent travel from one place of employment to another as they studied for exams and tests. Due to these difficulties, many female medical students decide against practicing in their field of study and opt for a less demanding, more controllable position (e.g., general practice).

### ***Influence of Aspects of Identity to Work-Life Balance of Service Crew***

As shown in the table below, three indicators of Aspects of identity significantly influence work-life balance ( $p\text{-value} < 0.05$ ): relational identity orientation, social identity orientation, and collective identity orientation. At the same time, only personal identity orientation ( $p\text{-value} > 0.05$ ) does not significantly influence Work life balance.

As can be seen, aspects of identity significantly influence work-life balance. The regression model produced  $R^2 = 0.5064$ ,  $F = 99.24$ ,  $p < 0.05$ . It is in rejection of the hypothesis that aspects of identity significantly influence the career self-management of public school employees. However, only 28.64%

of the work-life balance can be attributed to aspects of identity, while the other 71.36% is due to other factors.

Previous research also suggests that how well people perceive balance may affect their identification processes. The connection between work-life balance and employees' identities is highly complex (Williams, Berdahl, and Vandello, 2016). They added that social norms and organizational structures might be so pervasive that they affect employees' identity formation processes. For instance, working long hours may cause people to put off family obligations in favor of their jobs, pushing the balance between work and home life to become unbalanced (p. 11).

## **Conclusion**

The study's results lead to the following conclusions:

Service crew exhibit strong identity aspects, including personal, relational, social, and collective orientations.

These service crew also have a high level of work-life balance. They exhibit high support from family, childcare, dependent care, self-management, personal life expectation, personal life satisfaction, work-life balance policies, workplace support, workload, financial assistance, work expectations, and work satisfaction.

Aspects of identity have a significant moderate positive correlation to work- life balance. Also, all the indicators of aspects of identity are significantly related to work-life balance.

Among the domains of aspects of identity, only personal identity orientation has no significant influence on work-life balance. The other indicators, relational identity orientation, social identity orientation, and collective identity orientation, significantly influence work-life balance. Thus, overall Aspects of identity significantly influence the work-life balance of service crew.

## **Recommendation**

**Based on the information provided above, the following recommendations are suggested:**

The human resource managers are recommended to keep track of the service crew to monitor and address some concerns regarding identity and work- life balance. Service crew are also recommended to help maintain the aspects of identity and work-life balance and even improve their abilities in these areas by engaging in worthwhile activities relevant to these concepts. For example, to improve the well-being and work-life balance of the service crew, they should prioritize employee development by offering continuous training and skill enhancement programs. A supportive leadership style, characterized by empathy and open communication, can create an environment where service crew members feel valued and understood. Recognizing and rewarding outstanding performance can boost morale and enhance employees' sense of identity within the company. Maintaining transparent communication channels to keep employees informed about company policies and opportunities for advancement is crucial. Additionally, ensuring that workloads are reasonable and manageable is essential to prevent overburdening service crew members and allow them to maintain a healthy work- life balance.

**Employee Well-Being and Welfare:** Service crew members in the fast-food industry often face demanding and stressful work environments. Employers should consider implementing various support measures to improve their well-being and welfare. Health and wellness programs can promote physical and mental health among employees, offering resources like gym memberships, counseling services, or stress management workshops. Financial literacy workshops can empower employees to manage their finances effectively, reducing stress related to money matters. Family support initiatives, such as childcare services or flexible schedules, can ease the challenges faced by employees with families. Moreover, providing access to mental health resources and reducing the stigma surrounding mental health issues are crucial steps in supporting overall employee well-being. Offering healthier eating options in the workplace can also contribute to better physical health for employees.

**Work-Life Balance Culture and Environment:** Creating a work environment that promotes work-life balance is essential for the service crew's overall satisfaction and productivity. To achieve this, companies should foster a culture that values work-life balance as a priority. It entails setting clear expectations for working hours and respecting employees' time. Flexible scheduling options, such as part-time positions, job sharing, and flexible hours, can accommodate employees' diverse needs and commitments. If feasible, allowing certain roles to work remotely can reduce commuting time and provide greater flexibility. Employing technology to streamline work processes and minimize stress-inducing tasks can contribute to a healthier work-life balance. Regular feedback mechanisms, such as surveys or feedback sessions, can help gauge employees' perceptions of their work-life balance and guide necessary adjustments.

**Flexible and Compressed Work Arrangements** address the unique needs of service crew members in a fast-food chain; companies should explore flexible and compressed work arrangements. Job sharing, where two employees split the responsibilities of one full-time position, offers greater flexibility and work-life balance. Compressed workweeks, with longer hours on fewer days, can provide more consecutive days off for rest and personal activities. Telecommuting options allow employees to work remotely, reducing commuting time and enhancing flexibility. Implementing flextime, which allows employees to adjust their start and end times within certain limits, accommodates individual schedules and preferences. Clear policies and guidelines should be established to ensure fairness and consistency in implementing these flexible work arrangements.

**Providing Paid Time Off:** Recognizing the importance of paid time off (PTO) in enhancing work-life balance, employers should consider offering generous PTO policies. It includes providing ample vacation days, sick leave, and personal days to allow employees to take time off when needed. Paid parental leave for mothers and fathers can support employees in their family responsibilities and promote gender equality. Including mental health days as part of the PTO policy helps destigmatize mental health issues and encourages employees to prioritize their well-being. Employers should also encourage employees to provide advance notice when requesting time off to ensure adequate staffing coverage and minimize disruptions. Flexibility in using PTO, whether for vacations, personal days, or other needs, allows employees to tailor their time off to their circumstances, contributing to a healthier work-life balance.



Further research is recommended to explore the correlation between identity aspects and work-life balance and their impact on other domains.

Exploring these variables using a qualitative approach is advisable to acquire in-depth knowledge. It is also recommended to replicate this study in different contexts and dimensions to confirm and generate further positive knowledge.

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