The Influence of Work-Life Balance Programs on Employee Loyalty

John Kylie E. Gorospe[1], Cherrie Mae E. Reyes[2], Alysza Marie S. Mallillin[3]

[1,3]CHRMA, College of Business Administration and Accountancy, University of Perpetual Help System DALTA – Calamba Campus,
[2]Student, College of Business Administration and Accountancy, University of Perpetual Help System DALTA – Calamba Campus

Abstract

The Business Process Outsourcing (BPO) industry in Santa Rosa, Laguna, Philippines, faces persistent challenges in nurturing a resilient and committed workforce amidst evolving market dynamics. This study explores the impact of Work-Life Balance Programs on Employee Loyalty within this dynamic sector. Employing a quantitative causal-comparative research approach, data was collected from 150 BPO employees through structured questionnaires. Findings reveal a strong recognition of the positive influence of work support on family interactions, yet disparities exist in attitudes towards home obligations enrichment and clarity on work-life balance policies. Despite satisfaction with career progression, concerns arise regarding internal communication and management strategy. Nonetheless, employees demonstrate a commitment to the organization, underscoring the need for continuous reinforcement of its value proposition. Statistical analysis confirms the significant influence of Work-Life Balance Programs on employee loyalty. The study concludes that fostering mutual respect, supporting career growth, and prioritizing work-life balance are essential for enhancing employee satisfaction and loyalty. Recommendations include improving communication channels, fostering an ownership culture, and demonstrating corporate social responsibility through community engagement and wellness initiatives.

Keywords: Work-Life Balance, Employee Loyalty, BPO, Work-Family Enrichment, Work-Family Culture, Family-Work Enrichment Career Satisfaction, Career Advancement

THE PROBLEM AND ITS BACKGROUND

Introduction

The Business Process Outsourcing (BPO) business, a revolutionary sector, has grown and evolved exponentially over the last few decades, emerging as a key driving factor in economies around the world. As BPO firms continue to grow, they have the ongoing problem of developing a resilient, motivated, and steadfast workforce. This task takes on a special significance in the bustling city of Santa Rosa, Laguna, a thriving hub of BPO activities in the Philippines.

Within this dynamic and complex labor market, BPO organizations in Santa Rosa have the difficult effort of building an unwavering and devoted workforce while also adapting to the constant and developing demands of an industry in constant change. It is within this framework that the concept of work-life

balance programs has risen to paramount importance, offering a multifaceted and intricate potential to significantly shape the contours of employee loyalty.

Employee loyalty is of paramount importance in the BPO sector. It encompasses an employee's emotional attachment to their organization, which, in turn, affects their willingness to remain with the company and contribute effectively. Employee turnover in BPO companies can be notably high, primarily due to the high-pressure nature of the job, stringent performance metrics, and the competitive talent market. As a result, BPO firms are increasingly recognizing the strategic importance of work-life balance programs in enhancing employee job satisfaction, reducing turnover, and ultimately contributing to organizational success.

Santa Rosa, Laguna is well-known as a significant BPO hub, attracting a diverse workforce from various backgrounds, both locally and internationally. In this growing BPO community, understanding the complexities of employee loyalty plays an essential and crucial role for companies striving to maintain a stable and efficient workforce in the long run. It is in the heart of Santa Rosa's BPO environment that this research aims to explore the multifaceted and intricate connection between work-life balance programs and employee loyalty. This study shines a bright light on the effectiveness of such programs and their potential to shape strategies for retaining employees.

With a primary focus on this influence, our research seeks to provide practical insights and recommendations backed by empirical evidence for BPO companies operating in Santa Rosa. Concurrently, we offer a broader perspective on how these programs can be skillfully utilized to cultivate unwavering employee loyalty and enhance the overall competitiveness of the local BPO industry. This research was poised to be a valuable resource within the ever-changing landscape of human resource management in the BPO sector and a practical guide for businesses in Santa Rosa and other regions facing similar workforce challenges in the complex world of the BPO industry.

Work-life balance programs include a wide range of activities and tactics designed to assist individuals in striking a healthy balance between their work and personal lives. Specific programs vary by firm, but some popular examples include flexible work arrangements, such as telecommuting or flexible scheduling, that enable employees to better manage their time and responsibilities. Companies may also provide wellness programs that focus on both physical and emotional health, such as gym memberships, counseling services, or mindfulness seminars. Paid time off and vacation policies are also important in creating a work-life balance by allowing employees to unwind and spend quality time with family and friends. Some organizations may implement technology policies to discourage after-hours work emails or establish boundaries to prevent burnout. Ultimately, a holistic approach that addresses the work environment and individual well-being is key to fostering a healthy work-life balance within an organization.

Background of the Study

The Business Process Outsourcing (BPO) industry has experienced significant growth in recent years, becoming a vital contributor to the economic landscape of regions such as Santa Rosa, Laguna, in the Philippines. This sector plays a pivotal role in providing employment opportunities to a diverse workforce, contributing to the growth of local economies, and shaping the social fabric of these regions. In Santa Rosa, Laguna, BPO companies have emerged as the key players, attracting talent from different backgrounds and fostering a competitive job market. However, the highly demanding and fast-paced nature of BPO work has also brought about unique challenges, particularly in terms of employee loyalty and retention.

Employee loyalty is a fundamental factor in the BPO sector, encompassing an employee's emotional connection to their organization and their commitment to remaining with the company. This loyalty directly influences job satisfaction, employee engagement, and overall workforce stability. The BPO industry, known for its rigorous performance expectations and the perpetual hunt for skilled talent, has grappled with relatively high employee turnover rates. Recognizing the significance of maintaining a committed workforce, many BPO companies in Santa Rosa, Laguna, have implemented work-life balance programs to address these issues. These programs aim to strike a harmonious equilibrium between work-related demands and employees' personal lives, offering the promise of better job satisfaction and, subsequently, heightened employee loyalty.

As Santa Rosa, Laguna grows as a popular BPO location, it is critical to explore the impact of work-life balance programs on employee loyalty in this setting. This study aims to investigate the effectiveness of these programs and their potential to increase employee loyalty, thereby assisting BPO firms in their efforts to maintain a stable and productive staff. By throwing light on the dynamics at work in this sector, this study hopes to give practical insights and recommendations for BPO companies in Santa Rosa, Laguna, and serve as a reference point for other regions encountering comparable issues in the BPO industry. Ultimately, the research strives to contribute to a deeper understanding of the interplay between work-life balance programs and employee loyalty in the BPO sector, fostering more resilient and thriving BPO communities in regions like Santa Rosa, Laguna.

The Philippines has one of the highest attrition rates among Southeast Asian countries, standing at 18%, second only to Singapore's 19.6%. This elevated attrition, particularly noticeable in the business process outsourcing (BPO) industry, is a significant concern for employers. Within the BPO industry, the Philippine information technology-business process management (IT-BPM) sector records up to 30 to 40 percent attrition, surpassing the average across all sectors. According to a survey mentioned in Malaya Business Insight, 4 out of 10 BPO workers are actively seeking job changes. Jack Madrid, the president of the IT Business Processing Association of the Philippines (IBPAP), stated that 40% of employees intend to switch jobs within the next four to six months.

Statement of the Problem

This section aims to examine the specific questions which this study addresses. It introduces the problem statement that is essential in understanding the influence between work-life balance programs and employee loyalty in a BPO company in Santa Rosa, Laguna. Specifically, the study sought to answer the following:

1.What is the level of work-life balance of employees in terms of:

1.1. Work-family enrichment

1.2. Work-family culture

1.3. Family-work enrichment

1.4. Career satisfaction

1.5. Career advancement

2.What is the level of employee loyalty in terms of:

2.1 Sense of ownership

2.2 Trust

2.3 Willingness to stay

3.Does the work-life balance program of companies affect/influence the loyalty of employees?

Scope and Limitation

The study was conducted at BPO companies, specifically those located in Sta. Rosa City, Laguna, because they had a large population, and only the employees from one company were surveyed. The researchers gathered 150 employees from a BPO company because they were the only ones who could answer the questions.

The purpose of this research was to determine the influence of work-life balance programs on employee loyalty. This study did not require a demographic profile because it did not necessitate employees with specific characteristics. The study was conducted around Sta. Rosa City, Laguna.

METHODOLOGY

Research Design

For this study, a Quantitative Causal-Comparative research design was employed to gather data from the study participants. As elucidated by Lawrence (2023), this design was used to determine cause-and-effect relationships between independent and dependent variables. This research design aims to identify relationships between independent and dependent variables after an action or event has occurred.

The study aimed to provide a comprehensive overview of the demographic characteristics of the participants and their loyalty to the Business Process Outsourcing (BPO) company in Santa Rosa, Laguna. Hence, the choice of a quantitative causal design is fitted, given that the study centers on current conditions, particularly the loyalty of employees to their respective BPO company. This method allows for an in-depth analysis of these existing circumstances, ensuring a thorough examination of the research objectives.

Respondents of the Study

The respondents of the study are a total of 150 sample size employees from a BPO company in Sta Rosa. The total sample size was determined using the Raosoft Sample size calculator, applying a margin of error of 5%, and a 95% confidence level, with 1 predictor, we arrived at a total sample size of 150.

Population and Sampling Technique

The process of selecting the sample respondents used stratified sampling. In just one BPO company in Santa Rosa Laguna, the total population of BPO employees was 2,200. Through the Raosoft Sample size calculator, which had a 5% margin of error and 95% confidence level, the researchers found that they needed a minimum sample size of 150.

To represent the company, an equal number of respondents was selected. This was done through stratified sampling, which involved adequate representation of various subgroups or strata within a population in a sample. It meant that the method consisted of dividing the population into specific sub-populations or strata based on some characteristics relating to research conducted by it. Its purpose was to take into account differences existing within an enterprise and get more precise data about its staff as a whole.

Research Instrument

A structured questionnaire with three sections was used by the study to gather data from the respondents. The name of the respondents was optional since it had little to no effect on the questionnaire, as well as the company name.

The second portion of the instrument consisted of questions for Work-Life Balance, aimed at gauging the work-life balance of employees in terms of work-family enrichment, work-family culture, family-work enrichment, career satisfaction, and career advancement with 27 items or statements.

The third and last section of the questionnaire contained questions about employee loyalty. These were aimed at gauging the loyalty of the employee in terms of their sense of ownership, trust, and willingness

to stay, with a total of 18 items. The instrument's second and third sections were based on the Survey Instruments of Jaswal, V., & Chand, P. (2018), Munjal, S. (n.d), Continu Team (2023), and Turbo Hire's HR Survey Questionnaires. Response categories 1, 2, 3, and 4 on the research instrument were read as strongly disagree, disagree, agree, and strongly agree, respectively. The Likert scale from Tables 1 and 2 showed:

Table 1: Scoring and Implementation for Work-Life Balance

Range	Verbal Implementation
3.26 – 4.00	Very Good
2.51 – 3.25	Good
1.76 – 2.50	Poor
1.00 – 1.75	Very Poor

Table 2: Scoring and Implementation for Employee's Loyalty

Range	Verbal Implementation
3.26 – 4.00	Extremely Loyal
2.51 – 3.25	Moderately Loyal
1.76 – 2.50	Slightly Loyal
1.00 – 1.75	Not Loyal at all

Three experts from the University of Perpetual Help System DALTA Calamba Campus validated the questionnaire to ensure reliability and validity. Following validation, a pilot test was conducted among 20 respondents from a BPO company to evaluate the questionnaire's reliability using Cronbach's alpha measure.

Data Gathering Procedure

Before commencing the study, a formal letter of intent was thoughtfully signed and officially recognized by the thesis advisor. This letter was then conscientiously attached to the survey form, signifying the commitment to ethical standards that underpinned the research process.

Following this, the researchers initiated the formal procedure by submitting a request letter to one distinct Business Process Outsourcing (BPO) company in Santa Rosa, Laguna. The primary purpose of this letter was to seek their involvement and cooperation in the research project. It intended to obtain the necessary permissions, endorsements, and collaborative support crucial for the successful execution of the study.

Upon receiving approval from the participating BPO company, the research team embarked on the thorough task of assembling and creating profiles for the BPO employees who would be the study's participants. This critical phase involved the collection of essential demographic and loyalty-related data, information that later proved integral to achieving the study's objectives. Subsequently, with the research instrument given the official green light through the formal approval process, the data collection phase was scheduled and expected to span two weeks. This timeline was thoughtfully established to ensure a thorough gathering of data.

In addition to gathering data from primary sources, the researchers dedicated significant effort to capturing and documenting information directly from the study participants.

RESULTS AND DISCUSSION

1 The level of work-life balance of employees in terms of:

1.1 Work-Family Enrichment.

Table 3

Statement	Weighted Mean	Verbal Interpretation
The job allows for flexibility in managing family responsibilities effectively.	3.51	Strongly Agree
Skills learned at work help in managing family life better.	3.38	Strongly Agree
Work experiences improve roles and responsibilities within the family.	3.34	Strongly Agree
Support from work positively affects family interactions and responsibilities.	3.52	Strongly Agree
Grand Total	**3.43**	**Strongly Agree**

Legend: Strongly Agree (3.26-4.00), Agree (2.51-3.25), Disagree (1.76-2.50), Strongly Disagree (1.00-1.75).

Table 3 shows the level of work-life balance of employees in terms of Work-Family Enrichment. Based on the result, the statement "Support from work positively affects family interactions and responsibilities." exhibits the highest weighted mean of (3.52) with a verbal interpretation of (Strongly Agree). However, the statement "Work experiences improve roles and responsibilities within the family." exhibits the lowest weighted mean of (3.34) with a verbal interpretation of (Strongly Agree). The overall weighted mean for the parameter "Work-Family Enrichment" is (3.43) with a verbal interpretation of (Strongly Agree).

These findings demonstrate the BPO company's proactive strategy to launching targeted efforts to improve work-family enrichment for its employees. The findings not only illustrate the company's commitment to fostering a welcoming and inclusive workplace, but they also align with broader research trends, as stated by Zhang et al. (2020). According to their findings, employees who are enriched in both their professional and personal lives report better levels of job satisfaction and engagement. Furthermore, this positive relationship extends to organizational commitment, meaning that people who feel supported in juggling their professional and personal obligations are more likely to remain devoted to their organization.

Furthermore, the identification of work-family enrichment events within the BPO company reflects a forward-thinking approach to employee well-being and organizational development. By emphasizing the importance of assisting employees in managing their work and home commitments, the organization demonstrates its commitment to promoting a good work-life balance. This not only improves individual employee satisfaction but also increases overall organizational effectiveness and market competitiveness.

1.2 Work-Family Culture

Table 4

Statement	Weighted Mean	Verbal Interpretation
The company has a defined policy promoting work-life balance.	3.39	Strongly Agree

The company encourages the participation of the employees' family members in work or organizational events.	3.40	Strongly Agree
The company provides parental leave policies that are supportive of both mothers and fathers.	3.44	Strongly Agree
The company prioritizes family and personal matters alongside job responsibilities.	3.47	Strongly Agree
Grand Total	**3.42**	**Strongly Agree**

Legend: Strongly Agree (3.26-4.00), Agree (2.51-3.25), Disagree (1.76-2.50), Strongly Disagree (1.00-1.75).

Table 4 shows the level of work-life balance of employees in terms of Work-Family Culture. Based on the result, the statement "The company prioritizes family and personal matters alongside job responsibilities." exhibits the highest weighted mean of (3.47) with a verbal interpretation of (Strongly Agree). However, the statement "The company has a defined policy promoting work-life balance." exhibits the lowest weighted mean of (3.39) with a verbal interpretation of (Strongly Agree). The overall weighted mean for the parameter "Work-Family Culture" is (3.42) with a verbal interpretation of (Strongly Agree). These findings demonstrate the BPO company's proactive strategy to launching targeted efforts to improve work-family enrichment for its employees. The findings not only illustrate the company's commitment to fostering a welcoming and inclusive workplace, but they also align with broader research trends, as stated by Zhang et al. (2020). According to their findings, employees who are enriched in both their professional and personal lives report better levels of job satisfaction and engagement. Furthermore, this positive relationship extends to organizational commitment, meaning that people who feel supported in juggling their professional and personal obligations are more likely to remain devoted to their organization. Furthermore, the identification of work-family enrichment events within the BPO company reflects a forward-thinking approach to employee well-being and organizational development. These findings highlight the strategic relevance of creating supportive workplace environments, which improve employee satisfaction, retention, and overall organizational effectiveness. By putting employee well-being first and establishing an atmosphere that accommodates personal and family concerns, the BPO firm not only creates a great work culture but also reinforces its position as a top employer in the competitive market landscape.

1.3 Family-Work Enrichment

Table 5

Statement	Weighted Mean	Verbal Interpretation
A fulfilling family life contributes to overall job satisfaction.	3.40	Strongly Agree
A supportive family environment improves work performance.	3.56	Strongly Agree
Family life provides motivation and energy that enhance work life.	3.46	Strongly Agree
Family support plays a role in managing work-related stress.	3.54	Strongly Agree
Grand Total	**3.49**	**Strongly Agree**

Legend: Strongly Agree (3.26-4.00), Agree (2.51-3.25), Disagree (1.76-2.50), Strongly Disagree (1.00-1.75).

Table 5 shows the level of work-life balance of employees in terms of Family-Work Enrichment. Based on the result, the statement "A supportive family environment improves work performance." exhibits the highest weighted mean of (3.56) with a verbal interpretation of (Strongly Agree). However, the statement "A fulfilling family life contributes to overall job satisfaction." exhibits the lowest weighted mean of (3.40) with a verbal interpretation of (Strongly Agree). The overall weighted mean for the parameter "Family-Work Enrichment" is (3.49) with a verbal interpretation of (Strongly Agree).

These findings highlight the reciprocal relationship between family support and work performance, implying that a supportive family environment might improve an individual's performance at work. According to Kalliath's (2014) study, Family-Work Enrichment not only reduces depression symptoms at the workplace but also contributes to improving one's mood while working. Furthermore, Chan et al. (2016) found that Family-Work Enrichment leads to good outcomes such as enhanced job and family satisfaction. These findings emphasize the need to take into account the relationship between family dynamics and work performance. Organizations may help their employees' overall well-being and satisfaction by acknowledging and supporting their family responsibilities. Furthermore, creating a supportive family atmosphere can have a favorable impact on employee morale and job satisfaction, ultimately increasing organizational productivity and performance. Thus, these findings highlight the strategic necessity of fostering Family-Work Enrichment efforts inside firms to improve employee performance and well-being.

1.4 Career Satisfaction

Table 6

Statement	Weighted Mean	Verbal Interpretation
Communication within the company is satisfactory.	3.24	Agree
Opportunities for career growth and development are adequate.	3.40	Strongly Agree
Relationships with immediate supervisors are satisfactory.	3.39	Strongly Agree
Pay and benefits provided are satisfactory.	3.37	Strongly Agree
Grand Total	**3.34**	**Strongly Agree**

Legend: Strongly Agree (3.26-4.00), Agree (2.51-3.25), Disagree (1.76-2.50), Strongly Disagree (1.00-1.75).

Table 6 shows the level of work-life balance of employees in terms of Career Satisfaction. Based on the result, the statement "Opportunities for career growth and development are adequate." exhibits the highest weighted mean of (3.40) with a verbal interpretation of (Strongly Agree). However, the statement "Communication within the company is satisfactory." exhibits the lowest weighted mean of (3.24) with a verbal interpretation of (Agree). The overall weighted mean for the parameter "Career Satisfaction" is (3.34) with a verbal interpretation of (Strongly Agree).

These findings indicate that the organization provides numerous options for individuals to succeed in their careers and further their professional development. According to Frempong et al. (2018), career satisfaction emerges as an important determinant for employees across diverse organizational forms, with consequences for both individual fulfillment and organizational performance. Johnson and Brown's (2020) research also demonstrate the benefits of participating in career progression programs, such as higher job satisfaction and organizational commitment over time.

This also highlights the strategic value of investing in career development activities to increase employee happiness and organizational loyalty. Organizations can demonstrate their commitment to supporting employees' long term career goals by providing avenues for career advancement and professional growth, as well as reinforcing their relationships with the organization. Furthermore, connecting career development activities with employee satisfaction goals can lead to more engaged and motivated staff, resulting in organizational success in a competitive marketplace. Thus, these findings highlight the importance of prioritizing career development programs as a way to improve employee happiness and organizational success.

1.5 Career Advancement

Table 7

Statement	Weighted Mean	Verbal Interpretation
The company offers essential training an opportunity for career advancement.	3.43	Strongly Agree
Employees experience daily challenges at work.	3.41	Strongly Agree
The organization facilitates the enhancement of professional skills.	3.46	Strongly Agree
There is confidence in the opportunity to realize full potential within this company.	3.42	Strongly Agree
Grand Total	**3.43**	**Strongly Agree**

Legend: Strongly Agree (3.26-4.00), Agree (2.51-3.25), Disagree (1.76-2.50), Strongly Disagree (1.00-1.75).

Table 7 shows the level of work-life balance of employees in terms of Career Advancement. Based on the result, the statement "The organization facilitates the enhancement of professional skills." exhibits the highest weighted mean of (3.46) with a verbal interpretation of (Strongly Agree). However, the statement "Employees experience daily challenges at work." exhibits the lowest weighted mean of (3.41) with a verbal interpretation of (Strongly Agree). The overall weighted mean for the parameter "Career Advancement" is (3.43) with a verbal interpretation of (Strongly Agree).

These findings imply that the organization actively promotes opportunities for employees to improve their professional abilities and advance their careers. Aftab et al. (2021) define career advancement as a variety of chances within an organization, including promotions, lateral movements, and skill development programs. These programs demonstrate the organization's commitment to developing talent and assisting employees' advancement toward their professional goals.

Furthermore, giving opportunities for career advancement reflects the company's commitment to investing in its people and building a culture of continuous learning and growth. By providing opportunities for skill development and career promotion, the organization not only helps employees enhance their abilities but also demonstrates its commitment to their long-term success and development within the company. Thus, our findings highlight the strategic importance of prioritizing career development initiatives to cultivate a bright and motivated workforce while also fostering organizational resilience and competitiveness in today's dynamic business environment.

2. The level of employee loyalty in terms of:
2.1 Sense of Ownership

Table 8

Statement	Weighted Mean	Verbal Interpretation
Employees are encouraged to suggest changes within their job roles.	3.30	Strongly Agree
There is flexibility in the approach to completing job tasks.	3.41	Strongly Agree
Personal initiative and creativity are encouraged in carrying out job responsibilities.	3.43	Strongly Agree
Employees have autonomy in decision-making to fulfill their responsibilities.	3.41	Strongly Agree
Employees recognize the impact of their job on the company's success.	3.42	Strongly Agree
Job-related tasks provide a sense of achievement to employees.	3.38	Strongly Agree
Grand Total	**3.39**	**Strongly Agree**

Legend: Strongly Agree (3.26-4.00), Agree (2.51-3.25), Disagree (1.76-2.50), Strongly Disagree (1.00-1.75).

Table 8 shows the level of employee loyalty in terms of a sense of ownership. Based on the result, the statement "Personal initiative and creativity are encouraged in carrying out job responsibilities." exhibits the highest weighted mean of (3.43) with a verbal interpretation of (Strongly Agree). However, the statement "Employees are encouraged to suggest changes within their job roles." exhibits the lowest weighted mean of (3.30) with a verbal interpretation of (Strongly Agree). The overall weighted mean for the parameter "sense of ownership" is (3.39) with a verbal interpretation of (Strongly Agree).

These findings point to a strong sense of ownership inside the organization, with individuals demonstrating autonomy and responsibility in their responsibilities. According to Brown et al. (2019), this ownership mindset promotes increased motivation and commitment to corporate goals, resulting in better performance and job satisfaction. Encouraging such an ownership culture is critical for increasing employee engagement and corporate performance.

2.2 Trust

Table 9

Statement	Weighted Mean	Verbal Interpretation
Employees would recommend the company to a friend.	3.42	Strongly Agree
The management team is steering the company in the right direction.	3.37	Strongly Agree
There is confidence in the management's ability to achieve objectives.	3.42	Strongly Agree
Employees believe in the mission of the company.	3.38	Strongly Agree

There is trust in the leaders' capability to lead the organizations to future success.	3.43	Strongly Agree
The leaders demonstrate integrity in managing the organization.	3.42	Strongly Agree
Grand Total	**3.41**	**Strongly Agree**

Legend: Strongly Agree (3.26-4.00), Agree (2.51-3.25), Disagree (1.76-2.50), Strongly Disagree (1.00-1.75).

Table 9 shows the level of employee loyalty in terms of trust. Based on the result, the statement "There is trust in the leaders' capability to lead the organization to future success." exhibits the highest weighted mean of (3.43) with a verbal interpretation of (Strongly Agree). However, the statement "The management team is steering the company in the right direction." exhibits the lowest weighted mean of (3.37) with a verbal interpretation of (Strongly Agree). The overall weighted mean for the parameter "trust" is (3.41) with a verbal interpretation of (Strongly Agree).

The study by Johnson and Davis (2020) suggests that promoting transparency within the organization can enhance trust among employees, leading to positive outcomes such as higher job satisfaction, commitment, and performance. With an overall weighted mean of (3.41) for trust, there is a clear indication of a pervasive culture of trust within the workforce, fostering an environment conducive to employee engagement and productivity.

2.3 Willingness to Stay

Table 10

Statement	Weighted Mean	Verbal Interpretation
Employees envision long-term commitment to the company.	3.33	Strongly Agree
Most days, employees anticipate coming to work.	3.33	Strongly Agree
Employees feel secure in their current roles.	3.28	Strongly Agree
There is a likelihood of continued employment after a year.	3.41	Strongly Agree
Employees are inclined to decline job offers from other companies.	3.25	Agree
Employees have not pursued job opportunities outside the company in the past six months.	3.54	Strongly Agree
Grand Total	**3.36**	**Strongly Agree**

Legend: Strongly Agree (3.26-4.00), Agree (2.51-3.25), Disagree (1.76-2.50), Strongly Disagree (1.00-1.75).

Table 10 shows the level of employee loyalty in terms of willingness to stay. Based on the result, the statement "Employees have not pursued job opportunities outside the company in the past six months." exhibits the highest weighted mean of (3.54) with a verbal interpretation of (Strongly Agree). However, the statement "Employees are inclined to decline job offers from other companies." exhibits the lowest weighted mean of (3.25) with a verbal interpretation of (Agree). The overall weighted mean for the parameter "willingness to stay" is (3.36) with a verbal interpretation of (Strongly Agree).

These findings imply that employees are more likely to remain with the organization for an extended period. Doe et al. (2021) discovered that job satisfaction, career advancement opportunities, organizational support, and work-life balance programs all have a significant impact on employees' willingness to stay in their current jobs. These findings emphasize the need to address these crucial concerns to promote employee retention and long-term organizational stability.

3.   Do the Work-Life Balance Programs of companies affect/influence the loyalty of employees?

Table 11

Predictors	Coefficient (β)	p-value
Intercept	-0.101	0.003
Work-Life Balance Program	1.017	0.000

Table 11 above illustrates the simple linear regression model for determining the significant effect of the Work-Life Balance Program on level of Loyalty of Employees. Based on the R2, this indicates that the independent variable explains only 89.3% of the changes in the dependent variable. In other words, the R2 statistic serves as a metric for evaluating the robustness of the linear association between the predictor variable and the response variable. It does so by modifying the linear association coefficient when an incorporated predictor variable proves to be statistically significant within the model; otherwise, it refrains from making such adjustments. In line with this, the obtained p-value for the predictor Work-Life Balance Program is (0.000). Since the obtained p value is less than 0.05, then we reject the null hypothesis. Therefore, the Work Life Balance Program does have a significant effect on the Loyalty of Employees.

Additionally, unstandardized Coefficients (β) show that in every 1-unit increase in the Work-Life Balance Program, there is a 1.017 increase in the Loyalty of Employees. Lastly, the obtained t-value for the predictor is 35.912 indicating that the variable is outside the t-statistic 95% Confidence Interval with the value of (±1.96). Thus, it conveys that the predictor, Work-Life Balance Program, exerts a statistically significant effect on the level of Loyalty of Employees.

Work-life balance, according to Paluan (2018), entails balancing duties between one's career and personal life, which includes health, well-being, family, and spiritual development. His research reveals that establishing work-life balance includes effectively fulfilling tasks both at work and at home while reducing conflicts between them. Additionally, Basem et al. (2022), reducing work-life balance practices while increasing professional and personal expectations can be one of the triggers for more rapid stress. This suggests that achieving a work-life balance will increase employee loyalty at work.

Furthermore, the findings contribute to current research by providing empirical data confirming the relationship between work-life balance programs and employee loyalty. This emphasizes the strategic importance of creating a welcoming workplace atmosphere in which employees feel valued and supported as they manage their responsibilities. The Work-Life Balance Program's significant impact underlines the relevance of corporate policies in shaping employee perceptions and actions. Prioritizing such activities indicates a concern for employee well-being, which can increase engagement, productivity, and retention. Work-life balance significantly impacts employees both personally and professionally. A healthy balance between work and personal life enhances overall well-being, reduces stress, and prevents burnout. Employees with a good work-life balance tend to be more productive, engaged, and satisfied in their roles. Additionally, it contributes to improved mental and physical health, fostering a positive workplace culture.

On the other hand, the limitations of work life balance programs include the challenge of implementation across diverse industries and job roles. Some employees may face difficulties in clearly demarcating work and personal boundaries, especially in jobs with high demands. Furthermore, the effectiveness of such programs may vary depending on individual preferences, and some people may struggle to establish an appropriate balance due to workload or organizational pressures. Despite these limits, attempts to promote work-life balance are critical to employees' general well-being and productivity.

To summarize, the findings emphasize the necessity of emphasizing work-life balance efforts and their impact on employee loyalty. Recognizing and encouraging the interconnectedness of work and personal life can lead to a more engaged workforce, which is beneficial to long-term organizational success.

CONCLUSIONS

The findings underscore the importance of work-life balance in developing employee loyalty. Companies that recognize and satisfy their employees' different requirements outside of the job are more likely to inspire greater loyalty. Such surroundings promote a culture of mutual respect and support, which increases employee happiness and retention. The study reveals that employees generally demonstrate a strong sense of ownership and trust within the organization, fundamental for fostering a cohesive and effective workforce. However, there exists a nuanced perspective regarding employees' propensity to remain with the company when presented with external job opportunities, underscoring the necessity for organizations to continually reinforce their value proposition to retain top talent. The study concludes that there is a strong link between the implementation of Work-Life Balance Programs and employee loyalty. Prioritizing activities that promote work-life balance can help firms increase dedication and allegiance, building a positive employer-employee connection and solidifying the company's position as a top employer in the competitive landscape.

RECOMMENDATION

Companies should regularly communicate work-life balance programs, celebrate family life, strengthen career growth opportunities, and address communication concerns. They should use multiple channels, such as emails, intranets, and informational sessions, and provide clear pathways for advancement. Enhancing internal communication through newsletters, town hall meetings, and social platforms can help employees feel connected and informed about organizational developments. Companies should foster a culture of ownership by actively seeking employee suggestions, enhancing transparency in leadership communication, and implementing open-door policies. They should also develop retention strategies, such as personalized career development plans and targeted benefits, and establish a feedback loop for work-life balance programs. Regular surveys and focus groups can help identify areas for improvement and adapt programs to meet changing employee needs. Companies should demonstrate corporate social responsibility by engaging employees in community projects, offering wellness programs, and expanding flexible work arrangements. This fosters a sense of purpose and engagement among employees. Additionally, formal recognition programs should be implemented to acknowledge achievements and the positive impact of employees both within and outside the workplace.

APPENDICES
Certificate of SPSS Use

UNIVERSITY OF
PERPETUAL HELP
SYSTEM DALTA

ISO 9001
BUREAU VERITAS
Certification
PH000508

CERTIFICATION of SPSS Use

This is to certify that the research entitled

"THE INFLUENCE OF WORK-LIFE BALANCE PROGRAMS ON EMPLOYEE LOYALTY"

has undergone statistical analysis through a licensed

IBM SPSS Software V24, last April 26, 2024

conducted by R&DC

This certification is issued this 30-April-2024, for research requirements.

DR. AMELITA C. GARCIA
Research and Development Center

Brgy. Paciano Rizal, Calamba City, Laguna, 4027 Philippines ᴀ Tel. No.: (049) 834-1159
www.perpetualdalta.edu.ph
Calamba Campus

Certificate of Anti-Plagiarism

UNIVERSITY OF PERPETUAL HELP SYSTEM DALTA

ISO 9001 BUREAU VERITAS Certification
PH000508

CERTIFICATION of ANTI-PLAGIARISM

This is to certify that the research entitled

"THE INFLUENCE OF WORK-LIFE BALANCE PROGRAMS ON EMPLOYEE LOYALTY"

has undergone plagiarism checking through Turnitin,

with submission ID 230505297 last 29-February-2024,

which generated a 2% similarity report excluding sources with minimal similarities and previously submitted

versions.

This certification is issued this 29-February-2024, for research requirements.

DR. AMELITA C. GARCIA
Research and Development Center

Brgy. Paciano Rizal, Calamba City, Laguna, 4027 Philippines ☏ Tel. No.: (049) 834-1159
www.perpetualdalta.edu.ph
Calamba Campus

Certificate of Grammarian

UNIVERSITY OF PERPETUAL HELP SYSTEM DALTA

ISO 9001
BUREAU VERITAS
Certifications
PH000508

CERTIFICATION

This is to certify that the research manuscript with the provisional title:
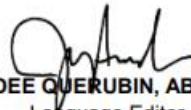
"The Influence of Work-Life Balance Programs on Employee Loyalty"

to be submitted by the following students namely:

**John Kylie E. Gorospe, Alysza Marie S. Mallillin, and
Cherrie Mae E. Reyes**

of the **College of Business Administration and Accountancy,** has been checked,

proofread, and edited for proper and correct English language.

This certification guarantees the quality of English language in this paper provided the editor's

changes are accepted and well-anchored in the researchers' goals and intentions;

and hereby serves as endorsement of the language editor for research publication and other

relevant purposes it may serve.

JAYDEE QUERUBIN, ABCOMM
Language Editor
Employee ID# 19687-0852

Brgy. Paciano Rizal, Calamba City, Laguna, 4027 Philippines ●Tel. No.: (049) 834-1159
www.perpetualdalta.edu.ph
Calamba Campus

REFERENCES

1. Ahmed, N. O. A. (2019). Career commitment: role of self-efficacy, career satisfaction and organizational commitment. DOI: 10.1108/WJEMSD-06-2017- 0038

2. Andreassi, J. K., & Thompson, C. A. (n.d.) "Work-Family Culture" Current Research and Future Directions. Retrieved from https://rb.gy/gwbxqr

3. Basem, Z., Norawati, S., Kamal, M., Munika, R., & Hastuti, S. (2022). The Effect of Compensation, Workload, and Work-Life Balance on Employee Loyalty with Job Satisfaction as a Moderating Variable. Italienisch, 12(2), 405-425. ISSN: 0171-4996. Retrieved from http://www.italienisch.nl

4. Boonsiritomachai, W., Sud-On, P., and Sudharatana, Y. (2022). The effect of psychological ownership on organizational commitment. Retrieved from https://so04.tci-thaijo.org/index.php/kjss/article/view/258514

5. Continu Team. (2023). Learning & Development: 100 Best Employee Engagement Survey Questions. Retrieved from https://www.continu.com/blog/employee-engagement-survey-questions

6. Du, D., Derks, D., & Bakker, A. B. (2018). Daily spillover from family to work: A test of the work–home resources model. Journal of Occupational Health Psychology, 23(2), 237–247. https://doi.org/10.1037/ocp0000073

7. Dutta, T., and Dhir, S. (2021). Employee Loyalty: Measurement and Validation. Retrieved from https://journals.sagepub.com/doi/abs/10.1177/0972150921990809

8. Frempong, L. N., Agbenyo, W., & Darko, P. A. (2018). The Impact of Job Satisfaction on Employees' Loyalty and Commitment: A Comparative Study Among Some Selected Sectors in Ghana. European Journal of Business and Management, 10(12), 95. ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). Retrieved from www.iiste.org

9. Hebert, V. (2021). Women planner's work-life balance and career advancement experiences: a generic qualitative inquiry. Retrieved from

https://www.proquest.com/openview/aa7e550f105cef4ea748ddbabe479c1e/1?pq-origsite=gscholar&cbl=18750&diss=y

10. Jaswal, V., & Chand, P. (2018). Emotional Ownership: Development of Survey Instrument. IOSR Journal of Humanities and Social Science (IOSR-JHSS), 23(1), 88-96. 10.9790/0837-2301018896 www.iosrjournals.org

11. Jiang, H., and Lou, Y. (2018). Crafting employee trust: from authenticity, transparency to engagement. Retrieved from https://rb.gy/cc03h8

12. Kalliath, P., Kalliath, T., Chan, X. W., & Chan, C. (2018). Linking Work–Family Enrichment to Job Satisfaction through Job Well-Being and Family Support: A Moderated Mediation Analysis of Social Workers across India. British Journal of Social Work, Volume (Issue), 1–22. https://doi.org/10.1093/bjsw/bcy022

13. Kasbuntoro et al. (2020). Work-life balance and job satisfaction: a case study of employees on banking companies in Jakarta. Retrieved from https://rebrand.ly/lq7x0h2

14. Ke, J., & Deng, X. (2018). Family-Friendly Human Resource Practice, Organizational Commitment, and Job Performance among Employees: The Mediating Role of Workplace Spirituality. Journal of Human Resources & Sustainability Studies, 6, 81–91. DOI:10.4236/jhrss.2018.61028

15. Kim, T-Y., Jie, W., and Chen, J. (2018). Mutual Trust Between Leader and Subordinate and Employee Outcome. Retrieved from https://rb.gy/h102qq

16. Krishnan, R.; Loon, K.W. The Effects of Job Satisfaction and Work-Life Balance on Employee Task Performance. Int. J. Acad. Res. Bus. Soc. Sci. 2018, 8, 652– 663. DOI:10.6007/IJARBSS/v8-i3/3956

17. Lapierre, L. M., Li, Y., Kwan, H. K., Greenhaus, J. H., DiRenzo, M. S., & Shao, P. (2017). A meta-analysis of the antecedents of work–family enrichment. Journal of Organizational Behavior. Advanced online publication. https://doi.org/10.1002/job.2234

18. Lawrence, F. P. (2023). Causal-Comparative research | research methodology group. Retrieved from https://www.phoenix.edu/content/dam/edu/research/doc/2023/causal-comparative-research.pdf

19. Liu, D., Bakari, H., Niaz, M., Zhang, Q., & Shah, I. A. (2022). Impact of Managerial Trustworthy Behavior on Employee Engagement: Mediating Role of Perceived Insider Status. Frontiers in Psychology, 13, Article 942697. https://doi.org/10.3389/fpsyg.2022.942697

20. Matthews, R., Barnes-Farrell, J., & Bulger, C. (2010). Advancing measurement of work and family domain boundary characteristics. Journal of Vocational Behavior, 77(3), 447–460. DOI:10.1016/j.jvb.2010.05.008

21. Men, L. R., Yue, C. A., and Liu, Y. (2020). "Vision, passion, and care:" The impact of charismatic executive leadership communication on employee trust and support for organizational change. Retrieved from https://rb.gy/p6ep90

22. Miliman, J., Gatling, A., and Kim, J. (2018). The effect of workplace spirituality on hospitality employee engagement, intention to stay, and service delivery. https://doi.org/10.1016/j.jhtm.2018.03.002

23. Munjal, S. (n.d.). Work-Life Balance Questionnaire. Retrieved from https://www.academia.edu/21642738/Work_Life_Balance_Questionnaire

24. Mustapa, N. S., Noor, K. M., and Mutalib, M. A. (2018). Why can't we have both? A discussion on work-life balance and women's career advancement in Malaysia. Retrieved from https://oarep.usim.edu.my/jspui/handle/123456789/3032

25. Negron, F. (2023). How Career Development Contributes to Employee Retention. Retrieved from https://rb.gy/q6sn9s

26. Ollier-Malaterre, A., Haar, J. M., Sunyer, A., & Russo, M. (2020). Supportive Organizations, Work–Family Enrichment, and Job Burnout in Low and High Humane Orientation Cultures. Applied Psychology: An International Review, 69(4), 1215-1247. https://doi.org/10.1111/apps.12217

27. Rahim, N. A. A., Omar, K., Haque, A., Muhammad, H., Saputra, J., & Hulu, F. (2022). Impacts of Work–Family Culture on Employee Job Performance in Achieving Sustainable Development Goals. Sustainability, 14, 7003. https://doi.org/10.3390/su14127003

28. Russo, M., Buonocore, F., Carmeli, A., & Guo, L. (2018). When family supportive supervisors meet employees' need for caring: Implications for work–family enrichment and thriving. Journal of Management, 44(4), 1678–1702. https://doi.org/10.1177/0149206315618013

29. Saraih et al., (2019). The influence of job performance, work-life balance and organization justice on employees' career satisfaction. Retrieved from https://rebrand.ly/l3rtuid

30. Schnettler, B., Miranda-Zapata, E., Orellana, L., et al. (2023). Family-to-work enrichment associations between family meal atmosphere and job satisfaction in dual-earner parents. Curr Psychol 42, 13887–13905. https://doi.org/10.1007/s12144-021-02580-z

31. Samat, M. F., Hamid, M. N., Awang@Ali, M. A. S., Wan Juahari, W. M. I. F., Ghazali, K. A., & Mat Nawi, F. A. (2020). The relationship between career development, compensation, job security, work environment, and employee loyalty. Retrieved from http://journale-academiauitmt.uitm.edu.my/v2/index.php/home.html

32. Solat, S., Abrar, M., Shabbir, R., Bashir, M., Saleem, S., & Saqib, S. (2020). Workplace Interactional Demands and Work-Family Enrichment: An Investigation from the Service Sector. Frontiers in Psychology, 11, Article 1476. https://doi.org/10.3389/fpsyg.2020.01476

33. Tang, Y., Shao, Y.-F., Chen, Y.-J., & Ma, Y. (2021). How to Keep Sustainable Development Between Enterprises and Employees? Evaluating the Impact of Person–Organization Fit and Person–Job Fit on Innovative Behavior. Frontiers in Psychology, 12, Article 653534. https://doi.org/10.3389/fpsyg.2021.653534

34. Wu, C. Y., Kuo, C. C., Lin, C. W., Hu, W. H., Wu, C. Y., & Cheng, S. (2020). How does benevolent leadership lead to work–family enrichment? The mediating role of positive group affective tone. Stress and Health, 36(1), 116-126. DOI: 10.1002/smi.2950

35. Xie, Y., Gu, D., Liang, C., Zhao, S., and Ma, Y. (2020). How transformational leadership and clan culture influence nursing staff's willingness to stay. Retrieved from https://doi.org/10.1111/jonm.13092

36. Yee Ling Siew, Khairiah Soehod, Noor Hazlina Ahmad. (2018). A study on worklife balance, mentoring support, and networking towards women's career advancement in Malaysia. Retrieved from https://doi.org/10.17261/Pressacademia.2018.829