



**WORK-LIFE BALANCE AND PERFORMANCE OF EMPLOYEES
IN PAG-IBIG FUND CALAMBA HUB**

**ALONA BARROS ABIOG
ACCOUNTING ASSISTANT**

Laguna College of Business and Arts
09552646905
alonabarrosabiog@gmail.com

ABSTRACT

The 'new normal' made many employees transitioned from traditional working onsite to virtual work settings or work from home arrangement. More jobs were available at all times and places due to technological advancement. More employees had to juggle work and family obligations all at the same time. This interaction created a blurred boundary between work and life and even more challenging for the employees to separate their work life to their personal commitments and family obligations. The purpose of this study was to determine the level of work-life balance and performance of employees in the Pag-IBIG Fund Calamba Hub. The research design used in this study was the descriptive correlational, which involved gathering primary information about the present condition. The total population was 112 respondents with a sample size of 84 respondents which were the agency-hired employees of the Pag-IBIG Fund Calamba Hub. Furthermore, the result of the study shown that the work-life balance of employees in the Pag-IBIG Fund Calamba Hub was more vital than ever to further enhance the performance of its employees. As such, the pursuit of work-life balance was a never-ending effort for both management of the Pag-IBIG Fund Calamba Hub and its employees.

There was a significant relationship between the level of work-life balance and performance of the employees in the Pag-IBIG Fund Calamba Hub. An action plan was therefore recommended as an additional means of improving work-life balance and enhancing performance through the collaborative efforts of employees, DBPSC, and Pag-IBIG Fund management, among others.

Keywords: Work-life Balance, Performance

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INTRODUCTION

With globalization and rapid technological advances, the boundaries between work and life are blurring, and demands on both organizations and employees have never been higher. Work-life balance is one of the key concerns afflicting human potential in the corporate world today.

As it is, Opuencia (2016) mentioned that work-life balance (WLB) has always been a concern of those interested in the quality of working life and its relationship to a better quality of life. The concept of achieving a healthy work-life balance involves setting realistic priorities for one's job and personal life (health, leisure, and family). It is a daily effort to make time for work, family, friends, personal and spiritual growth, and other personal activities. Increasing demands and challenges largely contribute to conflicts between work and personal lives. One of the major issues concerning work-life balance is the amount of time employees spend at work. According to Twaronite (2016), in the survey of Global Generations, most managers in Mexico (61%), the US (58%), India (55%), and Brazil (51%) work more than 40 hours a week. More than a third of managers in the United Kingdom (34 percent) and China (19 percent) work more than 40 hours each week, respectively. Managers in Mexico (61%), the United States (58%), India (55%), Brazil (51%), and Germany (51%), on average, work more than 40 hours a week (45%). For instance, among Bangladesh's 4 million garment workers, 80% are women, and they face significant challenges in balancing their job and personal lives. Women in Bangladesh have been compelled to enter the work force as a result of rising living expenses in the country over the last decade.

Meanwhile, Chowdhury, Hoque, & Kabir (2015), revealed in his study that 72% think that their jobs disturbed them in providing time to their family and 28% think that their job did not disturb in providing their time to family. While 74% of those polled said their personal or familial lives did not interfere with their ability to perform their professions effectively, 26% said their lives interfered with their ability to perform their jobs effectively. Therefore, the study revealed that the work-life balance scenario affects Bangladeshi women garment workers' families as well as their jobs. Job-related stress has a greater impact on family life. As a result, conflict between job and family is a bigger problem than the other way around.

In a local context, most Filipinos are also in a similar situation, most especially every Filipino worker are experiencing the massive impact of the global pandemic and earning enough

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money for everyday life, they tend to spend longer working hours at work and sacrifice time for their families. With this kind of situation, it is very clear that there are issues and challenges when it comes to work-life imbalances, and it is an important issue for people to take note of.

As such, the balance between the Pag-IBIG Fund employees' work and life in Calamba Hub has created a growing concern since the global pandemic happened, and in compliance with social distancing protocol, the Fund came up with an alternative work arrangement. Significant changes have occurred. The interactions between work and other life's interests have blurred the boundary as more employees are bringing their work home and more work is available at all times and places due to technological advancement. Employees of the Fund grow deeply linked through digital technology and social media, making it increasingly difficult to maintain a separation between work and home life.

With the alternative work arrangement of the Fund, it is no easy task to achieve work-life balance. Lack of work-flexibility, high pressure of work, poor time management, and work-from-home arrangements mixed with personal and family issues, financial problems, and social conflicts are the major issues that stress out most of its employees. These challenges affect one's job performance and productivity. Employees who struggle to maintain a healthy balance between work and family life frequently struggle to manage activities at home as well as at work, resulting in poor performance.

Finally, Home Development Mutual Fund (HDMF), commonly known as the Pag-IBIG Fund, is a government-owned and controlled corporation responsible for the administration of the national savings program and affordable shelter financing for Filipinos. This study aimed at investigating the work-life balance in the Calamba Hub, one of its offices under Southern Tagalog. The main purpose of the study was to evaluate the Pag-IBIG Fund Calamba Hub employees' work-life balance and its relationship to employees' performance. An action plan was proposed to promote a balance between the personal commitments and responsibilities of an employee and his organizational roles and duties to effectively enhance employee performance.

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MATERIALS AND METHODS

The method used in this study is the descriptive correlational design, which involves gathering primary information about the present condition. The descriptive correlational method is generally used to describe the characteristics and/or behavior of a sample population. This involves a collection of data that describes individual groups or situations. Obtaining data using the descriptive correlational method was performed through the conduct of survey questionnaires and personal information. Out of 102 agency-hired employees, Rao Soft Calculator was utilized and came up with 84 respondents of total sample size with .05 margin of error and .95 confidence level. The respondents of the study were the 84 randomly selected agency-hired employees of Pag-IBIG Fund Calamba Hub. The questionnaire was divided into two parts: Part I is the assessment of the employees' level of work-life balance in terms of stress, self, time, and change management which was measured using Likert Scale (Very Satisfied – 4, Satisfied – 3, Fairly Satisfied – 2, Not Satisfied – 1) with a verbal interpretation of (Strongly Manifested, Manifested, Moderately Manifested, Not Manifested); Part II is the assessment of the level of employees' performance in terms of task, contextual, and adaptive performance which was measured using Likert Scale (Strongly Agree – 4, Agree – 3, Strongly Disagree – 2, Disagree – 1) with a verbal interpretation of (Outstanding, Satisfactory, Fair, Poor). Remarkably, the researcher wrote a letter to the head of the Pag-IBIG Fund Calamba Hub for his approval for the conduct of the study. Informed consent from the management and all the parties involved were accomplished to ensure compliance to the ethical standards of conducting research. Permission from the participating respondents in the collection of data was secured. Survey questionnaires served as the source of primary data for this study. The questionnaires were distributed to the respondents and assessed the level of work-life balance and performance. The data were collected, tabulated, processed, and interpreted with the guidance of a statistician. For the treatment of the data gathered, Pearson Product-Moment Correlation or Pearson-r was used to ascertain if there is a relationship between the level of work-life balance and performance. Linear Regression was also used to measure the impact of work-life balance to the performance of Pag-IBIG Fund Calamba Hub employees.

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RESULTS AND DISCUSSION

Discussion of the level of work-life balance and performance is presented in the succeeding tables and textual presentations:

Table 1.1 shows the level of Work-life Balance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Managing Stress.

The employees of Pag-IBIG Fund Calamba Hub were satisfied with managing stress with a composite mean of 3.09. This means that the employees' level of work-life balance in Pag-IBIG Fund Calamba Hub was Manifested in terms of stress management. The indicator "The agency-hired employee in Pag-IBIG Fund Calamba Hub manages work even if frustrated" attained the highest mean of 3.43 and was verbally interpreted as Strongly Manifested, while the indicator "The agency-hired employee of Pag-IBIG Fund Calamba Hub self-esteem is not affected even if mistaken most of the time" with the lowest mean of 2.79 and was verbally interpreted as Manifested.

Table 1.1

Level of Work-life Balance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Managing Stress

Indicators	Mean	Verbal Interpretation
The agency-hired employee in Pag-IBIG Fund Calamba Hub... Not easily get exhausted even if don't have enough rest	2.92	M
Manages mental distraction caused by non-fulfilment of obligations	3.17	M
Self-esteem is not affected even if mistaken most of the time	2.79	M
Manages mood swings, difficulty in making decisions, and loss of concentration	3.21	M
Manages work even if frustrated	3.43	SM
Manages work performance even if affected by stress and anxiety	3.26	SM
Perform work properly even when feeling fatigued	3.11	M

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Not lose appetite or skip meals even if stressed	3.10	M
Not easily get distracted even if something or someone annoys me.	2.95	M
Composite Mean	3.09	M

Legend: 3.25-4.00 Strongly Manifested (SM) 1.75-2.49 Moderately Manifested (MM)
2.50-3.24 Manifested (M) 1.00-1.74 Not Manifested (NM)

The data above indicate that the employees of the Pag-IBIG Fund Calamba Hub have a satisfying work-life balance in terms of managing stress, thus they are good and capable of controlling their levels of work-related stress, which is encouraging. They can maintain their composure and professionalism even when confronted with a frustrating scenario; more significantly, they choose to see things from a positive viewpoint rather than react adversely at work; positive thinking, after all, is the key to dealing with job stress. Furthermore, the findings indicate that the respondents had a good outlook, high self-esteem, and a favorable response to stress, all of which can have an impact on their motivation, mental well-being, and overall quality of life.

In support to the findings, Davidson (2014) as cited in the study of Ofulencia (2016), stated that stress could either be positive or a negative force. It could stimulate an individual to work harder and enhance focus for longer time period. However, negative stress was more common and had a greater effect on health and performance. Generally stated, stress was described as what an individual felt when he had to respond to such tension or stress. A response to stress, all of which can have an impact on their motivation, mental well-being, and overall quality of life.

Additionally, Tran (2020) stated that workplace stress had been shown to have a detrimental impact on employee health and organizational revenue. Recognizing stress symptoms and being aware of the effects of stress on employees' health as well as company profits were also primary priorities for assisting employees in overcoming stress.

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Table 1.2

Level of Work-life Balance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Managing Self

Indicators	Mean	Verbal Interpretation
The agency-hired employee of Pag-IBIG Fund Calamba Hub...		
Allot time for self-development	3.27	SM
Has a plan and schedule for day-to-day activities	3.20	M
Has sufficient time for self-care	3.35	SM
Eats regularly for proper nutrition	3.30	SM
Has sufficient time to rest and relax	3.04	M
Undergo physical exercise regularly	2.39	MM
Pampers himself/herself	2.96	M
Has enough sleep	2.87	M
Engages in any activities that is enjoying	3.35	SM
Spends suitable time on endeavors	3.12	M
Composite Mean	3.08	M

Legend: 3.25-4.00 Strongly Manifested (SM) 1.75-2.49 Moderately Manifested (MM)
2.50-3.24 Manifested (M) 1.00-1.74 Not Manifested (NM)

Table 1.2 shows the level of Work-life Balance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Managing Self.

The employees of Pag-IBIG Fund Calamba Hub were Satisfied in managing self with a composite mean of 3.08. With this, the employees' level of work-life balance in Pag-IBIG Fund Calamba Hub was Manifested in terms of self-management. The indicators "The agency-hired employee of the Pag-IBIG Fund Calamba Hub have sufficient time for self-care" and "Engages in any activities that is enjoying" attained the highest mean of 3.35 while the indicator "The agency-hired employee of Pag-IBIG Fund Calamba Hub undergo physical exercise regularly" gained the lowest mean of 2.39 and was verbally interpreted as Fairly Satisfied.

The above results deduce that the employees of the Pag-IBIG Fund Calamba Hub have a healthy and satisfying work-life balance in terms of managing oneself, as evident by their ability to complete not just their work-related activities, but also duties related to their personal growth.

In support to the findings, according to Steyn and Staden (2018), self-management was a necessary managerial skill that comprised accepting responsibility for one's actions and conduct.

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In addition, Opulencia (2016) suggested that the feeling of being in control of one's life was a major factor in alleviating stress. Managing oneself might be difficult, especially when it came to getting appropriate hours of sleep, exercise, and diet.

As such, Ghali, Miri, and Hamzah (2018) mentioned that self-management implied that employees oversaw and screened their behavior as well as the decisions they make. It also meant that, in the absence of external control, employees made decisions that were less appealing but more desirable.

In the same manner, Steyn et al. (2018) top and middle-level managers had high to excellent self-management skills. Integrity and ethical behavior, personal drive and resilience, work-life balance, and self-awareness of self-development were among them.

Table 1.3

Level of Work-life Balance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Managing Time

Indicators	Mean	Verbal Interpretation
The agency-hired employee of Pag-IBIG Fund Calamba Hub... Satisfied with the number of hours of work	3.31	SM
Meets the requirements of work without extending long hours	3.23	M
Family time does not suffer as a result of long working hours	3.10	M
Allows to file a leave of absence if there are family affairs to attend to	3.38	SM
Meets family needs even if working long hours	3.25	SM
Can schedule preferred leave of absence supported by immediate superior	3.44	SM
Can spend family and social life without worrying about job responsibility	3.08	M
Can go out and enjoy my social life, despite the number of hours spent working	3.18	M
Allows to work in flexible working hours	2.70	M
Allows to adjust work schedule if needed	2.56	M
Composite Mean	3.12	M

Legend: 3.25-4.00 Strongly Manifested (SM) 1.75-2.49 Moderately Manifested (MM)
2.50-3.24 Manifested (M) 1.00-1.74 Not Manifested (NM)

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Table 1.3 shows the level of Work-life Balance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Managing Time.

The employees of Pag-IBIG Fund Calamba Hub were Satisfied in managing time with a composite mean of 3.12. This means that the employees' level of work-life balance in Pag-IBIG Fund Calamba Hub was Manifested in terms of time management. The indicator "The agency-hired employee of Pag-IBIG Fund Calamba Hub can schedule my preferred leave of absence supported by my immediate superior" attained the highest mean of 3.44 and was verbally interpreted as Fully Satisfied, while the indicator "I am allowed to adjust my work schedule if needed" gained the lowest mean of 2.56 and was verbally interpreted as Satisfied.

The findings signify that the employees of the Pag-IBIG Fund Calamba Hub have a satisfying work-life balance in terms of managing time, with balanced time spent on their professional and personal lives. When it comes to attaining work-life balance, effective time management is critical. It is crucial because how an employee manages his or her time influences whether he or she will achieve work-life balance. In other words, when an individual is careful about time management, it is easier to achieve a healthy work-life balance.

In support to the findings, according to Kashyap (2019), time management was the practice of planning and exerting conscious control over the amount of time spent on certain tasks to work smarter rather than harder. It was a balancing act of numerous elements that allowed one to boost productivity and achieve a better work-life balance.

In addition, Cyril (2015) asserted that it was critical to recognize that the amount of time available was constant, and the only thing people could change was how they used that time.

Furthermore, in the study conducted by Fapohunda, (2014, as cited in Oplencia, 2016), stated that when people spend too many hours at work and spend less time with their families, their health and work performance suffer.

Table 1.4

Level of Work-life Balance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Managing Change

Indicators	Mean	Verbal Interpretation
The agency-hired employee of Pag-IBIG Fund Calamba Hub... Is open to changes in my work environment. Can achieve total focus on the situation to act quickly.	3.45	SM

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	3.30	SM
Can keep my cool in situations where I am required to make many decisions.	3.27	SM
Can observe new policies in the workplace.	3.56	SM
Can quickly execute the new task assigned to me.	3.36	SM
Can adapt in frequent changes in schedule and does not affect time for family.	3.08	M
Can quickly adapt if there is a change in the management (e.g., new manager/supervisor)	3.38	SM
Can meet my family's needs even if I am under pressure for new changes at work.	3.26	SM
Look for changes as new learnings and opportunities.	3.58	SM
Reinforce positive behavior with my co-workers whenever changes occur.	3.48	SM
Composite Mean	3.37	SM

Legend: 3.25-4.00 Strongly Manifested (SM) 1.75-2.49 Moderately Manifested (MM)
2.50-3.24 Manifested (M) 1.00-1.74 Not Manifested (NM)

Table 1.4 shows the level of Work-life Balance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Managing Change.

The employees of Pag-IBIG Fund Calamba Hub were fully satisfied in managing stress with the composite mean of 3.37. This means that the employees' level of work-life balance in Pag-IBIG Fund Calamba Hub was Strongly Manifested in terms of change management. The indicator "The agency-hired employees of Pag-IBIG Fund Calamba Hub look for changes as new learnings and opportunities" acquired the highest mean of 3.58 and was verbally interpreted as Strongly Manifested, while the indicator "The agency-hired employees of Pag-IBIG Fund Calamba Hub can adapt in frequent changes in schedule and does not affect time for family" attained the lowest mean of 3.08 and was verbally interpreted as Manifested.

The employees of Pag-IBIG Fund Calamba Hub were fully satisfied in managing stress with the composite mean of 3.37. This means that the employees' level of work-life balance in Pag-IBIG Fund Calamba Hub was Strongly Manifested in terms of change management. The indicator "The agency-hired employees of Pag-IBIG Fund Calamba Hub look for changes as new learnings and opportunities" acquired the highest mean of 3.58 and was verbally interpreted as Strongly Manifested, while the indicator "The agency-hired employees of Pag-IBIG Fund Calamba Hub can adapt in frequent changes in schedule and does not affect time for family" attained the lowest mean of 3.08 and was verbally interpreted as Manifested.

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As seen by the findings, employees of the Pag-IBIG Fund Calamba Hub have a fully satisfied work-life balance in terms of managing change. This indicates that the employees were quite amenable to changes in the workplace. Because of the ever-changing circumstances both at work and outside of work, this type of conduct is critical. Individuals' capacity to adapt and adjust to change readily helps to prevent the development of stress-related issues and concerns.

In support to the findings, Opulencia (2016) mentioned that change management is an organized strategy to coping with change from both the organizational and individual perspectives. Change management in an organization refers to the implementation of processes to adapt to changes in the workplace environment and to capitalize on shifting possibilities. Furthermore, successful change management entails making frequent and targeted efforts to ensure that the rate of change at work and at home does not overwhelm or defeat the individual. Too much change at once might cause people to return to old habits. Furthermore, change management requires long-term dedication and endurance. It is a journey that needs the aid of supervisors and managers in reinforcing certain measures at each level.

Likewise, according to Armstrong (2009, as cited in Secapramana & Kovara, 2018), change occurred when one condition changes to another. Change was difficult in an organization and frequently resulted in fluctuations and negative consequences. In order for the implementation of a relatively new concept in an organization to be successful, all members of the organization must be prepared to embrace change. As a result, change management was essential. Change management was the process of implementing goals for change by preparing and implementing them methodically.

In the light of the study of Ali and Anwar (2021), change was an inescapable part of everyday existence. Technology, institutional innovations and procedures, internal rules and regulations, the transition of government agencies to private enterprises, organizational restructuring plans, managerial decision changes, and other external variables all have a role in various ways. As a result of the reorganization and change of initiatives, organizational participants were compelled to act and do their jobs differently. As a result of organizational changes, employees were asked to leave their comfort zones. Employee attitudes and behaviors regarding organizational change activities, among other variables, may therefore be claimed to be one of the primary drivers of most organizational change initiatives' effectiveness and efficacy.

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Table 2.1

Level of Performance the Employees in Pag-IBIG Fund Calamba Hub in terms of Task Performance

Indicators	Mean	Verbal Interpretation
The agency-hired employee of Pag-IBIG Fund Calamba Hub... Completed the core tasks well using the standard procedures	3.49	O
Ensure that tasks are completed properly	3.65	O
Ensure that tasks are submitted on time	3.56	O
Always update tasks monitoring	3.49	O
Works accurately and neatly	3.43	O
Demonstrates the ability to operate machines needed for my job	3.35	O
Manifests thoroughness and precise attention to details	3.35	O
Fully understand the linkage or connection between the previous, intervening, and subsequent tasks	3.30	O
Can come up with sound suggestions for problems.	3.17	S
Composite Mean	3.42	O

Legend: 3.25-4.00 Outstanding (O) 1.75-2.49 Fair (F)
2.50-3.24 Satisfactory (S) 1.00-1.74 Poor (P)

Table 2.1 shows the level of Performance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Task Performance.

The employees of Pag-IBIG Fund Calamba Hub strongly agreed that they have shown their ability to perform tasks with a composite mean of 3.42. This means that the employees' level of performance in Pag-IBIG Fund Calamba Hub was Outstanding in terms of task performance. The indicator "The agency-hired employee of Pag-IBIG Fund Calamba ensure that tasks are completed properly" obtained the highest mean of 3.65 and was verbally interpreted as Outstanding, while the indicator "The agency-hired employee of Pag-IBIG Fund Calamba Hub can come up with sound suggestions for problems" acquired the lowest mean of 3.17 and was verbally interpreted as Satisfactory.

The above results show that the Pag-IBIG Fund employees have an outstanding performance in terms of task. This indicates that employees were all doing their core tasks, responsibilities, and obligations to the best of their abilities. It was also revealed that the

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respondents were efficient and effective in their activities, and that they demonstrated behaviors that contributed to the achievement of the organization's objectives, either directly by carrying out a part of its technological process, or indirectly by providing the necessary services or materials.

In support to the findings, Kappagoda (2018), defined task performance as conduct that is directly related to work completion. Task-related behaviors contribute to the organization's technical core. Task performance behavior is often recognized as a formal requirement of an individual's work.

Accordingly, Ramawickrama, Opatha, and Pushpakumari (2017) emphasized that the task performance was the proficiency with which job incumbents perform activities that were formally recognized as part of their jobs; activities that contributed to the organization's technical core either directly by implementing a part of its technical process, or indirectly by providing it with needed materials or services.

In the same manner, Nini (2019) cited that task performance is important because it relates to producing job-specific goods and services and requires employees to acquire and demonstrate core technical skills. describes the core job responsibilities of an employee. It's also known as in-role specified conduct, and it's demonstrated in the quality and quantity of specified work results and deliverables.

Futhermore, Carlisle, Bhanugopan, and D'Netto (2019) sought to investigate the relationship between training effectiveness, task performance, and work environment in public hospitals across three Australian states, it was discovered that training effectiveness had a significant impact on task performance and that work environment mediated the relationship between the two.

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Table 2.2

Level of Performance the Employees in Pag-IBIG Fund Calamba Hub in terms of Contextual Performance

Indicators	Mean	Verbal Interpretation
The agency-hired employee of Pag-IBIG Fund Calamba Hub... Performs task without much supervision	3.35	O
I can practice self-discipline in my work	3.60	O
Demonstrates dedication and commitment to the tasks assigned	3.64	O
Shows tact in dealing with different people	3.42	O
Shows respect and courtesy in dealing with peers and supervisors	3.64	O
Willingly help others (whenever necessary) in the performance of tasks	3.69	O
Shows appreciation and gratitude for any form of assistance granted by others	3.68	O
Perform extra tasks	3.54	O
Initiate doing some tasks	3.30	O
Maintain healthy relationship with my co-workers	3.58	O
Composite Mean	3.54	O

Legend: 3.25-4.00 Outstanding (O) 1.75-2.49 Fair (F)
2.50-3.24 Satisfactory (S) 1.00-1.74 Poor (P)

Table 2.2 shows the level of Performance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Contextual Performance.

The employees of Pag-IBIG Fund Calamba Hub strongly agreed that they have shown effectiveness in their relationship with other employees with a composite mean of 3.54. This means that the employees' level of performance in Pag-IBIG Fund Calamba Hub was Outstanding in terms of contextual performance. The indicator "The agency-hired employee of Pag-IBIG Fund Calamba Hub willingly help others (whenever necessary) in the performance of tasks" attained the highest mean of 3.69 and was verbally interpreted as Outstanding, while by indicator "The agency-hired employee of Pag-IBIG Fund of Calamba Hub initiate doing some tasks" gained the lowest mean of 3.30 and was verbally interpreted as Outstanding.

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The below findings deduced that the employees of the Pag-IBIG Fund Calamba Hub have an outstanding performance in terms of contextual. They show an exceptional behavior that support the organizational, social, and psychological context in which the technical core must be performed. Contextual performance leads to employee activities that are outside of the job description but nonetheless contribute to corporate effectiveness. Contextual performance encompassed behaviors of employees that are not within the required job description but still promotes organizational effectiveness

In support to the abovementioned results, Kappagoda (2018) mentioned that contextual performance was an individual performance that maintained and improved an organization's social network and the psychological environment that supported technical activities.

In addition, Nini (2019) claimed that contextual performance improved the corporate environment by reinforcing social networks. Employees who engaged in contextual performance contribute to the organization's culture and atmosphere.

Furthermore, Smith, Urgna and Neal (1983, as cited in Palenzuela, Delgado, Rodríguez, 2019), contextual performance is generally considered positive, the by-product of good employee-organizational relationships, and a reflection of employees' perceptions of fair treatment and positive attitudes.

In table 2.3, it shows the level of Performance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Adaptive Performance.

The employees of Pag-IBIG Fund Calamba Hub agreed that they have shown their ability to adapt in changing situation with a composite mean of 3.18. This means that the employees' level of performance in Pag-IBIG Fund Calamba Hub was Satisfactory in terms of adaptive performance. The indicator "The agency-hired employee of the Pag-IBIG Fund Calamba Hub develop good relationships with all the counterparts as an important factor in my effectiveness" had the highest mean of 3.58 and was verbally interpreted as Outstanding, while the indicator "The agency-hired employee of the Pag-IBIG Fund Calamba undergo training regularly outside of work to keep his/her competencies up to date" gained the lowest mean of 2.67 and was verbally interpreted as Satisfactory.

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Table 2.3

Level of Performance the Employees in Pag-IBIG Fund Calamba Hub in terms of Adaptive Performance

Indicators	Mean	Verbal Interpretation
The agency-hired employee of Pag-IBIG Fund Calamba Hub... Hesitates to go against established ideas to propose an innovative solution	2.81	S
Easily reorganize work to adapt in the new circumstances	3.33	O
Undergo training regularly outside of work to keep his/her competencies up to date	2.67	S
Prepare for change by participating in every project or assignment that enables me to do so	3.17	S
Adapt work practices to the requirements and suggestions of others	3.43	O
Develop good relationships with all the counterparts as an important factor in effectiveness	3.58	O
Strive to adapt, however difficult, to the working conditions	3.36	O
Wait for the innovations having to do with the job to become widespread in the company before putting major effort into relevant training or learning.	2.93	S
Is on the lookout for the latest innovations of the job to improve his/her work	3.21	S
I contribute to the stability of my team by driving others towards our priority assignments.	3.31	O
Composite Mean	3.18	S

Legend: 3.25-4.00 Outstanding (O) 1.75-2.49 Fair (F)
2.50-3.24 Satisfactory (S) 1.00-1.74 Poor (P)

The above findings imply that the employees of the Pag-IBIG Fund Calamba Hub have a satisfactory performance in terms of adaptive. This indicates that they can readily adapt to the different changes in their workplace. Thus, it is a facet of employee performance that represents the development and enhancement of skills in response to various changes in the company. Adaptive performance is an important trait to have in a company since it helps an organization

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handle any workplace scenarios that may occur and help the organization flourish. Rather than resisting change in the workplace, an employee with adaptive performance adopts a new behavior that is appropriate for the situation in order to transform a potential problem into a positive outcome.

In support, Zakaria (2020), defined the concept of adaptive performance in general terms as an individual's ability to adapt to dynamic work situations. Employees demonstrated adaptive performance by adjusting their behaviors to the requirements of work situations and new events like dealing with unpredictable work situations; handling emergencies; solving problems creatively; dealing with work stress; learning new tasks, technologies, and procedures; demonstrating interpersonal, cultural and physical adaptability.

Additionally, in the research study conducted by Park and Park (2019), it was explained that adaptive performance needed to be included as a part of performance criteria in evaluations.

Furthermore, Bednall and Henricks (2021) asserted that it was difficult to train adaptive performance directly. Instead, these studies implied that a more fruitful approach was to help employees develop relevant domain knowledge, improve the self-regulatory capabilities of individuals and teams, incorporate adaptive performance into performance appraisal systems, and retain experienced employees.

Table 3.1

Test of Significant Relationship between the Level of Work-life Balance and Performance among the Employees in Pag-IBIG Fund Calamba Hub

Work Life Balance	Performance	r value	p value	Decision	Remarks
Stress Management	Task	.628**	.000	Reject H_0	Significant
	Contextual	.542**	.000	Reject H_0	Significant
	Adaptive	.564**	.000	Reject H_0	Significant
Self-Management	Task	.655**	.000	Reject H_0	Significant
	Contextual	.559**	.000	Reject H_0	Significant
	Adaptive	.547**	.000	Reject H_0	Significant

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	Task	.623**	.000	Reject H_0	Significant
Time Management	Contextual	.621**	.000	Reject H_0	Significant
	Adaptive	.549**	.000	Reject H_0	Significant
Change Management	Task	.757**	.000	Reject H_0	Significant
	Contextual	.739**	.000	Reject H_0	Significant
	Adaptive	.650**	.000	Reject H_0	Significant

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

Table 3.1 shows the test of Significant Relationship between the Level of Work-life Balance and Performance among the Employees in Pag-IBIG Fund Calamba Hub.

There is a significant relationship between the level of work-life balance and performance among the employees in Pag-IBIG Fund Calamba Hub. The probability values are all less than the level of significance at .05, thus reject the null hypothesis.

The above-mentioned findings of the study imply that the more satisfied the work-life balance of employees is, the higher the level of their performance.

Relative to the findings, according to Abioro, Oladejo, and Ashogbon (2018), work-life balance was an important concern for all employees in public and private sector nowadays. This was because there would be a drop in employee productivity and performance if a business did not consider and manage the work-life balance of their employees properly.

In addition, Weis (2015) work-life balance was defined as the "balance of work, family, and individual self-demands and time. The author further mentioned that work-life balance might be achieved through organizing and arranging one's personal and family lives, as well as depending on support systems and adaptability at work. It is mainly about achieving the correct balance between one's job and one's personal life, as well as being at ease with both work and non-work commitments.

Similarly, Fapohunda (2014, as cited in Oplencia, 2016), claimed that while some organizations were dedicated to work-life balance initiatives, the solutions available were not always in sync with employee needs.

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Moreover, Richert-Kaźmierska and Stankiewicz (2016) cited that young employees who could achieve an adequate balance between work and family obligations tend to be the most productive.

Table 4.1

Regression Analysis on the Impact of the Level of Work-life Balance to the Performance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Task Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decisions	Remarks
	B	Std. Error	Beta				
(Constant)	0.519	0.255		2.037	0.045		
Stress	0.079	0.113	0.074	0.696	0.489	Accept ho	Not Significant
Self	0.277	0.100	0.276	2.779	0.007	Reject ho	Significant
Time	0.017	0.105	0.018	0.16	0.873	Accept ho	Not Significant
Change	0.519	0.105	0.525	4.949	0.000	Reject ho	Significant

R – Square = .635 Adjusted R Square = .617 F-value = 34.384 Significance = .000

Table 4.1 shows the regression analysis on the impact of the level of work-life balance to the performance among the employees in Pag-IBIG Fund Calamba Hub in terms of Task Performance.

Based on the table below, self-management and change management significantly impact the performance among the employees in Pag-IBIG Fund Calamba Hub in terms of Task. The probability values of .007 and .000 are less than the level of significance at .05, thus reject the null hypothesis.

The results of the study revealed that self-management and change management significantly impacted the performance among the employees in Pag-IBIG Fund Calamba Hub in terms of Task by 63.5 %.

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Table 4.2

Regression Analysis on the Impact of the Level of Work-life Balance to the Performance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Contextual Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decisions	Remarks
	B	Std. Error	Beta				
(Constant)	1.003	0.264		3.800	0.000		
Stress	-0.071	0.117	-0.069	-0.606	0.546	Accept ho	Not Significant
Self	0.12	0.103	0.124	1.163	0.248	Accept ho	Not Significant
Time	0.154	0.109	0.168	1.41	0.163	Accept ho	Not Significant
Change	0.566	0.109	0.595	5.204	0.000	Reject ho	Significant

R – Square = .576 Adjusted R Square = .555 F-value = 26.829 Significance = .000

Table 4.2 shows the regression analysis on the impact of the level of work-life balance on the performance among the employees in Pag-IBIG Fund Calamba Hub in terms of Contextual Performance.

Based on the table, change management significantly impact the performance among the employees in Pag-IBIG Fund Calamba Hub in terms of Contextual. The probability values of .000 is less than the level of significance at .05, thus reject the null hypothesis.

The results of the study revealed that change management significantly impacted the performance among the employees in Pag-IBIG Fund Calamba Hub in terms of Contextual by 57.6 %.

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Table 4.3

Regression Analysis on the Impact of the Level of Work-life Balance to the Performance among the Employees in Pag-IBIG Fund Calamba Hub in terms of Adaptive Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decisions	Remarks
	B	Std. Error	Beta				
(Constant)	0.8	0.292		2.736	0.008		
Stress	0.124	0.129	0.123	0.958	0.341	Accept ho	Not Significant
Self	0.172	0.114	0.18	1.5	0.138	Accept ho	Not Significant
Time	0.044	0.121	0.048	0.362	0.718	Accept ho	Not Significant
Change	0.395	0.12	0.42	3.281	0.002	Reject ho	Significant

R – Square = .467 Adjusted R Square = .440 F-value = 17.325 Significance = .000

Table 4.3 shows the regression analysis on the impact of the level of work-life balance to the performance among the employees in Pag-IBIG Fund Calamba Hub in terms of Adaptive Performance.

Based on the table below, change management significantly impact the performance among the employees in Pag-IBIG Fund Calamba Hub in terms of Adaptive Performance. The probability values of **.002** are less than the level of significance at .05, thus reject the null hypothesis.

The results of the study revealed that change management significantly impacted the performance among the employees in Pag-IBIG Fund Calamba Hub in terms of Adaptive Performance by 46.7%.

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CONCLUSIONS

Work-life balance practices are more vital than ever as it enhanced the employees' performance as evidenced by the study. Work-life balance had become a significant priority for individuals seeking a good quality of life.

The high level of work-life balance among the employees in the Pag-IBIG Fund Calamba Hub allows them to influence their motivation to effectively perform at work, their overall well-being, and improve quality of life. They also have an outstanding performance by performing work-related tasks, showing positive behavior that contribute to the effectiveness of the organization, and manifesting a great deal of flexibility and adaptability in response to various changes in the organization.

Thus, the results show that work-life balance practices were evidently practiced by the employees in the Pag-IBIG Fund Calamba Hub.

On the other hand, only the self-management and change management have significantly impact the performance in terms of task, contextual, and adaptive. It is therefore concluded that while employees in Pag-IBIG Fund continuously improve and enhance their skills, taking control of their own actions and behavior, and increment self-motivation, these demonstrate a great preparedness and anticipation for various changes that may help one's goal, improve overall performance, and keys determinants of performance and efficacy of most organizational change efforts.

In overview, an action plan is proposed for the employees of Pag-IBIG Fund Calamba Hub. It will help the employees enhance their work-life balance and continuously execute an outstanding performance.

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