Assessing Work-Life Balance Among Employees in the City Schools Division of Batac: Factors, Impacts, and Strategies for Improvement

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Abstract

This research investigates the work-life balance of employees within the City Schools Division of Batac, employing a mixed-methods approach to provide a comprehensive analysis of how employees allocate their time between professional and personal responsibilities. The study involved 34 employees across various roles and levels, who documented their daily activities using a 24-hour activity sheet over weekdays and weekends. Activities were categorized into Productive, Reproductive, Community, and Personal/Leisure.

Descriptive statistics summarized time allocation and identified significant differences between weekdays and weekends. Qualitative data were collected from participants who attended a seminar on "The Impact of Gender Norms on Work-Life Balance," providing contextual insights into the influence of gender norms on time management and work-life balance.

The findings revealed distinct patterns in work-life balance, highlighting variations in how employees managed their professional and personal lives. Male employees exhibited significant variability in time allocated to productive activities, while female employees showed a more consistent pattern. Both genders displayed a notable increase in personal and leisure activities during weekends, underscoring the importance of downtime for overall well-being. Reproductive and community activities received minimal attention, indicating potential areas for organizational support and intervention.

The mixed-methods approach enriched the quantitative data with qualitative insights, offering a holistic view of the employees' experiences and the impact of gender norms on their work-life balance. The study's results inform recommendations for targeted interventions and policies aimed at enhancing employee well-being, job satisfaction, and organizational effectiveness. These recommendations include implementing work-life balance workshops, stress management programs, and community engagement initiatives, as well as providing personal development opportunities and regular feedback sessions to continuously improve the work environment.

This research contributes to the broader understanding of work-life balance in educational institutions and provides valuable insights for policymakers and administrators to develop effective strategies for improving employee well-being and organizational performance in the City Schools Division of Batac.

Introduction

In the modern era, where the boundaries between professional responsibilities and personal life were increasingly blurred, maintaining a healthy work-life balance became a crucial challenge for many individuals. The concept of work-life balance referred to the equilibrium an individual strived to achieve between their professional duties and personal activities, which was vital for overall well-being and job satisfaction. This balance was particularly significant in educational institutions, where employees—both teaching and non-teaching staff—often faced unique pressures and demands that could disrupt this delicate equilibrium.

The City Schools Division of Batac, as a pivotal educational authority, was not exempt from these challenges. Employees within this division encountered a range of stressors related to their roles, from the demanding nature of educational tasks to the expectations placed upon them. Understanding the work-life balance of these employees was essential not only for enhancing their well-being but also for improving the quality of education delivered to students.

Research had consistently highlighted the importance of work-life balance across various sectors. Greenhaus and Beutell (1985) defined work-life balance as the degree to which an individual was equally engaged in and satisfied with their work and family roles. This balance was critical for preventing burnout, reducing stress, and promoting mental and physical health (Allen, Herst, Bruck, & Sutton, 2000). In educational settings, specific challenges such as heavy workloads, high expectations, and emotional labor could significantly impact work-life balance. Hakanen, Bakker, and Schaufeli (2006) found that these demands often led to work-life conflict, affecting teachers' job satisfaction and overall well-being.

Further studies examined the factors influencing work-life balance. Thompson, Beauvais, and Lyness (1999) demonstrated that organizational support and flexibility were crucial for improving work-life balance. Personal attributes, such as resilience and effective time management, also played a significant role (Wayne, Musisca, & Fleeson, 2004). Additionally, research by Beauregard and Henry (2009) highlighted that organizations with robust work-life balance programs, such as flexible work arrangements and employee assistance programs, saw improved employee well-being and organizational performance.

In the context of educational institutions, the specific demands placed on employees exacerbated work-life balance issues. Granziera and Perera (2019) discussed how the high demands of teaching could lead to increased work-life conflict and reduced job satisfaction. Kinman, Wray, and Strange (2011) emphasized the importance of workplace social support in mitigating burnout and enhancing job satisfaction among teachers.

Moreover, the impact of work-life balance on employee outcomes was well-documented. Aryee, Srinivas, and Tan (2005) found that employees who achieved a better work-life balance reported higher job satisfaction and lower turnover intentions. Frone (2003) noted that a positive work-life balance contributed to better mental health and lower stress levels.

Coping mechanisms and strategies also played a critical role in managing work-life balance. Lazarus and Folkman (1984) identified problem-focused and emotion-focused coping strategies as

essential for managing work-related stressors. In educational settings, strategies such as collaborative support among colleagues and effective time management were particularly beneficial (Kinman, Wray, & Strange, 2011).

By exploring the work-life balance of employees in the City Schools Division of Batac, this research aimed to provide a comprehensive understanding of the challenges and opportunities related to achieving a healthy balance between professional and personal life. The findings offered valuable insights for policymakers and administrators, guiding the development of targeted interventions and policies designed to improve employee well-being, job satisfaction, and overall organizational effectiveness.

Research Objectives

The primary objective of this study is to investigate the work-life balance among employees in the City Schools Division of Batac. The specific objectives include:

1. to analyze how employees allocate their time across productive, reproductive, community, and personal/leisure activities on both weekdays and weekends;
2. to explore gender differences in time allocation patterns and work-life balance, comparing the experiences of male and female employees;
3. to assess the impact of work-life balance on employees' well-being, job satisfaction, stress levels, and overall mental and physical health; and
4. to develop recommendations for targeted interventions, policies, and programs aimed at improving work-life balance, employee well-being, and organizational effectiveness.

By achieving these objectives, the study aims to provide a comprehensive understanding of the work-life balance challenges faced by employees in the City Schools Division of Batac and to offer practical solutions for enhancing their quality of life and work performance.

Methodology

This research utilized a mixed-methods approach to comprehensively investigate the work-life balance of employees within the City Schools Division of Batac. The mixed-methods approach combined quantitative data from a 24-hour activity sheet with qualitative insights from seminar participants, providing a holistic view of the employees' time management and work-life balance.

The primary instrument employed was the 24-hour activity sheet, which required participants to document their daily activities over weekdays and weekends. Activities were categorized into four types: Productive, Reproductive, Community, and Personal/Leisure. By capturing detailed information on how employees allocated their time, the study aimed to provide valuable insights into the balance between professional responsibilities and personal life.

Additionally, qualitative data was gathered from participants who attended the seminar on "The Impact of Gender Norms on Work-Life Balance." These insights provided contextual understanding and personal perspectives on how gender norms influenced their time management and work-life balance.

The study focused on a sample of 34 employees, representing various roles and levels within the organization. Each participant recorded their hourly activities over typical weekdays and weekends using the 24-hour activity sheet. This detailed data collection allowed for a thorough examination of time distribution patterns and differences between workdays and days off.

Descriptive statistics were used to analyze the quantitative data. This analysis summarized how time was allocated across different activities and identified significant differences in time management between weekdays and weekends. Additionally, the study examined trends and patterns in work-life balance, highlighting variations in how employees managed their professional and personal lives.

Qualitative data from seminar participants were analyzed to identify recurring themes and personal experiences related to gender norms and work-life balance. This enriched the quantitative findings by providing a deeper understanding of the contextual factors influencing employees' time allocation.

Overall, the mixed-methods approach facilitated a comprehensive analysis of work-life balance. The use of the 24-hour activity sheet provided detailed quantitative data, while qualitative insights from seminar participants added depth and context to the findings. This approach informed recommendations for targeted interventions and policies aimed at improving employee well-being, job satisfaction, and organizational effectiveness.

Results and Discussion

Table No.1
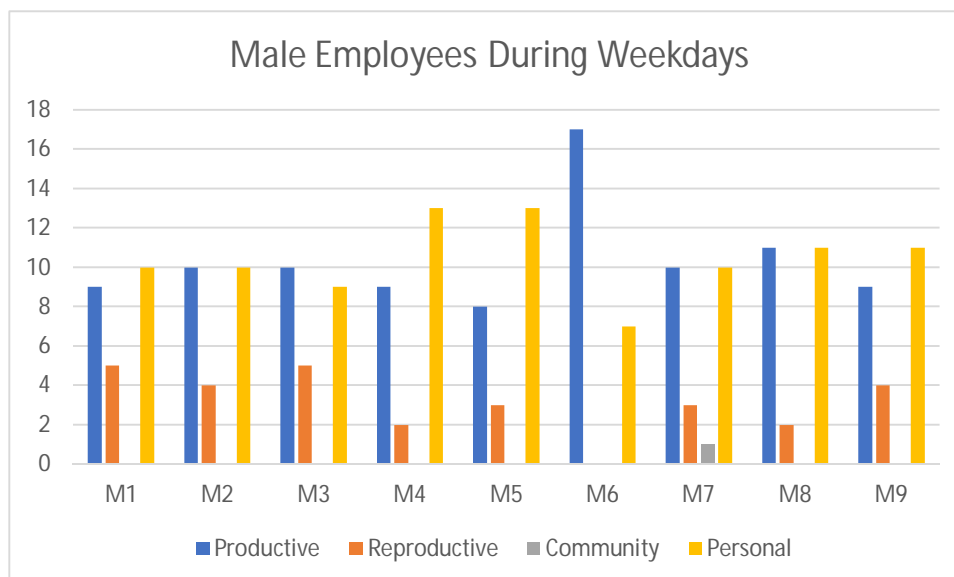
The data show significant variability in the time allocated to productive activities among male employees, ranging from 8 to 17 hours. Employee M6 dedicates the most time to productive tasks (17 hours), reflecting a strong commitment to work responsibilities. Conversely, M5 spends

the least time on productive activities (8 hours), which may suggest a different work engagement or role within the organization. The relatively low time spent on reproductive activities, with a range from 0 to 5 hours, indicates that these tasks are not a primary focus for most employees. The minimal engagement in community activities, with only M7 spending 1 hour, further highlights a limited involvement in organizational or community outreach. In contrast, personal and leisure activities occupy a notable portion of time, ranging from 7 to 13 hours, with M4 and M5 dedicating the most time (13 hours each). This allocation underscores the importance of personal downtime and relaxation amidst a demanding work schedule.

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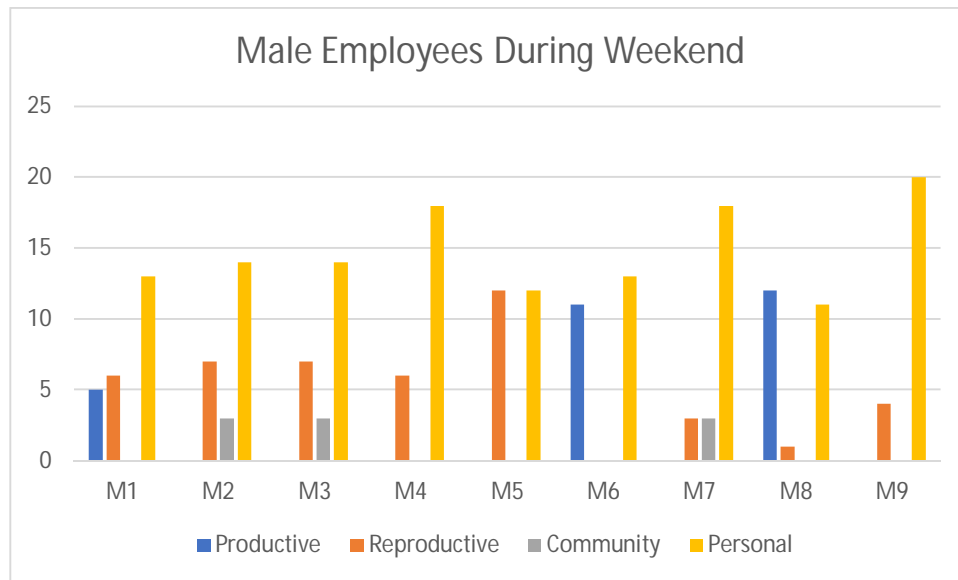
The pattern shifts on weekends, with a decrease in productive activities, ranging from 0 to 12 hours. This decrease is aligned with a typical shift in focus from work to personal time. The significant increase in personal and leisure activities, ranging from 11 to 20 hours, suggests a strong inclination towards relaxation and personal engagement during weekends. Reproductive and community activities continue to receive minimal attention, with a notable exception of M5 spending 12 hours on reproductive tasks. This variability indicates that while weekends may offer more personal time, engagement in other activities remains limited.
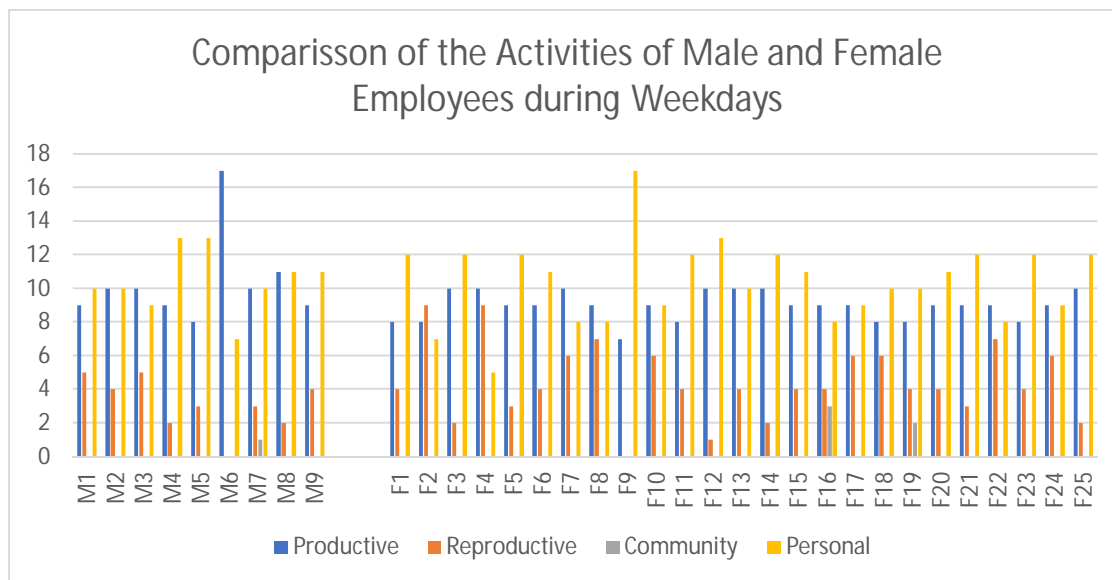
Female Employees:

Table No. 3
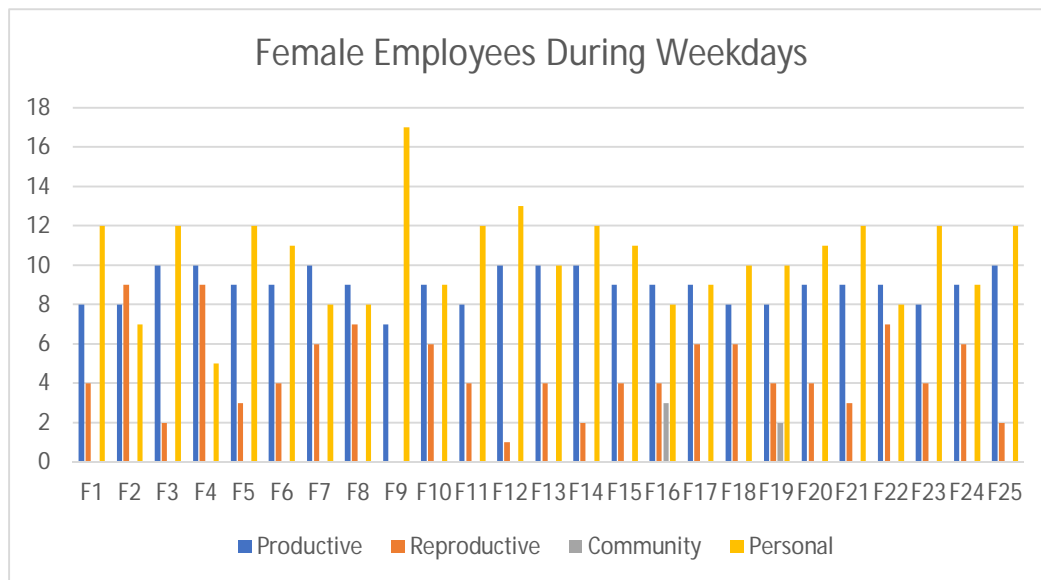
Female employees exhibit a consistent allocation of time to productive activities, ranging from 7 to 10 hours. Many females, including F3, F4, F7, F12, F13, F14, and F25, spend 10 hours, indicating a high level of work engagement. The variability in time spent on reproductive activities, from 0 to 9 hours, suggests that while some females invest substantial time in these tasks (e.g., F2 and F4 with 9 hours), others may not prioritize them. Community activities receive minimal attention, with only F16 spending 3 hours. Personal and leisure activities range from 5 to 17 hours, with F9 dedicating the most time (17 hours), highlighting the importance of personal time and self-care.

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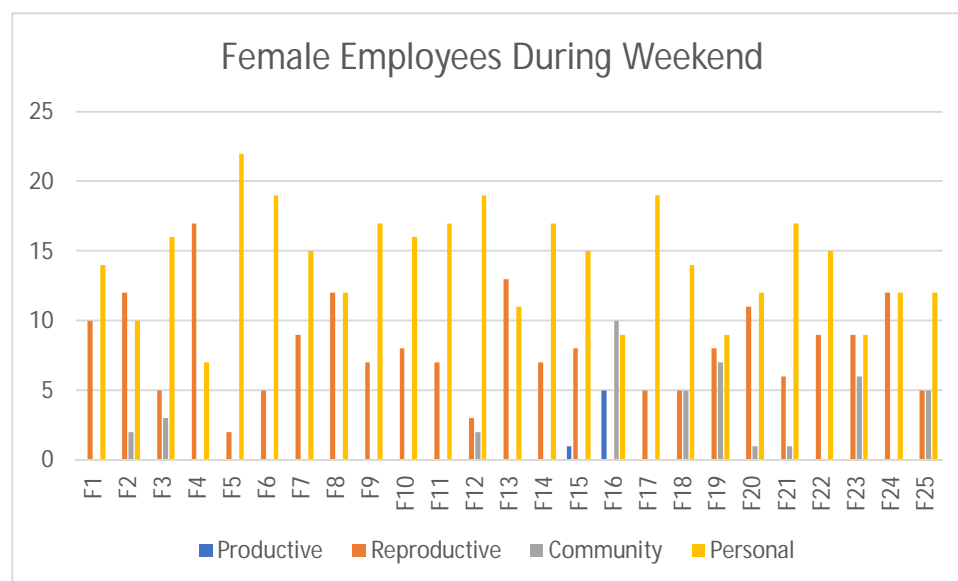
On weekends, there is a significant reduction in productive activities, ranging from 0 to 5 hours. This reduction aligns with a common trend of shifting focus away from work to personal and family time. The time spent on reproductive activities varies widely, from 0 to 17 hours, with F4 dedicating the most time (17 hours). This variability suggests differing personal priorities and responsibilities. Community activities continue to receive minimal engagement, with F23 spending the most time (6 hours). The substantial increase in personal and leisure activities during weekends, ranging from 7 to 22 hours, indicates a clear shift towards personal relaxation and enjoyment.

Table No. 5

During weekdays, the significant variability in time allocated to productive activities among male employees—from 8 to 17 hours—can be linked to different job roles, responsibilities, and work engagement levels. This observation aligns with research by Greenhaus and Beutell (1985), which emphasizes how job demands and role expectations vary across individuals, influencing their work hours and productivity. Some roles require longer hours due to the nature of the tasks involved, while others may not demand as much time. For female employees, the consistent range of productive hours (7 to 10 hours) suggests a more uniform distribution of work responsibilities. This consistency may reflect standardized work schedules or similar job roles, which is consistent with findings from Powell and Greenhaus (2006) on gender differences in work patterns and engagement.

In terms of reproductive activities, male employees' minimal time allocation (0 to 5 hours) aligns with traditional gender role expectations. Research by Hochschild and Machung (2012) supports the view that men often spend less time on reproductive tasks due to societal norms that allocate these responsibilities predominantly to women. Female employees, on the other hand, invest significantly more time in reproductive activities (0 to 9 hours). This reflects traditional

gender roles, where women are typically expected to take on a larger share of household and caregiving responsibilities, as discussed in Acker (1990).

Community activities show limited involvement from both genders during weekdays. The minimal engagement observed among male employees, and the slightly higher participation among female employees, align with findings from Wilson and Musick (1999), who note that work demands often limit participation in community activities. The focus on job responsibilities during weekdays leaves little room for external engagements.

Personal activities reveal a moderate balance for male employees, with 7 to 13 hours allocated. This balance is consistent with the concept of work-life balance discussed by Clark (2000), where employees strive to balance work and personal time. Female employees' broader range of personal time (5 to 17 hours) suggests a stronger emphasis on personal downtime and self-care. This is supported by Grzywacz and Bass (2003), who find that women often engage more extensively in personal and self-care activities to manage work-related stress.

Table No. 6
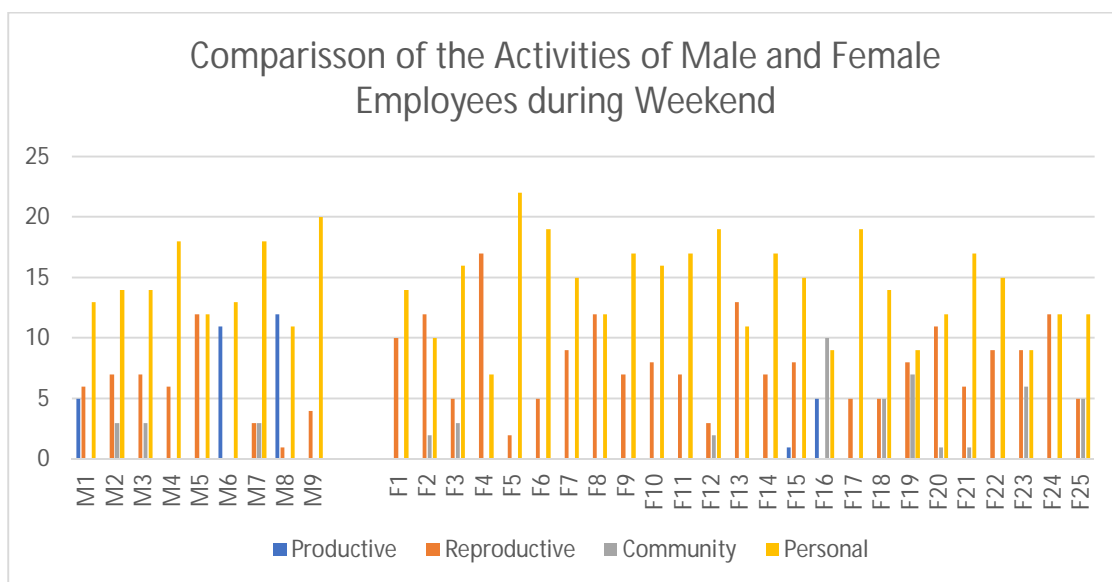
On weekends, both male and female employees reduce their productive hours, reflecting a shift from work to personal and family time. Male employees' productive hours range from 0 to 12 hours, and female employees' hours drop to 0 to 5 hours. This reduction is consistent with research by Bianchi et al. (2006), who found that individuals generally reduce work-related activities on weekends to focus on personal and family life.

Reproductive activities show a more pronounced shift. Male employees, who increase their reproductive activities on weekends (0 to 12 hours), may be responding to personal and family responsibilities that are less visible during weekdays. This is supported by Bianchi and Milkie (2010), who note that men often engage more in household tasks during weekends. Female employees' broader range of reproductive time (0 to 17 hours) further reflects varying personal priorities and responsibilities. Research by Gerson (2009) highlights that women's increased

involvement in reproductive tasks can fluctuate based on family needs and personal circumstances.

Community activities continue to see minimal engagement from both genders on weekends, although female employees show a slight increase. This modest rise can be attributed to the availability of time for volunteer work or community involvement, as noted by Putnam (2000). However, the primary focus on relaxation and personal activities remains dominant.

Personal activities see a significant increase during weekends, with male employees spending between 11 to 20 hours and female employees ranging from 7 to 22 hours. This increase aligns with the findings of Krantz and Gokhale (2014), who argue that weekends are typically used for personal relaxation and leisure, providing employees an opportunity to engage in activities that enhance their well-being. The broad range of personal time for female employees, in particular, supports the concept of varying personal engagement levels as discussed by McEwen (2006), who suggests that women often allocate more time to self-care and family during weekends.

This general comparison underscores how work and personal activities shift between weekdays and weekends, with both genders adjusting their focus to balance professional responsibilities with personal and family life. The related literature provides a theoretical foundation for understanding these shifts, highlighting the influence of traditional roles, work demands, and personal priorities on time allocation.

In conclusion, the time allocation patterns of male and female employees during weekdays and weekends reveal insightful trends that have significant implications for both individual well-being and organizational policies. These patterns highlight the balancing act between professional duties and personal life, underscoring the necessity for workplaces to recognize and accommodate these dynamics.

For male employees, the variability in time spent on productive activities during weekdays signifies a range of job responsibilities and work engagements. This variability suggests the need for flexible work policies that can adapt to different roles and work pressures, enabling employees to manage their workloads more effectively. The minimal time dedicated to reproductive activities among males reflects traditional gender roles but also points to potential areas where shared responsibilities could be encouraged to promote gender equality at home.

Female employees, on the other hand, demonstrate a consistent dedication to productive activities, indicating structured work schedules and similar job roles. The significant time invested in reproductive tasks by some female employees highlights the ongoing challenge of balancing work and domestic responsibilities. Organizations could benefit from providing more robust support systems, such as childcare services and flexible working hours, to help female employees manage these dual roles more effectively.

The limited engagement in community activities across both genders during weekdays suggests that work commitments heavily restrict time available for external engagements. This trend indicates an opportunity for companies to foster a culture that encourages community

involvement through corporate social responsibility initiatives or volunteer programs that align with employees' interests and availability.

During weekends, the marked decrease in productive activities and the increase in personal and leisure time for both male and female employees illustrate the essential need for downtime and recovery. This shift is crucial for mental health and overall well-being, emphasizing the importance of respecting personal time and boundaries. Employers should consider promoting a culture that values work-life balance, perhaps by discouraging work-related communications during weekends and ensuring employees have ample opportunity to recharge.

The broader range of reproductive activities on weekends for both genders, with men taking on more household responsibilities and women continuing to engage heavily in these tasks, suggests a shift in family dynamics. This shift could be leveraged by organizations to advocate for more egalitarian domestic roles, providing education and support to employees on how to share household duties more equitably.

Furthermore, the significant increase in personal and leisure activities during weekends for both male and female employees underscores the vital role of personal time in maintaining a healthy work-life balance. Companies can support this by encouraging employees to pursue hobbies and interests outside of work, potentially through wellness programs, flexible scheduling, and initiatives that promote holistic well-being.

Overall, the analysis of time allocation among male and female employees throughout the week provides a comprehensive understanding of how work and personal life intersect. By acknowledging these patterns and implementing supportive policies, organizations can enhance employee satisfaction, productivity, and well-being. This, in turn, fosters a more inclusive and dynamic work environment where both men and women can thrive personally and professionally.

Recommendations

Based on the findings from the study, several recommendations can be made for future training and activities aimed at improving work-life balance and overall well-being among employees in the City Schools Division of Batac. These recommendations are supported by existing literature and aim to address the various aspects of work-life balance identified in the study.

1. Work-Life Balance Workshops: To provide employees with strategies and tools to better manage their work and personal life, interactive workshops should be implemented. These workshops can cover topics such as time management techniques, prioritization strategies, and the benefits of setting boundaries between work and personal time. The importance of such workshops is supported by research from Greenhaus and Beutell (1985), which highlights how effective time management and boundary-setting are crucial for reducing work-family conflicts and enhancing overall job satisfaction.

2. Stress Management and Wellness Programs: Enhancing employees' ability to manage stress and maintain mental well-being is essential. Incorporating mindfulness practices, relaxation techniques, and stress management workshops can significantly benefit employees. Kabat-Zinn

(1990) emphasizes that mindfulness and stress reduction techniques play a critical role in improving mental health and overall well-being. Regular sessions with wellness coaches and access to stress-relief activities such as yoga or guided meditation can support employees in managing stress effectively.

3. Community and Social Engagement Initiatives: Increasing participation in community and social activities can foster a sense of belonging and support among employees. Organizing community service projects, social events, and team-building activities aligns with the findings of Hochschild and Machung (2012), who discuss the importance of social support and community involvement in balancing work and family responsibilities. These initiatives can help employees build stronger connections and feel more integrated within their organization and community.

4. Personal Development and Growth Opportunities: Supporting employees in their personal and professional growth is vital for enhancing job satisfaction and career advancement. Providing training programs focused on skill development, career advancement, and personal interests, along with mentorship programs, can be highly beneficial. This approach is supported by research from Bianchi and Milkie (2010), which notes that continuous learning and personal development contribute to greater job satisfaction and a more balanced work-life experience.

5. Regular Feedback and Improvement Sessions: Conducting regular surveys and feedback sessions to understand employees' evolving needs and concerns can help in continuously improving the work environment. The importance of such feedback mechanisms is highlighted by Greenhaus and Beutell (1985), who stress that understanding and addressing employee concerns is crucial for improving work-life balance and job satisfaction. Regular feedback can lead to timely adjustments in policies and programs, enhancing overall effectiveness.

6. Health and Wellness Challenges: Promoting healthy lifestyle choices through wellness challenges can create a culture of wellness within the organization. Implementing challenges related to physical activity, healthy eating, and mental health can encourage employees to adopt healthier lifestyles. Kabat-Zinn (1990) underscores the benefits of integrating wellness practices into daily routines to improve overall well-being.

7. Enhanced Support for Reproductive and Community Activities: Providing resources and support for employees to balance reproductive responsibilities and community involvement can address gaps identified in the study. Initiatives such as on-site childcare or community service hours can support employees in managing their reproductive and community-related tasks more effectively. This recommendation aligns with the findings of Hochschild and Machung (2012), who highlight the need for organizational support in managing family and community responsibilities.

In summary, these recommendations, supported by relevant literature, aim to address the diverse needs of employees based on the study's findings. By implementing these strategies, organizations can foster a healthier, more productive work environment, ultimately enhancing employee well-being and job satisfaction.

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