



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Work-Life Balance and Employee Performance Among Selected Nigerian Embassies: Basis for Productivity

Charity Ekeada-Davidson*¹, Dr. Francis Kayode Ashipaoloye²
^{1, 2} Lyceum of the Philippines University-Batangas

*Corresponding Author e-mail: charity4davidson@yahoo.com

Received: 18 January 2024

Revised: 12 July 2024

Accepted: 31 July 2024

Available Online: 02 August 2024

Volume III (2024), Issue 3, P-ISSN – 2984-7567; E-ISSN - 2945-3577

Abstract

Aim: This study described employee performance and work life balance among selected Nigerian embassies with the end goal of serving as a basis for productivity.

Methodology: Descriptive method of research was used to gather the needed data on the variables under study (employee performance and work life balance). Participants were 100% of the employees from the selected Nigerian embassies using quota sampling.

Results: Employees agree on the dimension of performance in terms of work stress, working condition, workload, compensation and benefit, and engagement. Employees agree on the dimensions of work-life balance in terms of happiness, work satisfaction, work environment satisfaction, personal life satisfaction, balance, and stress. There is a significant difference between assessment in employee performance when grouped to profile variables. There is a significant difference between assessment in work-life balance when grouped to profile variables. There is a significant relationship between assessment of employee performance and assessment of work-life balance. Regression analysis showed that employee performance was governed by a single predictor which is gender.

Conclusion: The study recommends that the management of the embassy may review its workload, compensation, and benefits to increase the performance of the staff. Moreover, the management may review the personal life satisfaction of its employees to address the causes of stress in the workplace. The management may also review the monthly income of its employees, the nature of their work, civil status, nationality, and job status for a better performance. Furthermore, the management may also review the job status of its employees, nature of work, length of service, monthly income, and the educational attainment of its employees for a better work-life balance.

Keywords: Nigerian Embassies, Employees Performance, Work-life Balance

INTRODUCTION

Human resource development focuses on the job life cycle and regulatory policy enforcement, while organizational development is concerned with the life cycle of the organization. Organizational development, on the other hand, employs behavioral research approaches to empower people and processes to become more effective organizational members (Wride, 2020).

Worker execution has steadily been a basic test of moderate affiliation. It embraces convincing ways in regard to convincing laborers to achieve and give higher work execution. Specialists are the essential wellspring of advantages and benefits in any association. Towards the end, the reasonableness and capacity of an association are credited to the common sense and capability of a specialist's showcase.

As needs be, the issue of expert execution is fundamental to the comprehension of alliance. At any rate, it is draping out there by various parts, and the degree of sensibility and proficiency can be surveyed in a given relationship through representatives' shows. Inside the plan of the trained professionals, remarkable worker execution reflects the capacity to contribute through their works, inciting the social accomplishment that is indicated by the objectives of the affiliation.



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Then again, little is known about the work-life equilibrium of people who have non-standard business outlines, for example, those on short-term, part-time, or zero-hour contracts, those with different positions, and individuals who are self-employed, remembering the rising numbers for the "gig economy" or those functioning commonly on present second contracts or free work (Deloitte, 2018; McKinsey, 2016). This is significant as the majority of the evaluations about balance among serious and fun activities are associated with moderate effects; thus, a large portion of the respondents in the appraisals are workers.

Objectives

This study described employee performance and work-life balance among selected Nigerian embassies as the basis for productivity.

More specifically, it sought to answer the following questions:

1. How may the profile of the respondents be described in terms of nationality, age, gender, civil status, educational attainment, nature of work, length of service, job status, and monthly income?
2. How may the factors affecting employee performance in terms of work stress, work conditions, workload, compensation and benefits, and engagement be described?
3. How may the work-life balance of employees in terms of happiness, work satisfaction, work environment satisfaction, and personal life balance be described?
4. Is there a significant relationship between employee performance and work-life balance when grouped with profile variables?
5. What program for employee productivity based on the significant findings of the paper may be proposed?

METHODS

Research Design

The descriptive method of research was used to gather the needed data on the variables under study (employee performance and work-life balance). Descriptive analysis involves the classification of different attributes of a given phenomenon based on observations or the correlation between variables (Crewell, 2017).

Population and Sampling

Participants were 100 of the employees from the selected Nigerian embassies, using quota sampling.

Instrument

Data gathering instrument was divided into three parts: Part 1 was a self-made questionnaire by the researcher on the profile of respondents based on the context of the study. Part 2 was a standardized but modified questionnaire on employee performance from Munisamy cited by Francisco (2022). Part 3 was a standardized but modified questionnaire on work-life balance from Bharathi and Mala (2016). The researchers conducted a pilot test to validate the reliability of the questionnaires for use by a trained statistician. The computed Cronbach alpha values are greater than 0.702 and above.

Data Collection

Data were collected in adherence to all protocols in research from the pre-data collection up to the post-data collection process.

Data Analysis

The researchers tallied, tabulated, encoded, and analyzed accordingly using the following statistical methods and tools:

Frequency Distribution and Percentage were used to describe the profile of the respondents in terms of age, sex, civil status, employment status, length of service, and assigned division.

Weighted Mean and Ranking were used to calculate the theoretically expected outcome, where each outcome has a different probability of occurring.

T-test was used to take a gander at the technique for two-social occasions; it is generally speaking used in hypothesis testing to choose if a cycle or treatment truly influences the quantity of occupants in interest or whether two get-togethers are not equivalent to one another.



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Pearson's r: The Pearson correlation coefficient (r) was used to measure the linear correlation and the relationship between two variables. When one variable changes, the other variable changes in the same direction.

Ethical Considerations

The researchers sought the consent of the participants with the assurance that the data gathered would strictly be for the purpose of the research and would not be shared outside of the researchers. Their data would be treated with utmost confidentiality. Nonetheless, they are free to participate or decline.

RESULTS and DISCUSSION

This section presents the interpretation of data obtained from the participants of the study. The presentation is organized based on the order of the problems in the statement of the problem.

Table 1
Summary Table for Employee Performance

Indicators	Composite Mean	VI	Rank
Work Stress	3.37	Agree	2
Working Condition	3.36	Agree	3
Workload	3.22	Agree	4
Compensation & Benefits	3.19	Agree	5
Engagement	3.42	Agree	1
Over-all Mean	3.31	Agree	

Legend: 3.50 – 4.00 – Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 1 presents a summary of employee performance. Respondents agree with an overall mean of 3.31 and a verbal interpretation of "agree." They ranked 1 for "engagement" with a composite mean of 3.42 and a verbal interpretation of "agree." The foreign service is a prestigious service that exposes employees to the crème de la crème of society while serving as emissaries of the government at every point in time. This singular perk of the job makes employees proud to be associated with the organization. Generally, the scope of the job is people-oriented, public administration, and effective service delivery. The fact that employees handle people-related matters gives them excitement to go to work as opposed to the boredom that sometimes comes from working only on machines. Most employees in the embassies have similar educational training and would easily cooperate to get the job done. However, like every other organization, there will occasionally be instances of competition and misunderstanding, which are part of human nature.

Employee engagement is described as employees' positive attitude toward their employer. It's also vital to have engaged management to encourage and motivate their staff to meet goals and contribute to the growth of their organization (Dajani, 2015). Employee participation is a corporate practice that encourages workers to be loyal to and consistent with their organization's priorities while still doing their best work. Employees who are involved are more driven and active than those who are not. A highly engaged workforce can improve growth, creativity, and bottom-line efficiency. In intensely competitive talent markets, it cuts expenses associated with recruiting and retaining talent.

Ranked 2 for "work stress" with a composite mean of 3.37 and a verbal interpretation of "agree." In the Nigerian embassies under study, the duties of employees are clearly defined, and interactions in the work environment are cordial, peaceful, and respectful. When the need arises, especially when the embassies embark on a program or project, the entire staff shares ideas on how to make the said project a success. The leadership of the embassies is trained to be polite and tactful in their handling of issues arising from employee performance, welfare, and social interactions. From the study, the absence of work stress enhances employee productivity where employees are clear about their duties and responsibilities, respectful to each other, share harmonious work relationships as management and employees, and are free to engage in knowledge sharing to get projects and tasks done.



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Work stress is a determining factor for employee performance, as identified in a study at Aceh DPMPSTP by Munandar et al. (2018). Thus, work stress directly impacts performance degradation. An increase in work stress intensity can significantly lower the level of job satisfaction and employee performance. Also, the assessment of the workload and work environment has positively impacted on job satisfaction and employee performance.

Ranked 3 "working condition" with a composite mean of 3.36 and a verbal interpretation of "agree." The embassies under study invest in the provision of conducive workspaces for employees. This is particularly imperative because the chancery (office buildings of the embassy) is the image of the sending country and must be portrayed positively. Moreover, since embassies are restricted environments, the management must ensure that all the necessary work tools are provided so the employees have all they need to work with without the need to go out. As a service delivery outlet, the embassies promote a safe working environment for staff and the public by providing adequate security. This helps employees stay motivated and provides a sense of safety while they carry out their tasks. Pawirosumarto and colleagues (2017) identified a link between employee performance and the workplace environment, which includes both physical and non-physical factors that have a positive and significant impact on employee performance. As workplace elements that improve employee engagement, Smith and Bitic (2017) emphasize the need to strengthen performance evaluation tools and performance management methods. Work environment and management support substantially affect employee success, according to Diamantidis and Chatzoglou (2019), while adaptability and inherent motivation directly impact job performance. Employee productivity increases as they work in a pleasant atmosphere (Susiarty, 2019). Support from supervisors, strong relationships with coworkers, training, and development, appealing and fast rewards, recognition programs, and an appropriate workload are identified factors of employee productivity (Awan et al., 2015).

Ranked 4 for "workload" with a composite mean of 3.22 and a verbal interpretation of "agree." The peculiarity of the foreign service attracts passionate people who desire to assert themselves and bring unique skills to the dynamic execution of the job schedules. Through regular training in the foreign service, employees become specialized in various aspects of diplomatic and consular relations. Hence, in the embassies under study, there are employees particularly assigned political, economic, consular, and administrative schedules, respectively. More so, employees engage in joint collaboration to fulfill projects as they arise outside of their statutory work schedule. The symbiotic requirement for the execution of projects and programs like state visits, joint commissions, business forums, and summits accounts for the presence of teamwork among employees of the embassies as the need arises. The successes recorded from the work done bring personal accomplishments and recognition to the employees of the embassies.

The performance of an individual affects the performance of the organization. If the employee cannot keep up with the job requirements or is working subpar, it only means somebody in the organization needs to pick up the slack for the group to meet its obligations. Another impact is wastage since if the output fails to meet quality standards, it needs to be reworked, which means an additional cost that eats up the company's supposed profits. If a defective product reaches its intended customers, then the company suffers further due to the return of products and possible loss of the customer, resulting in negative sales. A product return due to poor quality work will tarnish the company's image and potentially cause it to lose customers, thus impacting its profit negatively. Employee performance is described as an employee's ability to complete a specific task under established accuracy, completeness, cost, and completion rate requirements (Sultana et al., 2012).

Ranked 5 "Compensation and Benefits" with a composite mean of 3.19 and a verbal interpretation of Agree. Attached to the schedules in the embassies under study, are some benefits that attempt to compensate for the overtime and intensive work done, especially on special duties or assignments outside of the official area of residence. Employees are allowed to take from their annual leave schedule to rest and attend to pressing personal issues both locally and back home in Nigeria, as the need arises. However, in view of the rising global economic downturn and financial inefficiencies suffered by many governments, the level of compensation for what could be termed official "inconveniences" as well as the salary packages of employees are not as satisfactory as is desired.

Compensation and benefits are critical in motivating employees to do their best at work due to their potential to change their lives and protect their future. The employee will boost their performance to earn a bonus or advancement as an incentive and benefit. One of the most significant motivators for employers to boost employee productivity is their pay plan. Kelechi et al. (2016) found that pay management is critical to increasing employee productivity at Dangote Nigeria.

According to studies, employee satisfaction is improved by work stability and health care (Jean et al., 2017). Employee conduct was heavily affected by a company that provided retirement benefits, health plans, and different means of appreciation, which offered workers a valid incentive to stick with their boss. It is concluded that multiple

316



ETCOR Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>

INTERNATIONAL
 MULTIDISCIPLINARY
 RESEARCH CONFERENCE



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

types of incentives have a beneficial effect on employee engagement and performance. Compensation, job motivation, and work satisfaction have a beneficial and vital impact on employee performance.

Table 2
Summary Table for Work-Life Balance

Indicators	Composite Mean	VI	Rank
Happiness	3.25	Agree	3
Work Satisfaction	3.35	Agree	2
Work Environment Satisfaction	3.24	Agree	4
Personal Life Satisfaction	3.11	Agree	5
Balance	3.41	Agree	1
Stress	2.69	Agree	6
Over-all Mean	3.18	Agree	

Legend: 3.50 – 4.00 – Strongly Agree; 2.50 – 3.49 – Agree; 1.50 – 2.49 – Disagree; 1.00 – 1.49 – Strongly Disagree

Table 2 presents a summary of work-life balance. Respondents agree with an overall mean of 3.18 and a verbal interpretation of "agree." They ranked 1 as "balanced" with a composite mean of 3.41 and a verbal interpretation of "agree." Although the workload of the embassies is enormous, there is a balance between the need to work and the needs of the families of the employees. When employees have emergencies, are bereaved, or are required to take care of their family's needs, they are excused from work, and such tasks are reassigned to other employees in the interim until the employee is back to work.

For family implications, organizations expect the employees to spend time and give their best for the benefit of the organization. This is usually conflicting with family, as individuals sometimes experience spending more time in the organization than with family. When individuals spend most of the day inside the workplace and spend very little time with family from dinner time on, this might result in a negative relationship with the family, resulting in misunderstandings, arguments, and sometimes family conflict and dissatisfaction.

In organizations, it is expected that individuals spend time in the organization, especially during working hours. However, as individuals spend more time in the workplace, affecting the other determinants, the organization is indirectly impacted by the effects of imbalance as the individual loses focus on the targeted deliverables as a result of the dilemma that the person experiences outside work. To fix family or social issues, the individual usually prefers to spend less time in the office and carry out personal needs.

Ranked 2 for "work satisfaction" with a composite mean of 3.35 and a verbal interpretation of "agree." The nature of work done in the diplomatic service is contemporary, dynamic, tactful, and interesting, as it is people-based and professional. It is easier to find employees in embassies who love and enjoy their jobs, as it can be related to everyday living and how humans handle trends and issues in society as they evolve. Like other ventures, it is unrealistic to tie one's overall happiness to their job. Although it is possible that the experiences of employees at work could add to their happiness from time to time.

As people strive for the kind of life they desire, they face increased tension between work and personal life (Casper et al., 2011). One of the greatest issues confronting today's individual employees is properly managing work and family life (Kim, 2014).

Ranked 3 "happiness" with a composite mean of 3.25 and a verbal interpretation of "agree." The work environments in the three embassies in the study are designed to be comfortable and interesting to work in. The diplomats who form the Home-Based Officers cadre cooperate and relate well with the Local Recruited Staff (LRS), who form the more constant and long-lasting part of the employee workforce in the embassies, even though their job status is contractual, as provided in the tenets of the diplomatic service.

Work-life balance has important consequences for employee attitudes toward their organizations and their personal lives. This is why Rani and Mariappan (2011) cited that the management of work-life balance has been significant, especially for highly skilled workers and managers, as the organization targets to ensure that the employees will be retained. This is also supported by Azeem and Akhtar (2014), as they have cited that employees' attitudes toward their organizations and lives are affected by work-life balance. They have also noted that work-life



ETCOR Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

balance is especially important when organizations have to manage highly technical professionals because their high commitment and loyalty are needed for the success of the organization.

Ranked 4 for "work environment satisfaction" with a composite mean of 3.24 and a verbal interpretation of "agree." Due to the symbiotic nature of work in embassies, there is a need for employees to team up to get a task done. This way, there is usually interdependence among colleagues and the management for efficient service delivery, thereby contributing positively to the general conducive work environment.

The third determinant is work and organization. It is noted that the working environment has a greater impact on one's work-life balance compared to the family environment, as the job and the institution in which the person is employed demand time, effort, and mental capacity. With this, many organizations are creating ways to improve the environment inside the workplace, not only focusing on operational efficiency but also aiming to decrease stress in the workplace, hoping to increase satisfaction, motivation, efficiency, and retention. This is the reason why many organizations have introduced and applied different strategies to improve work-life balance, like teleworking or virtual working, remote working, flextime, and others.

Ranked 5 for "personal life satisfaction" with a composite mean of 3.11 and a verbal interpretation of "agree." The embassies encourage a healthy family lifestyle among employees by institutionalizing policies that create time for employees to be available to take care of their families. The office hours are from 9 a.m. to 5 p.m. daily, and employees are entitled to annual leave and sick leave and could be excused from work when urgent family matters arise.

The experiences of an individual in his or her family life have an impact on the work-life balance, as the role of the person impacts the expectations that he or she needs to meet. This results in greater expectations for workload, requiring more work to have a better opportunity to support the family. It is also included in the literature that variances like marriage, parenthood, taking care of the elderly, and others have an effect on work-life balance since they demand more family responsibilities. People who have children or the elderly to take care of usually compromise their careers as they need more time to spend with their family. These people are often trying their best to shorten their work schedule. On the other hand, people who don't take care of children or the elderly are less impacted by the imbalance between work and life as they have fewer people to take care of.

Ranked 6 as "stress" with a composite mean of 2.69 and a verbal interpretation of "agree." The schedule of duties in the embassies, as in the foreign service, calls for twenty-four duty calls. Employees are sometimes in transit when they should be sleeping at night. The urgency of the work to be done makes it seem like there are not enough working hours to get things done. Sometimes, the work can be overwhelming, but teamwork and cooperation among employees make it bearable. When there are consular emergencies or protocol duties, employees could lose their sleep to be available to get the work done effectively.

Workplace stress is related to more inadequate workplace efficiency, lower employee average performance, increased mistake rates and reduced work results, high worker turnover, and absenteeism due to health concerns such as anxiety, mental disturbances, work-life balance, depression, and other ailments (Pandey, 2020).

According to a study of employees at different Nigerian universities, job stress triggers a reduction in employee morale, reducing their dedication and competitiveness. Inflexible work hours, a lack of or inadequate monetary incentives, personal problems, and a lack of control over the work environment and management structure are all factors that contribute to job stress (Ekiemor, 2019). Work-life balance should be maintained, or it will have consequences.

Delecta (2011) indicated that when stress-based conflict occurs, the family role of the individual affects the role at work or vice versa. The conflicting consequences cause stress for the individual, which might affect their work-life balance. Delecta has cited the implications of work-life balance for the individual, family, organization, and society the person belongs to.



ETCOR Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>

**INTERNATIONAL
 MULTIDISCIPLINARY
 RESEARCH CONFERENCE**



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Table 3

Differences between Assessment in Employee Performance when grouped to Profile Variables

Profile	Work Stress				Working Condition				Workload				Compensation & Benefits				Engagement			
	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D
Nationality	0.554	0.647	NS	FR	1.017	0.392	NS	FR	1.462	0.235	NS	FR	2.729	0.052	NS	FR	3.006	0.038	S	R
Age	0.442	0.724	NS	FR	0.318	0.812	NS	FR	0.261	0.853	NS	FR	1.755	0.166	NS	FR	0.389	0.762	NS	FR
Gender	0.946	0.335	NS	FR	3.536	0.065	NS	FR	1.436	0.236	NS	FR	0.019	0.890	NS	FR	0.294	0.590	NS	FR
Civil Status	2.647	0.109	NS	FR	2.691	0.106	NS	FR	2.673	0.107	NS	FR	4.393	0.040	S	R	2.127	0.150	NS	FR
Educational Attainment	0.419	0.795	NS	FR	0.480	0.750	NS	FR	0.763	0.554	NS	FR	0.907	0.466	NS	FR	0.666	0.619	NS	FR
Nature of Work	2.436	0.037	NS	FR	2.618	0.027	S	R	2.923	0.015	S	R	1.542	0.183	NS	FR	2.068	0.073	NS	FR
Length of Service	1.430	0.236	NS	FR	1.392	0.249	NS	FR	1.620	0.182	NS	FR	0.762	0.554	NS	FR	0.918	0.460	NS	FR
Job Status	1.096	0.300	NS	FR	2.177	0.146	NS	FR	3.656	0.061	NS	FR	5.139	0.027	S	R	5.493	0.023	S	R
Monthly Income	6.136	0.001	S	R	3.134	0.033	S	R	2.266	0.091	NS	FR	1.841	0.150	NS	FR	4.465	0.007	S	R

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

Table 3 presents the qualification between assessment and specialist execution when assembled to profile factors. There is gigantic differentiation in evaluation in agent execution to the extent that work pressure, when accumulated to month-to-month pay, is under the 0.05 level of significance. Respondents who had P30,000 or more in compensation should delegate execution to the extent that work pressure exists.

The study found significant differences in the performance of agents in terms of work conditions, nature of work, and monthly pay. Respondents with P30,000 or more in compensation should assess laborer execution in terms of work conditions. The study also found significant differences in the assessment of liability in specialist execution, with compensation and benefits accumulated according to normal status and occupation status being under the 0.05 level of significance. Respondents who are single and legitimate should be assessed in agent execution regarding pay and benefits. The study also found significant differences in evaluation in specialist execution, with responsibility accumulated according to nationality, work status, and monthly pay. Respondents who are Thai, lawfully restricted, and have P30,000 or more in compensation should be examined in laborer execution regarding responsibility.

Table 4

Differences between Assessment in Work-Life Balance when grouped to Profile Variables

Profile	Happiness				Work Satisfaction				Work Environment Satisfaction				Personal Life Satisfaction				Balance				Stress			
	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D	F	p	I	D
Nationality	2.655	0.057	NS	FR	0.466	0.707	NS	FR	2.429	0.075	NS	FR	2.118	0.108	NS	FR	1.117	0.350	NS	FR	3.606	0.019	S	R
Age	1.494	0.226	NS	FR	0.424	0.735	NS	FR	0.170	0.916	NS	FR	0.165	0.919	NS	FR	0.551	0.649	NS	FR	1.212	0.314	NS	FR
Gender	0.920	0.341	NS	FR	3.355	0.072	NS	FR	0.544	0.322	NS	FR	0.997	0.344	NS	FR	0.911	0.967	NS	FR	0.002	0.967	NS	FR
Civil Status	2.799	0.100	NS	FR	0.529	0.470	NS	FR	2.368	0.147	NS	FR	2.158	0.914	NS	FR	0.012	0.076	NS	FR	3.267	0.076	NS	FR
Educational Attainment	0.694	0.600	NS	FR	0.163	0.956	NS	FR	0.252	0.849	NS	FR	0.342	0.717	NS	FR	0.526	0.028	S	R	2.950	0.028	S	FR
Nature of Work	1.877	0.102	NS	FR	2.319	0.046	NS	FR	3.973	0.017	S	R	2.886	0.300	NS	FR	1.243	0.081	NS	FR	2.010	0.081	NS	FR
Length of Service	1.286	0.287	NS	FR	1.684	0.167	NS	FR	1.689	0.140	NS	FR	1.808	0.011	S	R	3.587	0.407	NS	FR	1.016	0.407	NS	FR
Job Status	4.856	0.032	S	R	1.324	0.255	NS	FR	7.020	0.022	NS	FR	5.558	0.313	NS	FR	1.035	0.026	S	R	5.199	0.026	S	FR
Monthly Income	2.364	0.081	NS	FR	2.274	0.090	NS	FR	3.351	0.050	NS	FR	2.769	0.001	S	R	6.019	0.306	NS	FR	1.233	0.306	NS	FR

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

Table 4 presents contrasts between assessments of balance among serious and fun exercises when collected to profile factors. There is colossal qualification in examination in balance among serious and fun exercises, similarly to fulfillment when accumulated to work status, since the figured p regard is under 0.05 level of significance. Respondents who are legitimate would do well to balance serious and fun exercises with respect to bliss.

The balance between serious and fun exercises is a complex issue, like working environment satisfaction and confidential life satisfaction. The p- values are under 0.05, making it difficult to assess. Secretaries should balance serious and fun exercises for work-environment satisfaction. Individuals aged 13 and older with P30,000 or more in compensation should be examined for balance in individual life satisfaction. Harmony and stress are like educational satisfaction and occupation status, with p values under 0.05.

Doctoral graduates and definitive should also assess the balance between fun and serious exercises for harmony and stress. Overall, the assessment of these factors is challenging due to their low significance level.



ETCOR Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Table 5

Relationship between Assessment in Employee Performance and Assessment in Work-Life Balance

Indicators	Work Stress				Working Condition				Workload				Compensation & Benefits				Engagement			
	r	p	I	D	r	p	I	D	R	p	I	D	r	p	I	D	r	p	I	D
Happiness	.715	<0.0	S	R	.703	<0.0	S	R	.757	<0.0	S	R	.826*	<0.0	S	R	.869	<0.0	S	R
Work Satisfaction	.812	<0.0	S	R	.892	<0.0	S	R	.776	<0.0	S	R	.557*	<0.0	S	R	.735	<0.0	S	R
Work Environment Satisfaction	.810	<0.0	S	R	.864	<0.0	S	R	.899	<0.0	S	R	.670*	<0.0	S	R	.766	<0.0	S	R
Personal Life Satisfaction	.816	<0.0	S	R	.817	<0.0	S	R	.793	<0.0	S	R	.663*	<0.0	S	R	.740	<0.0	S	R
Balance	.688	<0.0	S	R	.752	<0.0	S	R	.663	<0.0	S	R	.530*	<0.0	S	R	.787	<0.0	S	R
Stress	.286	0.027	S	R	.281	0.030	S	R	0.13	0.299	N	F	0.25	0.050	N	F	.286	0.027	S	R

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant

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

Table 5 presents association between assessment in agent execution and examination in balance among fun and serious exercises. There is gigantic relationship in examination in delegate execution to the extent that work pressure, work condition, obligation, pay and benefit and responsibility and assessment in balance among fun and serious exercises of agents to the extent that delight, work satisfaction, work environment satisfaction, individual life satisfaction and harmony since the figured p values are under 0.05 level of significance. Thus, examination in agent execution to the extent that work pressure, work condition, obligation, compensation, benefit, and responsibility impact the assessment of the balance among fun and serious exercises of delegates with respect to euphoria, work satisfaction, work environment satisfaction, individual life satisfaction, and harmony.

There is a basic relationship in the examination of agent execution to the extent that work pressure, work condition, and responsibility are assessed in balance among fun and serious exercises of delegates to the extent that pressure is present since the enlisted p values are under the 0.05 level of significance. examination in delegate execution to the extent that work pressure, work condition, and responsibility impact the assessment of the balance among fun and serious exercises of laborers concerning pressure.

Table 6
Predictors of Employee Performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Interpretation
	B	Std. Error	Beta			
Constant	3.43	1.63		2.11	0.050	
Nationality	0.12	0.12	0.22	0.97	0.347	Not Significant
Age	0.17	0.24	0.24	0.71	0.489	Not Significant
Gender	-0.69	0.25	-0.55	2.79	0.013	Significant
Civil Status	-0.75	0.39	-0.51	1.93	0.070	Not Significant
Educational Attainment	0.08	0.19	0.14	0.44	0.666	Not Significant
Nature of Work	-0.15	0.08	-0.50	1.80	0.090	Not Significant
Length of Service	0.15	0.19	0.27	0.78	0.446	Not Significant
Job Status	0.22	0.35	0.17	0.61	0.547	Not Significant
Monthly Income	0.11	0.23	0.13	0.47	0.643	Not Significant
Happiness	0.24	0.37	0.26	0.66	0.517	Not Significant
Work Satisfaction	-0.02	0.48	-0.02	0.04	0.966	Not Significant
Work Environment Satisfaction	0.01	0.68	0.01	0.02	0.988	Not Significant
Personal Life Satisfaction	-0.22	0.45	-0.26	0.48	0.634	Not Significant
Balance	0.36	0.33	0.40	1.08	0.296	Not Significant
Stress	-0.21	0.19	-0.25	1.13	0.272	Not Significant

Legend: Significant at p-value < 0.05; R – Rejected; FR – Failed to Reject; S – Significant; NS – Not Significant



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

Regression analysis showed that employee performance was governed by one significant predictor, which is gender ($\beta = -2.791$, $p = 0.013$). The results of the regression analysis showed gender is the key factor affecting employee performance.

Conclusions

1. Most of the respondents are Nigerians, between 40 and 49 years old, mostly male, married, college graduates, mostly diplomats, 13 years and above length of service, mostly contractual staff, with a monthly income of Php30,000 and above.
2. Employees agree on the dimension of performance in terms of work stress, working conditions, workload, compensation and benefits, and engagement.
3. Employees agree on the dimensions of work-life balance in terms of happiness, work satisfaction, work environment satisfaction, personal life satisfaction, balance, and stress.
4. There is an enormous differentiation between assessment and delegation execution when assembled to profile factors. There is an enormous differentiation between assessment in balance among serious and fun exercises when accumulated to profile factors.
5. There is a significant relationship between assessment of employee performance and assessment of work-life balance.
6. Regression analysis showed that employee performance was governed by a single predictor, which is gender.

Recommendations

1. The management of the embassy may review its workload, compensation, and benefits to increase the performance of the staff.
2. The management may review the personal life satisfaction of its employees to address the causes of stress in the workplace.
3. The management may also review the monthly income of its employees, the nature of their work, their civil status, nationality, and job status for better performance.
4. The management may also review the job status of its employees, nature of work, length of service, monthly income, and the educational attainment of its employees for a better work-life balance.
5. The management may review the nature of work among the different genders in the embassy to make sure that assigned tasks are gender-specific for better performance.
6. Future researchers may review and include other variables not utilized in this study.

REFERENCES

- Aarons, et.al. (2015). Leadership and organizational change for implementation (loci): a randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice implementation. *Implementation science*, 10(1), 1-12.
- Adnan Bataineh, K. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 2(2), 99-112
- Aggarwal, S., Devi, A. (2014). Impact of Working Conditions on Employees Performance. Retrieved from <https://www.academia.edu/9913304>
- Alexandrus, R. and Cosmin, T. (2016). Factors influencing continuous organizational change. *Journal of Defence Resources Management*, 7(2): 139-43.
- Allen, T. D., & Finkelstein, L. M. (2014). Work-family conflict among members of full-time dual-earner couples: An examination of family life stage, gender and age. *Journal of Occupational Health Psychology*, 19(3), 376-388.



ETCOR Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE



IJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- Al-Mzary, M., Al-Rifai, A., Al- Momany, M. (2015) Training and its Impact on the Performance of Employees at Jordanian Universities from the Perspective of Employees: The Case of Yarmouk University. Retrieved from <https://files.eric.ed.gov/fulltext/EJ1083504.pdf>
- Al-Omari, K., Okasheh, H. (2017) The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan. Retrieved from https://www.ripublication.com/ijaer17/ijaerv12n24_223.pdf
- Ambrey, I., Smallwood, J. (2014) The Effects of Unsatisfactory Working Conditions on Productivity in the Construction Industry. Retrieved from <https://www.sciencedirect.com/science/article/pii/S1877705814018888>
- Anderson, D. L. (2019). Organization development: The process of leading organizational change (5th Edition). Thousand Oaks, CA: Sage Publications, Inc.
- Ang, M., Rabo. J. (2018). Employee Engagement and Job Satisfaction. Retrieved from <https://www.dlsu.edu.ph/wp-content/uploads/pdf/conferences/research-congress-proceedings/2018/emb-10.pdf>
- Anitha, J. (2014). Determinant of employee engagement and their impact on employee performance. International Journal of Productivity & Performance Management, 63(3), 308-323. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/IJPPM-01-2013-0008/full/html>
- Anning-Dorson, T., Odoom, R., Acheampany, G. and Tweneboah, E. (2017). Innovation and organizational development: The role of organizational leadership Available at: <http://www.researchgate.net>
- Armstrong, M. (2009). Armstrong's Handbook of Performance Management: An evidence-based guide to delivering high performance (Fourth Edition). Kogan Page
- Armstrong, M., Taylor, S. (2020). Armstrong's essential human resource management practice: a guide to people management, 15th Edition, ISBN 978 0 7494 9828 3. Retrieved from <https://books.google.com.ph/books?id=g7zEDwAAQBAJ&pg>
- Armstrong, M. (2012), A Handbook of Human Resource Management Practice, Kogan Page, London. Retrieved from <https://www.scribd.com/document/352518233>
- Awadh, I., Gichinga, L., Ahmed, A. (2015). Effect of Workplace Stress on Employee performance in the County Governments in Kenya: A case study of Kilifi County Government. Retrieved from <http://www.ijsrp.org/research-paper-1015/ijsrp-p46118.pdf>
- Awan, A., Tahir, T. (2015). Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan. European Journal of Business and Management. Retrieved from www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.7, No.1
- Ayranci, e. (2012). Considering glass ceiling in turkey: ideas of executives in education sector regarding women in the workplace.
- Azeem, S. M., & Akhtar, N. (2014). The influence of work life balance and job satisfaction on organizational commitment of healthcare employees. International Journal of Human Resource Studies, 4(2), 18.
- Banihashemi, S. (2014). The role of communication to improve organizational process. European Journal of Humanities and Social Sciences:
- Bataineh, K. A. (2017). The Impact of Electronic Management on the Employees' Performance. Journal of Management and Strategy, 8(5), 86-100. <https://doi.org/10.5430/jms.v8n5p86>



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- Bourke, J., & Crowley, F. (2016). Which organizational changes are most beneficial for firm innovation? *Economic and Business Letters*, 5(4), 152-158. <https://unioviedo.es/reunido/index.php/EBL/article/view/11244/10705>
- Burke, w. W. (2022). Organization development. In *oxford research encyclopedia of psychology*.
- Bushiri, C. (2014) The Impact of Working Environment on Employees' Performance: The Case of the institute of Finance Management in Dar Es Salaam Region. Retrieved from <http://repository.out.ac.tz/608/1/MHRM-DISSERTATION.pdf>
- Cagnin, C. (2018). Developing a transformative business strategy through the combination of design thinking and futures literacy. *Technology Analysis & Strategic Management*, 30(5), 524-539. <https://doi.org/10.1080/09537325.2017.1340638>
- Cambridge Dictionary (n.d.). Citation. In dictionary.cambridge.org. Retrieved October 21, 2020, from <https://dictionary.cambridge.org/us/dictionary/english/organization>,
- Casper, W.J., Harris, C., Taylor-Bianco, A. and Wayne, J.H. (2011), "Work- family conflict, perceived supervisor support and organizational commitment among Brazilian professionals", *Journal of Vocational Behavior*, Vol. 79 No. 3, pp. 640- 652.
- Cetinkaya, G., Aras, M., D. (2017). Work Stress, Perception of Job Safety, and Job Satisfaction of Rope Access Technicians and the relationship among Them. *Research Gate*, Retrieved from <https://www.researchgate.net/publication/322120835>
- Chang, M. L., & Cheng, C.-F. (2014). How balance theory explains high-tech professionals' solutions of enhancing job satisfaction. *Journal of Business Research*, 67(9), 2008–2018.
- Chattopadhyay, p., george, e., & shulman, a. D. (2008). The asymmetrical influence of sex dissimilarity in distributive vs. Colocated work groups. *Organization science*, 19(4), 581-593.
- Citehr.com (2010) Difference between Organizational Development and Organization Development. Retrieved from <https://www.citehr.com/30408-difference-between-organizational-development-organization-development.html>
- Creswell, J. W. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Cummings, T. G., & Cummings, C. (2014). Appreciating organization development: A comparative essay on divergent perspectives. *Human Resources Development Quarterly*, 25(2), 141-154. <https://doi.org/10.1002/hrdq.21186>
- Czaja, s. J. (2020). Setting the stage: workplace and demographic trends. In *current and emerging trends in aging and work* (pp. 3-11). Springer, cham.
- Dahling, J., O'Malley, A., Chau, S. (2014). Effects of feedback motives on inquiry and performance. Retrieved from <https://dahling.pages.tcnj.edu/files/2015/03/dahling-et-al-2015.pdf>
- Dajani, M. (2015). The Impact of Employee Engagement on Job Performance and Organizational Commitment in the Egyptian Banking Sector. Retrieved from <http://pubs.sciepub.com/jbms/3/5/1/>
- de Menezes, L. M., & Escrig, A. B. (2019). Managing performance in quality management A two-level study of employee perceptions and workplace performance. *International Journal of Operations & Production Management*, 39(11), 1226-1259. <https://doi.org/10.1108/IJOPM-03->



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

2019-0207 2021]

Delecta, P. (2011). Work life balance. *International Journal of Current Research*, 3(4), 186-189.

Deloitte. (2018). *Deloitte insights: The rise of the social enterprise*. London: Deloitte.

Dhar, r. L. (2015). Service quality and the training of employees: the mediating role of organizational commitment. *Tourism management*, 46, 419-430.

Diamantidis, A., Chatzoglou, P. (2019) Factors affecting employee performance: an empirical approach. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/IJPPM-01-2018-0012/full/html>

Donohue, A. (2019). Employee Performance Definition. Retrieved from <https://bizfluent.com/facts-7218608-employee-performance-definition>

Dunne, D. (2018). Implementing design thinking in organizations: An exploratory study. *Journal of Organizational Design*, 7(16), 1-16. <https://doi.org/10.1186/s41469-018-0040-7>

Dwomoh, G., Owusu, E. E. and Addo, M. 2013. Impact of Occupational Health and Safety Policies on Employees' Performance in the Ghana's Timber Industry. *International Journal of Education and Research*, 1(12). Retrieved from <https://ijern.com/journal/December-2013/38.pdf>

Dziadkiewicz, A. (2017). Customer value development in the light of design thinking approach. *Journal of Positive Management*, 8(3), 58-68. <https://doi.org/10.12775/JPM.2017.125>

Ehsan, M., Ali, K. (2015). The Impact of Work Stress on Employee Productivity: Based in the banking sector of Faisalabad, Pakistan. Retrieved from <https://researchleap.com/impact-work-stress-employee-productivity-based-banking-sector-faisalabad-pakistan/>

Ekienabor, E. (2019). Impact of Job Stress on Employees' Productivity and Commitment. Retrieved from <https://www.researchgate.net/publication/334559841>

Elsbach, K. D., & Stigliani, I. (2018). Design thinking and organizational culture: A review and framework for future research. *Journal of Management*, 44(6), 2274-2306. <https://doi.org/10.1177/0149206317744252>

Engbers, R., de Caluwe, L. I., Stuyt, P., Fluit, C., Bolhuis, S., (2013). Towards organizational development for sustainable high-quality medical teaching. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3576482/>

Engetou, E. (2017). The Impact of Training and Development on Organizational Performance. Case Study: National Financial Credit Bank Kumba. Retrieved from <https://www.coursehero.com/file/31926758/>

Elwyn, g., rhydderch, m., edwards, a., hutchings, h., marshall, m., myres, p., & grol, r. P. T. M. (2004). Assessing organisational development in primary medical care using a group based assessment: the maturity matrix™. *Bmj quality & safety*, 13(4), 287-294.

Falcona, A., Semrau, K. and Bryant, M. (2014). Organizational development in Ethiopia: Factors affecting organizations implementation of feedback. *Global Journal of Medicine and Public Health*, 3(3): 1-9.

Farivar, F., & Cameron, R. (2015). Work-family balance and cultural dimensions: From a developing nation perspective. *Personnel Review*, 45(2), 315-333.

Fonkeng, C. (2018). Effect of Job-Stress on Employee Performance in an Enterprise. Retrieved from <https://core.ac.uk/download/pdf/161427435.pdf>



ETCOR Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- Ford, J.K., Baldwin, T.P., & Prasad, J. (2017). Transfer of Training: The Known and the Unknown. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 201–225. Retrieved from <https://www.annualreviews.org/doi/abs/10.1146/annurev-orgpsych-032117-104443>
- Gabriel, P.I., Biriowu, C.S., & Dagogo, E.L. (2020). Examining Succession and Replacement Planning in Work Organization. Retrieved from <https://ejbmr.org/index.php/ejbmr/article/view/192>
- Gagné, m. (2018). From strategy to action: transforming organizational goals into organizational behavior. *International journal of management reviews*, 20, s83-s104.
- Garbuio, M., Lovallo, D., Dong, A., Lin, N., & Tschang, T. (2018). Demystifying the genius of entrepreneurship: How design cognition can help create the next generation of entrepreneurs. *Academy of Management Learning & Education*, 90 17(1), 41-61. <https://doi.org/10.5465/amle.2016.0044>
- Goniewicz, K., Goniewicz, m., Burkle, F., Manesh, A. K. (2020). The Impact of Experience, Length of Service, and Workplace Preparedness in Physicians' Readiness in the Response to Disasters. Retrieved from <https://www.mdpi.com/2077-0383/9/10/3328>
- Gover, L., Halinski, M., & Duxbury, L. (2016). Is it just me? Exploring perceptions of organizational culture change. *British Journal of Management*, 27, 567-582. <https://doi.org/10.1111/1467-8551.12117>
- Gu, G.Z., Yu., S. F., Zhou, W. H., (2011). Relationship between Job Satisfaction and Occupational Stress in the workers of a thermal plant. Retrieved from <https://www.ncbi.nlm.nih.gov/pubmed/22357527>
- Hamidi, Y., Ghiasi, M., Shahhoseini, R., Emami, H. (2011). Performance Evaluation and its Effects on Employees' Job Motivation in Hamedan City Health Centers. Retrieved from https://www.researchgate.net/Publication/2893505536_Performance_Evaluation_and_its_Effect_on_Employee_Job_Motivation_in_Hamedan_City_Health_Centers
- Hayward, B. A. (2005). Relationship between Employee Performance, Leadership and Emotional Intelligence in A South African Parastatal Organization. Rhodes University Master Thesis.
- Heorhiadi, A., Conbere, J., & Hazelbaker, C. (2014). Virtue vs. virus. *OD Practitioner*, 46(3), 27-31. <http://www.seaminstitute.org/uploads/5/2/3/7/52374523/virtuevirusodp.pdf>
- Hoek, M., Groeneveld, S., Kuipers, B., (2016). Goal Setting in Teams: Goal Clarity and Team Performance in the Public Sector. Retrieved from <https://doi.org/10.1177/0734371X16682815>
- Holzle, K., & Rhinow, H. (2019). The dilemmas of design thinking in innovation projects. *Project Management Journal*, 50(4), 418-430. <https://doi.org/10.1177/8756972819853129>
- Hong, P., Kang, M., & Zhang, Y. (2018). Dynamic benchmarking issues in emerging 92 markets: Building relevant theories and examining evolving practices. *Benchmarking: An International Journal*, 25(5), 1274-1278. <https://doi.org/10.1108/BIJ-04-2018-0110>
- Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. *The Millennium University Journal*, 1(1), 90.
- ILO. (2017). World employment and social outlook: Trends 2017. Retrieved from http://www.ilo.org/global/research/global%e2%80%9090reports/weso/2017/WCMS_541211/lang-en/index.htm
- Isaac, O., Abdullah, Z., Ramayah, T., & Mutahar, A. M. (2017). Internet usage, user satisfaction, task-technology fit, and performance impact among public sector employees in Yemen. *The International Journal of Information and Learning Technology*, 34, 210-241.



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

<https://doi.org/10.1108/IJILT-11-2016-0051>

Islami, Mulolli, & Mustafa (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94-108.

Jean, K., Ngui, T., Robert, A. (2017). Effect of Compensation Strategies on Employee Performance: A Case Study of Mombasa Cement Limited Kimani. Retrieved from <https://seahipaj.org/journals-ci/sept-2017/IJISSHR/full/IJISSHR-S-4-2017.pdf>

Jung, j., & lee, s. J. (2016). Influence of university prestige on graduate wage and job satisfaction: the case of south korea. *Journal of higher education policy and management*, 38(3), 297-315.

Kakui, I.M., & Gachunga, H. (2016). Effects Of Career Development On Employee Performance In The Public Sector: A Case Of National Cereals And Produce Board. Retrieved from https://www.semanticscholar.org/paper/EFFECTS-OF-CAREER_DEVELOPMENT-ON-EMPLOYEE-IN-THE-A-Kakui/f5c4061d026b5b48cd1a86936124d04be5b2187

Kamami, H.K. (2017). Effect of Succession Planning On Performance Of selected Livestock Products Based Corporate Firms in Kenya. Retrieved from <http://41.89.49.13:8080/xmlui/handle/123456789/1358>

Kelechi, N., Akpa, V., Egwonwu, T., Akintaro, A., Shonubi, A., Herbertson, A. (2016) THE EFFECT OF COMPENSATION ADMINISTRATION ON EMPLOYEE PRODUCTIVITY. Retrieved from [https://www.arabianjbm.com/pdfs/OM_VOL_5_\(8\)/4.pdf](https://www.arabianjbm.com/pdfs/OM_VOL_5_(8)/4.pdf)

Kelli, B. (2012, May). A Study of Motivation: How to Get Your Employee Moving. SPEA Honors Thesis Spring-2012. Indiana University. Retrieved from https://oneill.indiana.edu/doc/undergraduate/ugrdthesis_2012_mgmt_burton.pdf

Kelliher, C., & Anderson, D. (2010). Doing more with less? Flexible working practices and the intensification of work. *Human Relations*, 63(1), 83– 106.

Kelliher, C., Richardson, J., & Boiarintseva, G. (2019). All of work? All of life? Reconceptualising work-life balance for the 21st century. *Human Resource Management Journal*, 29(2), 97-112.

Khallash, S., & Kruse, M. (2012). The future of work and work-life balance 2025. *Futures*, 44(7), 678-686.

Kim, H. K. (2014). Work-life balance and employees' performance: The mediating role of affective commitment. *Global Business and Management Research: An International Journal*, 6(1), 37–51.

Kodden, b., & hupkes, I. (2019). Organizational environment, personal resources and work engagement as predictors of coaching performance. *Journal of management policy and practice*, 20(3), 53-71.

Krohn, M. (2015). Strategically integrated design - Helping brands to keep their promises. *GfK Marketing Intelligence Review*, 7(2), 28-33. <https://doi.org/10.1515/gfk,ot-2015.0015>

Kumari, S. (2021) Role Analysis: Meaning and Process | Performance Management. Retrieved from <https://www.yourarticlelibrary.com/hrm/performance-management/role-analysis-meaning-and-process-performance-management>

Kurtmollaiev, S., Pedersen, P. E., Fjuk, A., & Kvale, K. (2018). *Academy of Management Leadership & Education*, 17(2), 184-202. <https://doi.org/10.5465/amle.2016.0187>

Kuzua, Ö. H., & Ozilhan, D. (2014). The Effect of Employee Relationships and Knowledge Sharing on Employees' Performance: An Empirical Research on Service Industry: An Empirical Research on Service Industry. *Social and Behavioral Sciences* 109, 1370 – 1374



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- Leblebici, D. (2012). Impact of workplace quality on employee's productivity: case study of a bank in Turkey, Turkey, *Journal of Business, Economics and Finance*, Vol. 1, Iss. 1 pp. 38-40. Retrieved from <https://dergipark.org.tr/tr/download/article-file/374627>
- Liu, X., Batt, R. (2010). How Supervisors Influence Performance: A Multilevel Study of Coaching and Group Management in Technology-Mediated Services. Retrieved from <http://scholar.google.com.ph/&httpsredir=1&article=1349&context=articles>
- Lunau, T., Bambra, C., Eikemo, T. A., van der Wel, K. A., & Dragano, N. (2014). A balancing act? Work-life balance, health and well-being in European welfare states. *European Journal of Public Health*, 24(3), 442– 427.
- Mangale, M. (2015) THE EFFECTS OF COMPENSATION ON EMPLOYEE PRODUCTIVITY A CASE STUDY OF KENYA LITERATURE BUREAU, SOUTH C NAIROBI. Retrieved from <https://core.ac.uk/download/pdf/157498154.pdf>
- Mbiriri, V. W. (2018). Factors influencing organizational development: A study of Artcafee and Bakery Ltd. Available at: <http://www.eropo/usiu.acike>
- Ming, G., Shuzhen, L., Fulei, C., Long, Y., Qichao, Z. (2019). Supervisory and coworker support for safety: Buffers between job insecurity and safety performance of high-speed railway drivers in China. *Elsevier*, Volume 117, 290-298. Retrieved from <https://www.sciencedirect.com/science/article/pii/S0925753518310889>
- Mohammad, O., Misbah, U., Baishakhi, G., Sahar, N., Shahid, M., Biswait, S. (2019). The Quantitative Analysis of Workers' Stress Due to Working Environment in the Production System of the Automobile Part Manufacturing Industry. Retrieved from <https://www.researchgate.net/publication/334486535>
- Munandar, A., Musnadi, S., Sulaiman, (2018) The Effect of Work Stress, Work Load and Work Environment on Job Satisfaction And It's Implication on The Employee Performance of Aceh Investment And One Stop Services Agency. Retrieved from <https://eudl.eu/pdf/10.4108/eai.3-10-2018.2284357>
- Mwangi, I., boinett, c. C., tumwet, e., & bowen, d. (2016). Effects of work life balance on employees performance in institutions of higher learning. A case study of kabarak university. *Kabarak journal of research & innovation*, 4(2), 60-69.
- Nam, T. (2014). Technology use and work-life balance. *Applied Research in Quality of Life*, 9(4), 1017-1040.
- Nassazi, A. (2013) Effects of Training Employee on Employee Performance. Evidence from Uganda. Retrieved from <https://core.ac.uk/download/pdf/38098025.pdf>
- Nduku, S.S., Mwenda, L., Wachira, A. (2015). Effects of Working Conditions on the performance of employees of Kenya Commercial Bank Head Office. Retrieved from <https://www.journalcra.com/article/effects-working-conditions-performance-employees-kenya-commercial-bank-head-office>
- Ndungu, D. N. (2017) The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University, Kenya, Retrieved from https://globaljournals.org/GJMBR_Volume17/6-The-Effects-of-Rewards-and-Recognition.pdf
- Nedelko, Z. and Potocan, V. (2015). The role of information and communication technology in virtual organizations. Available at: <http://www.researchgate.net>.



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- Nwinyokpugi, P. (2018) Workload management strategies and employees efficiency in the Nigerian banking sector. *Int. J. Innov. Res. Dev.*, 7 (1), (2018), pp. 286-293. Retrieved from http://www.internationaljournalcorner.com/index.php/ijird_ojs/article/view/128710
- NWMissouri.edu (2018). Importance of Organizational Development. Retrieved from <https://online.nwmissouri.edu/articles/mba/importance-of-organizational-development.aspx>
- Nwosu E. (2014). Succession Planning and Corporate Survival: A Study of Selected Nigeria Firms. *The International Journal of Business & Management*, 2(9), 74-92. Retrieved from <http://internationaljournalcorner.com/index.php/theijbm/article/view/137649>
- Nyberg, a. J., pieper, j. R., & trevor, c. O. (2016). Pay-for-performance's effect on future employee performance: integrating psychological and economic principles toward a contingency perspective. *Journal of management*, 42(7), 1753-1783.
- Odor, H. O. (2018). Organizational change and development. *European Journal of Business and Management*, 10(7): 58-64.
- Odumeru, J. A. (2018). Innovation and organizational performance. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 2(12): 18-21.
- Otieno, A. B. B., Wangithi, E., & Njeru, A. (2015). Effect of employee engagement on organisation performance in Kenya's horticultural sector. *International Journal of Business Administration*, 6, 2. Retrieved from <https://www.researchgate.net/publication/276489301>
- Osborne, S., Hammoud, M. (2017). Effective Employee Engagement in the Workplace. Retrieved from <https://scholarworks.waldenu.edu/ijamt/vol16/iss1/4/>
- Ozbilgin, M. T., Beauregard, T. A., Tatli, A., & Bell, M. P. (2011). Work-life, diversity and intersectionality: A critical review and research agenda. *International Journal of Human Resource Management*, 13(2), 177-198.
- Pandey, D., 2020. Work Stress and employee performance: An Assessment of the Impact of Work Stress. Retrieved from <https://www.researchgate.net/publication/342343621>
- Pavie, X., & Carthy, D. (2015). Leveraging uncertainty: A practical approach to the integration of responsible innovation through design thinking. *Procedia – Social and Behavioral Sciences* 213, 1040-1049. <https://doi.org/0.1016/j.sbspro.2015.11.523>
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International Journal of Law and*, 59(6), 1337-1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>
- Quartey, A. H., (2017). Examining employees' safety behaviors': an industry- level investigation from Ghana. Retrieved from <https://www.emerald.com/insight/content/doi/10.1108/PR-06-2016-0146/full/html?fullSc=1>
- Rajhans, K. 2012. Effective organisational communication: a Key to Employee motivation and Performance. *Journal of Interscience Management Review*, 2(2) 81-85. Retrieved from https://www.academia.edu/14534421/Effective_Organizational_Communication_a_Key_to_Employee_Motivation_and_Performance
- Rani, S. V., & Mariappan, S. (2011). Work/life balance reflections on employee satisfaction. *Serbian Journal of Management*, 6(1), 85-96.



ETCOR Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- Razau, S. H. and Attarnezhad, O. (2013). Management of organizational innovation. *International Journal of Business and Social Science*, 4(1): 226-31.
- Raziqa, A., Maulabakhsha, R., (2014). Impact of Working Environment on Job Satisfaction. Retrieved from https://www.researchgate.net/publication/273696088_The_Impact_of_Working_Environment_on_Job_Satisfaction
- Rehman, M., (2010) Impact of Job Analysis on Job Performance: A Study of Public Sector Organizations of Pakistan. Retrieved from: <https://media.kemosos.go.id/images/435576S.pdf>
- Richardson, J., & Kelliher, C. (2015). Managing visibility for career sustainability: A study of remote workers. In A. De Vos, & B. I. J. M. Van der Heijden (Eds.), *Handbook of research on sustainable careers* (pp. 116–130). Cheltenham: Edward Elgar.
- Rivero, O., & von Feigenblatt, O. F. (2016). New normal initiatives prompts U.S. business schools to enhance curricula. *Journal of Alternative Perspectives in the Social Sciences*, 7(3), 423-432. <https://japss.org>
- Rouse, M. (2014). Employee Productivity. Retrieved from <https://whatis.techtarget.com/definition/employee-productivity>
- Sadeghi, A., Pihie, Z. A. L. (2012). Transformational leadership and its predictive effects on leadership effectiveness. *International Journal of Business & Social Science*, 3, 186–197. Retrieved from http://ijbssnet.com/journals/Vol_3_No_7_April_2012/21.pdf
- Sanyal, S., Hisam, M. (2018). Impact of Training and Development on Employee Performance: A Comparative Study on Select Banks in the Sultanate of Oman. Retrieved from <http://ijsrm.in/index.php/ijsrm/article/view/1312>
- Sergio, r. P., dungca, a. L., & ormita, I. A. G. (2015). The demographic variables and emotional intelligence as correlates of work values: a cross-cultural examination towards organizational change. *Journal of economics, business and management*, 3(2), 167-175.
- Sequeira, A and Dhriti,A.(2015). Employee Relations and its Impact on Employee Performance: Case Study
- Shahrooz, F. (2012). The evaluation of effectiveness of training courses in University by Kirkpatrick model (case study of Islamshahr University). *Social and Behavioral Science*, 46. pp. 2837-2841. Retrieved from <https://www.researchgate.net/publication/271889673>
- Sharma, M. S., & Sharma, M. V. (2014). Employee Engagement to Enhance Productivity in Current Scenario. *International Journal of Commerce, Business and Management*, 3(4), 595-604. Retrieved from <https://www.semanticscholar.org/paper/Employee-Engagement-To-Enhance-Productivity-In-Sharma/6c4656d46010519e1f913db68614db6a00b4b399>
- Shin, U., Byeong, J., Byoung, G., Jung, I., Jung W. (2017). Association between supervisors' behavior and wage workers' job stress in Korea: analysis of the fourth Korean working conditions survey. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5635532/>
- Singh, s., darwish, t. K., & potočník, k. (2016). Measuring organizational performance: a case for subjective measures. *British journal of management*, 27(1), 214-224.
- Siswanto, S., Supriyanto, A., Ni'mah, U., Asnawi, N., Wekke, I. (2019). Does a Workload Influence the Performance of Bank Employees. Retrieved from <https://www.academia.edu/38470249/>
- Smit, p., & grobler, j. (2021). Dismissal during probationary period of employment in south africa: an international perspective. *African journal of international and comparative law*, 29(4), 479-498.



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- Smith, M., & Bititci, U. S. (2017). Interplay between performance measurement and management, employee engagement and performance. *International Journal of Operations*, 37(9), 1207-1228. <https://doi.org/10.1108/IJOPM-06-2015-0313>
- Snyder, K., Ingelsson, P., & Backstrom, I. (2018). Using design thinking to support value based leadership for sustainable quality development. *Business Process Management Journal*, 24(6), 1289-1301. <https://doi.org/10.1108/BPMJ-02-2018-0045>
- Sravani, A (2018). Managing the distribution of employee workload of the hospital staff. *IJRDO J. Bus. Manag.*, 4 (1) (2018), pp. 40-50. Retrieved from <https://www.ijrdo.org/index.php/bm/article/view/1799>
- Steven, H. A., Cameron, A., Floxis, E., Jahnehi, W., Raid, A., Rouba, E. and Varsha, S. (2017). Factors that impact the success of an organizational change: A case study analysis. *Industrial and Commercial Training*. 49(5): 213-30
- Stoner, J. A. F., Freeman, R. E. and Gilbert, D. R. (2013). *Management*, Sixth Edition. New Delhi: Dorling Kindensley Limited.
- Sudiardhita, K., Mukhtar, S., Hartono, B., Herlita, Sariwulan, T., Nikensari, S. (2018). The Effect of Compensation, Motivation of Employee and Work Satisfaction to Employee Performance Pt. Bank XYZ (Persero) TBK. Retrieved from <https://www.abacademies.org/articles/the-effect-of-compensation-motivation-of-employee-and-work-satisfaction-to-employee-performance-pt-bank-xyz-persero-tbk-7432.html>
- Suhag, A. K., Solangi, R. S., Larik, R. S. A., Lakho, M. K. and Tagar, A. H. (2017). The relationship of innovation with organizational performance. *International Journal of Research-Granthaalayah*, 5(2): 292-302
- Sule, O.E., Iyabo, A.S., Obasan, K.A., & Banjo, H. (2017) Wages and salaries as motivational tool for enhancing organizational performance. A survey of selected Nigerian workplace. Retrieved from <https://www.researchgate.net/publication/311231536>
- Sultana, A., Irum, S., Ahmed, K., & Mehmood, N. (2012). Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 646-661. Retrieved from <https://www.researchgate.net/publication/274194048>
- Susanto, H., Kang, C. C. and Leu, F. Y. (2016). Revealing the role of ICT for business core redesign. *Information System and Economic Journal*, 10(21): 1-8.
- Sung, S.Y., & Choi, J.N. (2014). Do organizations spend wisely on employees? Effects of training and development investments on learning and innovation in organizations. Retrieved from <https://onlinelibrary.wiley.com/doi/full/10.1002/job.1897>
- Susiarty, A., Suparman, L., Suryatni, M. (2019) The Effect of workload and Work Environment on Job Stress and its Impact on the Performance of Nurse In-Patient Rooms at Mataram City General Hospital. Retrieved from <http://www.scirj.org/papers-0619/scirj-P0619661.pdf>
- Teo, T. C., Low, K. C. (2016), The Impact of Goal Setting on Employee Effectiveness to Improve Organization Effectiveness: Empirical Study of a High-Tech Company in Singapore (March 30, 2016). *Journal of Business & Economic Policy*, Vol. 3, No. 1; March 2016, p. 1-16. Retrieved from: <https://ssrn.com/abstract=3088132>
- Theodore, J. (2013). *Organizational Development Interventions In Learning Organizations*. Retrieved from <https://clutejournals.com/index.php/IJMIS/article/view/7591/7657>



ETCOR

INTERNATIONAL
MULTIDISCIPLINARY
RESEARCH CONFERENCE

Educational Research Center Inc.
SEC Reg. No. 2024020137294-00

Sta. Ana, Pampanga, Philippines



Website: <https://etcor.org>



iJOINED ETCOR
P - ISSN 2984-7567
E - ISSN 2945-3577



The Exigency
P - ISSN 2984-7842
E - ISSN 1908-3181

- Topno, H. (2012). Evaluation Of Training And Development: An Analysis Of Various Models. Retrieved from <http://www.iosrjournals.org/iosr-jbm/papers/Vol5-issue2/B0521622.pdf>
- Vinesh, (2014). Role of Training and Development in an Organizational Development, ISSN 2277-3177 Volume 4, Number 2 (2014), pp. 213-220. Retrieved from https://www.ripublication.com/ijmibs-spl/ijmibsv4n2spl_13.pdf
- Walters, K., Rodriquez, J. (2017). The Importance of Training and Development in Employee Performance and Evaluation. Retrieved from <https://www.researchgate.net/publication/332537797>
- Waruiru, E., Wanjira, J. and Namusonge, M. N. (2018). Influence of inter- functional coordination on performance of insurance organizations in Kenya. *European Journal of Business and Strategic Management*, 3(6): 52-65.
- Watson, a. W., taheri, b., glasgow, s., & o'gorman, k. D. (2018). Branded restaurants employees' personal motivation, flow and commitment: the role of age, gender and length of service. *International journal of contemporary hospitality management*.
- Woerkom, M., Brulin M., (2016) Why Performance Appraisal Does Not Lead to Performance Improvement: Excellent Performance as a Function of Uniqueness Instead of Uniformity. Retrieved from <https://core.ac.uk/display/86298448>
- Wride, M. (2020). What's the Difference Between Human Resources and Organizational Development?. Retrieved from <https://decision-wise.com/difference-between-human-resources-and-organization-development/>
- Zhang, Y., 2012 (The Impact of Performance Management System on Employee performance. Retrieved from https://essay.utwente.nl/62260/1/Daisy-master_thesis.pdf
- Zhang, Y., Khan, U., Lee, S. and Salik, M. (2019). The influence of management innovation and technological innovation on organizational performance. A mediating role of sustainability. *Sustainability*, 11(10): 1- 20.
- Zheng, D. (2018). Design thinking is ambidextrous. *Management Decision*, 56(4), 736- 756. <https://doi.org/10.1108/MD-04-2017-0295>