

**How to Cite:**

Cabello, C. A. (2022). An evaluative study of business process outsources' work-life balance policies and programs among customer service associates. *International Journal of Health Sciences*, 6(S3), 9431–9446. <https://doi.org/10.53730/ijhs.v6nS3.8251>

## **An evaluative study of business process outsources' work-life balance policies and programs among customer service associates**

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**Abstract**--When the country is in great turmoil because of the pandemic, the economy is trying to recuperate by means of sustaining industries that can continue without compromising human health. One of these industries is the Business Process Outsources (BPO). The Customer Service Associates (CSA) in the BPO are incessantly working in a work-from-home set-up in order to continue their employment. However, during this time of the pandemic, the work-life balance of these agents has been compromised due to limited funds, activities, and adjusted benefits. In the literature, there's no study that evaluates the work-life balance programs of the CSAs. This study aimed to assess the Business Process Outsources' Work-Life Balance Policies and Programs among Customer Service Associates (CSA) through the Provus' Discrepancy Model based on the provisions of the International Labour Organization for Work-Life Balance. A validated instrument was given to 383 agents in simple random sampling in order to assess if the work-life balance programs were observed during this pandemic. Among the policies, Engagement Activities marked the highest mean (3.83) while Overtime Pay and Night differential garnered the lowest mean (1.87). The results indicated that most of the policies are evidently implemented in BPO companies. It can be gleaned that the discrepancy is in the full implementation of the fair distribution of overtime hours. It is recommended that since everyone is having a work-from-home setup, the giving of overtime hours should be properly appropriated to all agents.

**Keywords**--business process outsources, customer service associate, pandemic, provus' discrepancy evaluation model, work-life balance.

## **Introduction**

The Philippine economy has been crippled due to the adverse economic effects of the Coronavirus. In fact, many companies in the country were closed because of financial loss and instability. Department of Finance (DOF) and the National Economic and Development Authority (NEDA) stated that the total value-added loss this year reached Php 2.2 trillion as an impact of COVID-19 (Debuque-Gonzales, 2021). However, notwithstanding the unbridled ramifications brought by this pandemic, the Philippine economy remains stable (Bansig et al., 2020). This is because the Business Process Outsource (BPO) remains stalwart and operates amidst government-mandated restrictions (Patrimonio et al., 2020). Philippine Statistics Authority (2020) defined BPO as the leveraging of technology or specialist process vendors to provide and manage an organization's critical and/or non-critical enterprise processes and applications. BPO industry offers a myriad of job opportunities available to all that even undergraduates can take advantage of especially in the Philippines where the rate of unemployment bloated tremendously. Regardless of whatever issues the Philippines is suffering, the industry is still contributing to the government through taxes because its employees are still working (Loja et al., 2020).

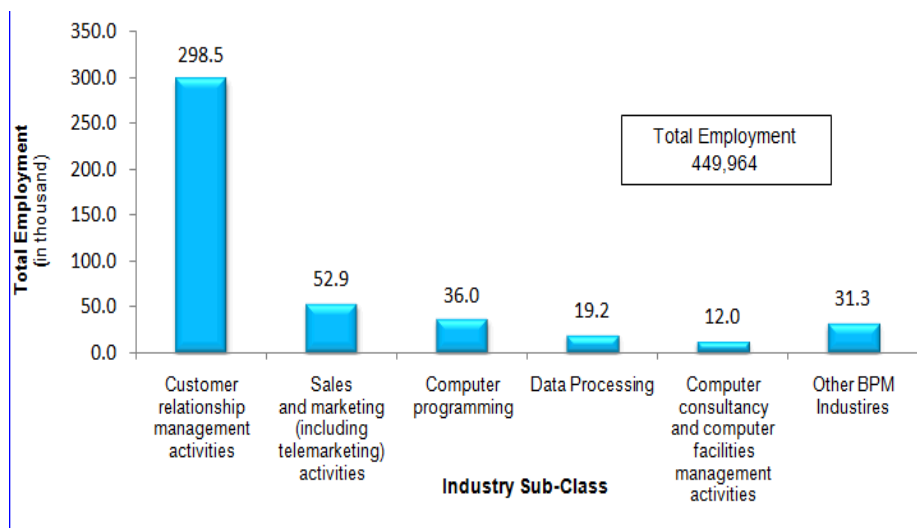
Although the BPO Industry helped recover the Philippine economy, it is also vital to look into the welfare of the customer service associates being the front liners in sustaining the employment rate of the country. They are the epitome of flexibility beyond comparison; while the world is facing the new normal, taking calls and assisting customers are still their primordial commitments whether working in the office or from a home set-up (Bansig et al., 2020). In order to sustain the employee morale, satisfaction, and performance of those who are in the call center industry, this paper reviews and evaluates the implementation of the existing work-life balance policies and guidelines stipulated in the International Labor Standards on Work-Life Balance as imperative factors towards ensuring sustainable development in the BPO sector. Undeniably, this sector, in terms of work-life balance policies and guidelines' implementation, is most frequently taken for granted - that's why people are coming and going from one call center to another because of the level of stress, pressure, and workloads they can't bear. The attrition rate is 1 of 2 call center associates (Hechanova, 2013). This turnover intent is not just affecting the company but the Philippine economy as a whole.

Further, this study validated the Business Process Outsourcers' Work-Life Balance Policies and Programs among Customer Service Associates (CSA) through the Provus Discrepancy Model based on the provisions of the International Labour Organization for Work-Life Balance. Towards this end, by reviewing and evaluating the work-life balance policies and guidelines in the BPO Industry, the researcher will then be able to identify the gaps and areas of opportunities why existing mechanisms aren't implemented accordingly - so that better and enriching recommendations can be provided. Through the results and discussions and recommendations of this study, it can help the Human Resources of the concerned industry aggrandize its measures in ensuring that their employees are given the proper work-life balance that they need so that their people will stay longer in the company. And ultimately, this will then have a

macro-level effect on the Philippine economy by increasing the employment rate of the country.

### Focus of the Evaluation

The focus of evaluation highlights the implementation of the existing Work-life Balance Programs and Policies in the Business Process Outsource (BPO) Industry. The BPO industry is widely known as contact or call centers because the majority of the activities in BPO shown in the Figure below are coming from Customer Relationship Management Activities.



This figure was taken from the latest Philippine Statistics Authority (PSA) in their 2013 Annual Survey of Philippine Business and Industry (ASPBI) - Business Process Management (BPM) Activities: Final Results.

The increase of employees in the call centers has been thriving dramatically and continuously for the past decades. The figure above stipulates that the dominating number of employees falls under customer service. Although the industry is progressing and has marked its growth in terms of various accounts, some industries overlooked the implementation of the policies and programs of work-life balance among its associates (Meenakshi & Bhuvaneshwari, 2013). The need to revisit these programs and policies is timely and relevant, especially in this trying time. Most call centers would compromise their associates' needs rather than the overall performance and productivity of the company. By understanding the gaps and pitfalls in the implementation process, the researcher can already provide alternative solutions and recommendations so that the welfare of the BPO employees is secured. And not only that the researcher provides insights but also it will serve as an avenue to open the floodgates of discussion among the business owners, human resource, and the operations departments for them to work hand-in-hand in the implementation of these programs and policies.

## Research Question

Generally, this study would like to evaluate the implementation of the Business Process Outsourcers' Work-Life Balance policies and programs among Customer Service Associates (CSA) through the Provus Discrepancy Model based on the provisions of the International Labour Organization for Work-Life Balance. Specifically, this study will answer the following questions:

- Are BPO employees given onsite/offsite child care?
- Does the management give time for elderly care?
- Do they consider providing educational programs to those undergraduates?
- Do employees are given opportunities for telecommuting?
- Is Paid-time off and paid leave policy followed even if there's a high call volume, manpower scarcity, and workforce-related issue?
- Is there a flexi-time schedule?
- Are they given overtime pay?
- Are they given an option for a schedule best fits their body clock?
- Do they need to check emails even after work?
- Are they encouraged to participate in engagement activities?

These are some of the questions that are usually asked when work-life balance is concerned. However, these are imperative in establishing a gap in the focus of evaluation. The questions are vital in understanding the realities in the workplace. Although the work-life balance programs and policies are comprehensively stipulated, there's always a thin line between how the Human Resource and Operations Departments calibrate to provide these programs to their employees.

## Theoretical Underpinning

Evaluating different programs and policies can be done successfully in different ways using an appropriate model. In this study, the researcher opted to use the Discrepancy Evaluation Model by Malcolm Provus (1971) in evaluating the policies and programs of Business Process Outsource (BPO) Customer Service Associates' work-life balance. During this time of the pandemic, there are a lot of changes and adjustments made by the business sectors in order to prevent financial losses. Among all the programs and policies, it is the work-life balance that will be affected most. It is expedient to use a model that can identify the discrepancy further, provide necessary recommendations in ensuring the benefits of the employees and avoid an increase in attrition rate (Cabello et al., 2022).

A program in any organization does not exist in a vacuum, rather, it is a complex and multifaceted organizational structure. In situations like this, the Provus' Discrepancy Evaluation Model can be used. The main purpose of this model is to understand the evidence well enough to construe valid and justifiable assumptions about a cause-and-effect relationship. This model is more about discovering why something has occurred. It is not on the fact that it did happen but why it happened. A program should be assessed through different stages which Provus considered as the design, installation, process, product, and cost-

benefit analysis. These stages should constitute the set of performance standards stipulated in the program to be evaluated. A program evaluator or developer should have an established performance set of standards in mind on how the program should work and know whether it was working. This model is very beneficial in making decisions based on the difference between the set of standards the program has and what actually exists. This difference is what we call “discrepancy”.

In the study of Sampong (2009), Provus’ Discrepancy Evaluation Model (DEM) was utilized in order to evaluate a premier school in Ghana which is the University of Cape Coast in terms of their Distance Teacher Education Program. The study compared the performance data of the program perceived by the students and faculty/administrator using random sampling. The study concluded that there exists a discrepancy between the program standards and the performance itself which is in fulfilling the purpose of upgrading professional and academic performance among the majority of teachers in the public schools of Ghana. This study shed light on how helpful the DEM is in determining the discrepancy of a particular program. With this, since the discrepancy is already known, a solution such as a recommendation can be suggested in order to address the discrepancy.

Inabangan et al. (2019) evaluated the compliance of the Philippine government implemented Republic Act 9994 also known as the “Expanded Senior Citizen’s Act of 1992” using the Provus’ Discrepancy Evaluation Model. This study had thirty senior citizens and twenty establishments to be its sample. A semi-structured interview guide as an instrument was used in gathering the data. The study concluded that in the implementation of RA 1994, the establishments’ level has no discrepancy between the mandated and provided benefits to senior citizens, however, there’s a gap seen on how the establishments proactively provide benefits to the senior citizens. We all know that not all senior citizens are aware of this law. This study provides the reality of what is happening around, especially in the implementation of the laws promulgated for our own good. If we are not aware of these laws, then, we will not be able to maximize our benefits as citizens in this country.

Provus’ Discrepancy Evaluation Model (DEM) is used in this study to know if there is a discrepancy exists in the implementation of the Work-life Balance among the Customer Service Associates. DEM is known to be very effective and widely applied in evaluating programs and policies in an organization (Inabangan et al., 2019). This model is essential in identifying the weaknesses in the application of the programs and policies to what actually exists (Sampong, 2009). Knowing the discrepancy is tantamount to program modification, continuation, or termination.

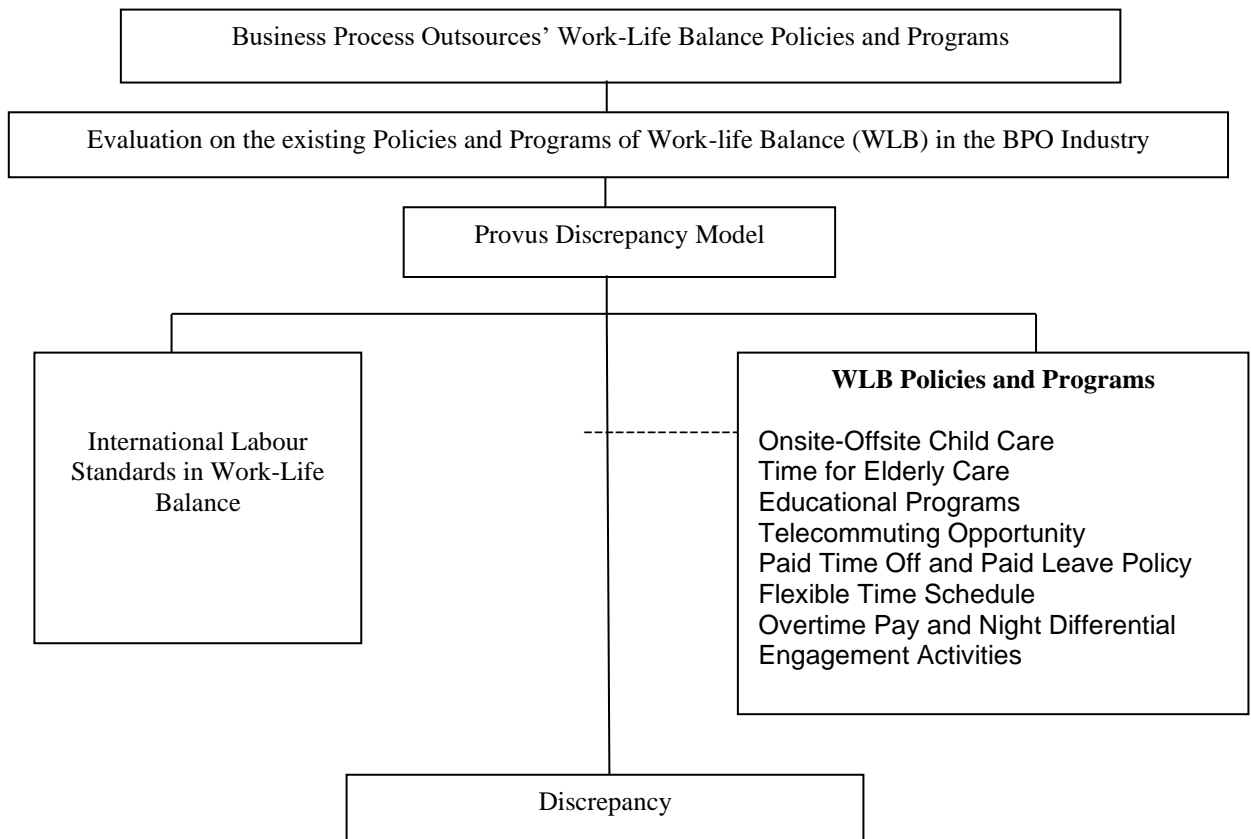


Figure 2. Theoretical Framework of the Study

## Methodology

This study utilized an evaluation research design namely the Provus Discrepancy Evaluation Model. This was conducted in Cebu IT Park – the area where the largest number of Customer Service Associates (CSA) and the tall call center buildings are situated. Using Slovin's formula, a sample of 383 can represent a 16,000 CSA. This study used a validated instrument following the process of constructing, designing, and validating an instrument by Cabello & Bonotan (2020) cited from Colton & Covert (2007) with a good Cronbach's alpha of 0.92. The instrument consists of thirty-seven (37) items for all the work-life policies and programs excluding the demographic profile. A consent letter attached to the instrument was asked from the respondents to participate in the study. The data was gathered through the observance of the 10 ethical considerations enumerated in Bryman & Bell (2007). The gathered data were analyzed using Provus' Discrepancy Evaluation Model and descriptive analysis.

## Results and Discussion

The listed provisions of the International Labor Organization for Work-Life Balance were assessed quantitatively in order to shed light on how the policies are implemented. There are 8 tables below that will encapsulate these policies.

Table 1  
Onsite/Offsite Child Care

Onsite/Offsite child care	Mean	Remarks
All BPO employees can leave their child/children in an area in the building while working.	2.73	Evident
Employees, especially parents, can log off anytime if there is an emergency about their children.	3.28	Very Evident
Employees can request for a time off if their child/children have an important activity in school.	3.01	Evident
Employees can arrange schedule swapping if they need to be with their children for some important occasion such as birthdays, baptisms, etc.	3.68	Very Evident
Employees who are parents have a compulsory insurance for their children.	3.99	Very Evident
There's a day for all parent-employees to bring their child/children to the company for a family day.	3.76	Very Evident
Overall Mean	3.41	Very Evident
Legend 1.00 -1.74. Not Evident	1.75 – 2.49 Less Evident	2.50 –
3.24 Evident	3.25 – 4.00 Very Evident	

Table 1 showed the onsite/offsite child care policies. It can be gleaned that it has an overall mean of 3.41 which can be interpreted as very evident. This means that the policies under the onsite/offsite child care are evidently manifesting in the workplace among the call center agents who have children to attend to. It can also be seen that in the list of items under onsite/offsite child care policies, “employees who are parents have compulsory insurance for their children” marked the highest mean of 3.99 (Very Evident). Undoubtedly, working in the call center industry has many benefits including life and family insurance. Among the items as well, it can be seen that “all BPO employees can leave their child/children in an area in the building while working” garnered the lowest mean of 2.73 (Evident). Most call centers are renting expensive buildings with limited spaces. This is one of the reasons why some call centers are prohibiting employees to bring their children to work.

The study of Hill (2013) corroborated with the result wherein the BPO industry provided programs about child care policy. It is being exemplified that employee of this industry are provided an opportunity to take good care of their children while they are performing their job. They gave a facility where they can have their children stay while they are working. Furthermore, the study of Yu & Street (2017) also supported the results wherein they highlighted that the BPO industry provided an onsite and offsite clinic for their employees and their children. There are additional free consultations for their children who need it.

Table 2  
Management Time for Elderly Care

Management Time for Elderly Care	Mean	Remarks
Employees can request for an emergency time off when their grandparents need them in the hospital or at home.	3.89	Very Evident
Employees can avail insurance for their elderly parents or grandparents.	3.48	Very Evident
Employers reserve a day for all employees to give gifts to their parents/grandparents.	2.76	Evident
<b>Total</b>	<b>3.38</b>	<b>Very Evident</b>
Legend 1.00 -1.74. Not Evident	1.75 – 2.49	Less Evident
3.24 Evident	3.25 – 4.00	Very Evident

Table no. 2 displayed the management time for elderly policies. It is exemplified in this table that the overall mean garnered in this policy is 3.38 which is interpreted as very evident. With this, it can be deciphered that the policy is visible and circulating across all the employees who received incentives for their grandparents. Further, the table also depicted that under management time for elderly care policy, the highest mean of 3.89 which is interpreted as very evident comes from the item “Employees can request for an emergency time off when their grandparents need them in the hospital or at home”. The BPO industry provided different incentives for its employees and one of which is the granted time-off during emergencies relating to their grandparents. On the other hand, the item “Employers reserve a day for all employees to give gifts to their parents/grandparents” received the lowest score of 2.76 (Evident). With this, it is construed that there are few of the BPO companies that earmark a day for their employees to give gifts to their grandparents. Conclusively, this policy is undoubtedly manifesting inside the industry and all of their employees are receiving it full of joy and satisfaction.

Providing a program such as work-life balance policies may have a great impact on a company to ensure employees’ capability to generate services among the client (Cabello, 2022). This claim is supported by the study of Meenakshi & Bhuvaneshwari (2013) wherein they emphasized that providing opportunities such as elderly care policy is one of the ways to alleviate the stress of the employees. This is one of the effective ways to improve their morale and satisfaction that in the long run may improve their delivery of services to the client. Moreover, further studies highlighted that domain in the family is one of the 10 causes of the interference between life and work and elderly care is one of those domains. It is exemplified that the nature of this work demands a large amount of time and even a graveyard shift that may create turmoil within the family. With this, an imbalance between family and work may occur and if that happens, it may draw a huge number of detrimental effects on the organization, the employees, and especially on the family (Devi & Rani, 2012).

Table 3  
Educational Programs to Undergraduate Employees

Educational Programs to Undergraduate Employees	Mean	Remarks
Undergraduate employees are encouraged to continue schooling until they finish college and even in their post graduates	1.86	Less Evident
Undergraduate employees are given a convenient time for them to attend their classes while their job is not compromised.	3.89	Very Evident
The company offers scholarship for those who continue studying.	1.26	Not Evident
Employers establish linkages to educational institution that offers skill training for those employees who just finished high school.	1.07	Not Evident
<b>Total</b>	<b>2.02</b>	<b>Less Evident</b>
Legend 1.00 -1.74. Not Evident	1.75 – 2.49	Less Evident
3.24 Evident	3.25 – 4.00	Very Evident
	2.50	–

Table no. 3 showed the scores of Educational Programs to undergraduate employees' policy. It can be gleaned in the table that the overall mean garnered in this policy is 2.02 which is interpreted as less evident. Based on the scores, it can be elicited that this policy is not being observed by all BPO companies. The table also stated that among all the items in this policy, the item "Undergraduate employees are given a convenient time for them to attend their classes while their job is not compromised" got the highest mean score of 3.89 (very evident). This means that the employees who are still studying are given a leeway to attend their classes without compromising their job. On the contrary, the item that got the lowest mean score of 1.07 which is interpreted as not evident comes from the item "Employers establish linkages to an educational institution that offers skill training for those employees who just finished high school". With this, it can be implied that BPO companies did not provide a program that can help their employees develop their skills and improve their educational attainment. Most of the company may not prioritize this program as this is costly.

BPO companies are providing incentives to their employees to improve their performance and to attain contentment however; there are cases where they draw limitations as to what kind of incentives they are giving. One of which is the educational programs dedicated to the students who are working. The study of Gupta (2013) discussed that giving of such may lead to misalignment of goals. Employees who are working students are perceived to temporarily stay in the company for just a limited period until they will earn the educational degree. With this, BPO companies allocate their resources to those who excel in the metrics or scorecards designed by the upper management. Moreover, working students are also perceived to be most vulnerable to have burnout because of the high demand of the industry and pressures to comply with academic requirements (Akansel et al., 2012). With this, companies may not prioritize educational programs for undergraduate employees although they welcome working students.

Table 4  
Telecommuting Opportunity

Telecommuting	Mean	Remarks
Employees are allowed to work at home if there's a need for them to do so.	3.68	Very Evident
Employees are given allowance for internet and electric consumption if they work at home.	3.70	Very Evident
Closed monitoring is observed for those employees working at home.	3.79	Very Evident
Employees are given a computer set with a headset that has a noise canceling feature in performing doing their tasks such as calling the customer, answering phone calls and etc.	3.86	Very Evident
Employees are given direct contact numbers to their team leaders, managers, and HR personnel for any concerns.	3.78	Very Evident
<b>Total</b>	<b>3.76</b>	<b>Very Evident</b>
Legend 1.00 -1.74. Not Evident                      1.75 – 2.49 Less Evident                      2.50 – 3.24 Evident                      3.25 – 4.00 Very Evident		

Table no. 4 provided the results of the scores garnered by Telecommuting policy. It showed that the policy got a total of 3.76 as the overall mean. This is interpreted as very evident meaning it is very evident that all employees who are working outside the workplace received enough equipment and allowances to sustain their job. Furthermore, the table also stipulated that the item “Employees are given computer set with a headset that has noise canceling feature in performing doing their tasks such as calling the customer, answering phone calls, etc.” under the policy of Telecommuting garnered the highest mean score of 3.86 (very evident). With this, it can be exemplified that the company is providing all the means that are necessary to perform the task given outside the workplace. This equipment is very pertinent to deliver the services efficiently to their customer. The table also displayed the lowest mean score which is 3.68 (very evident) which comes from the item “Employees are allowed to work at home if there's a need for them to do so”. In this time of the pandemic, all institutions and industries are only allowed to have a limited onsite working set-up and based on the results gathered, most of the companies are following the protocols though providing work-from-home set up with the equipment handed to the employees.

With all the protocols set by the Inter-Agency Task Force (IATF), all industries including the BPO are adjusting to the kind of setup they should be creating. According to the study of Alfanza (2021), to sustain the life of the industry, companies are setting parameters and measures to continuously deliver the services to the customer and of which is through strengthening the telecommuting policy. The employees are given necessary tools and equipment embedded with the software that they can use to call the customers and received calls from them. The study of Aban et al. (2019) stipulated that giving considerations, as to what kind of work practices the employees would like to do, can strengthen their perceived organizational support. When the perceived organizational support is strengthened, it is being observed that it can improve

their work satisfaction, and also it can help to accentuate their commitment to the company.

Table 5  
Paid Time Off and Paid Leave

Paid Time Off and Paid Leave	Mean	Remarks
Employees are given paid annual leave.	3.79	Very Evident
Employees are given paid sick leave.	3.69	Very Evident
Employees are given paid maternity/paternity leave.	3.84	Very Evident
Employees are given Solo Parent Leave.	3.66	Very Evident
Employees are given paid time off (PTO) which is equivalent to 1 day and 4 hours every month with no annual expiration but instead a monetary conversion.	3.70	Very Evident
Employees are given these different forms of paid leave even if there's a high call volume at work.	3.67	Very Evident
<b>Total</b>	<b>3.73</b>	<b>Very Evident</b>
Legend 1.00 -1.74. Not Evident	1.75 – 2.49 Less Evident	2.50 –
3.24 Evident	3.25 – 4.00 Very Evident	

Table no. 5 showed the paid time and paid leaves policies. It can be deciphered that the policy got an overall mean score of 3.73 which is interpreted as very evident. This means that giving of paid time off and paid leaves are observed within the industry. Among all the items in this policy, the item that got the highest score is “Employees are given paid maternity/paternity leave” which garnered a mean score of 3.84 (very evident). It can be gleaned that in the case where an employee is scheduled a month before the delivery or when the wife of an employee is scheduled to deliver that same month; it is very evident that the companies are providing paid maternity or paternity leave. On the other hand, the item “Employees are given Solo Parent Leave” got the lowest mean score of 3.66 which is interpreted as very evident. With this, it can be exemplified that all employees that are solo parents are given paid leave and time off however; it should be by the decision of the Officer of the Day or the one in charge of the attendance.

In the arena of the BPO industry and possibly to any type of industry, human capital is one of the most important resources to any company for they are the ones who will be delivering the services. The study of Raman (2006) highlighted that there are two types of attrition and one of which is the drive attrition wherein it focuses on the quality of the policy a company is regulating. It is exemplified that one of the common causes of this attrition is the lack of regulation about providing paid time off and paid leave even on the declared holidays. With this, the result of the study suggests that to decrease the rate of employees who are leaving the company, policies such as giving reasonable paid time off and paid leave should be manifesting throughout the company when necessary. Providing them with efficient incentives like this policy can be a cost-effective way to sustain the industry. The study of Pratap (2010) also supported that having a hard time for regular employees to have paid leaves formed as one of the major problems that a BPO company is facing. They also stipulated that in a population of workers, 40% of it is temporary workers wherein they are not eligible for any of

these paid leaves and this may be crucial cause for them to leave the organization.

Table 6  
Flexible Time

Flexible Time	Mean	Remarks
Split shifts are observed in order to cater employees' needs and concern.	3.44	Very Evident
Employees are given a degree of freedom with a structured system in delivering the expected outputs.	2.34	Less Evident
Employees are allowed to choose which shift of the day they want to work – day shift, mid shift, or graveyard.	1.25	Not Evident
Employees can request for moving the breaks and lunch within the shift.	2.39	Less Evident
Employees are provided with options in extended hours in order to accomplish their tasks.	2.75	Evident
<b>Total</b>	<b>2.52</b>	<b>Less Evident</b>
Legend 1.00 -1.74. Not Evident      1.75 – 2.49 Less Evident      2.50 – 3.24 Evident      3.25 – 4.00 Very Evident		

Table no. 6 reflected the flexible time policy. It displayed that this policy got an overall mean score of 2.52 which is interpreted as less evident. With this, it can be deciphered that most of the BPO companies may not provide flexible time for their employees. Further, the table also displayed that among all the items in this policy, item “Split shifts are observed to cater employees’ needs and concern” garnered the highest mean score of 3.44 which is interpreted as very evident. With the data provided, it can be exemplified that most of the respondents are performers in the field and the companies are supplementing them the freedom to choose their shifting schedules. On the other hand, the item under the flexible time policy that got the lowest mean score of 1.25 (not evident) is the item “Employees are allowed to choose which shift of the day they want to work – day shift, mid-shift, or graveyard”. Undoubtedly, most of the respondents may not have the discretion to choose their desired schedule because companies are augmenting the scarcity of manpower in the field.

A high rate of attrition may lead to scarcity of manpower resulting in the unbalanced weight between the demand and the carrier of services. With that, companies are creating strategic plans to augment the gaps in the workforce and one of which is the fixed scheduling to fill up the lacking seats in the field. Employers are making sure that they can accommodate all of their customer’s queries and concerns through strong implementation of fixed schedules meaning all of the employees cannot choose their preferred schedule and they are compelled to work on a shift even if they don’t like it – may it day shift, night shift, or graveyard shift (Kumar & Gopinath, 2016). Further, studies have been conducted and provided empirical evidence that shifting schedules in the BPO industry affects the natural biological process among employees. Several studies reported that it may lead to acute health effects (pattern of sleep and disturbance of digestive movement), chronic diseases like heart problems and high risk of cancer), and social effects such as easily agitated (Lozano-Kuhne et al., 2012).

With this, productivity among the workers may deteriorate and in the long run, can be a liability in the company thus, it is expedient to provide flexible time to prevent long-term health effects among the employees.

Table 7  
Overtime Pay and Night Differential

Overtime Pay and Night Differential	Mean	Remarks
Overtime pay and night differential are paid every pay day according to its proper computation stipulated in the labor code of the Philippines.	3.47	Very Evident
In every Line of Business (LOB), there are a sufficient number of overtime hours distributed to all employees.	1.12	Not Evident
Perks are given to those who render overtime aside from its equivalent compensation.	1.03	Not Evident
<b>Total</b>	<b>1.87</b>	<b>Less Evident</b>
<i>Legend 1.00 -1.74. Not Evident                      1.75 – 2.49 Less Evident                      2.50 – 3.24 Evident                      3.25 – 4.00 Very Evident</i>		

Table no. 7 indicated the overtime pay and night differential policy wherein it garnered an overall mean score of 1.87 which is interpreted as less evident. It can be implied that among all BPO companies there are only a few of them that mandate and provide good overtime and night differential pay to their employees. Furthermore, it is also indicated in this table that among all the items provided by this policy, the item “Overtime pay and night differential are paid every payday according to its proper computation stipulated in the labor code of the Philippines” got the highest mean score of 3.47. Most of the companies may have a good structure about overtime and night differential pay with the accurate implementation of the standards set by the labor code of the Philippines. This means that employees are receiving a reasonable amount of compensation based on the overtime rendered to the employers. It is also indicated that the item “Perks are given to those who render overtime aside from its equivalent compensation” got the lowest score of 1.03 which is interpreted as not evident. With this, it can be implied that almost all of the companies in a BPO industry may not provide perks and additional incentives aside from the fixed compensation to the employees.

Employers in this industry are more favorable to the employees that can stay or even settle in the company for good. To test the loyalty of their worker, they are expecting to encompass certain tasks over time even if they are not paid for them. The study of Adhikari (2009), supported this claim by providing empirical evidence showing that this technique is one of the effective ways to see how committed the employees are to the company. Based on the results, most of the respondents are committed because incentives and perks are not manifesting to the entire customer agent. Even if they are not receiving too much of it, most of these employees are compensated and treated with a reasonably high amount of salary. Moreover, vis-à-vis the claim provided, several studies suggested that the sector in human resources should focus on developing a positive perception of job security among the employees by establishing a favorable salary even if the perk and incentives are not manifesting. With this, employees can appreciate the

management because they feel valued and it may bounce back as to how they value the organization as well (Zeytinoglu et al., 2012).

Table 8  
Engagement Activities

Engagement Activities	Mean	Remarks
There is a designated Employee Engagement (EE) representative in every Line of Business (LOB).	3.87	Very Evident
Activities are designed for all wherein the general public can participate.	3.76	Very Evident
Activities are frequently done especially in a graveyard shift.	3.98	Very Evident
Activities are interesting which help the employees stay in the company.	3.78	Very Evident
Activities serve a stress reliever.	3.75	Very Evident
<b>Total</b>	<b>3.83</b>	<b>Very Evident</b>
Legend 1.00 -1.74. Not Evident	1.75 – 2.49 Less Evident	2.50 –
3.24 Evident	3.25 – 4.00 Very Evident	

Table no. 8 showed the engagement policy. It is evident in the table that the engagement activity policy got an overall mean score of 3.83 which is interpreted as very evident. It can be exemplified by this result that most of the respondents are having varied engagement activities which they can take advantage of and enjoy. It can also be seen in the table that among all the items provided by this policy, the item “Activities are frequently done especially in a graveyard shift” got the highest mean score of 3.98 which is interpreted as very evident. With this, it can be implied that most of the companies in the BPO industry are allocating time for engagement activity as leeway for their employees to release the pressure brought by the demand and working shift. Among the items as well, the item “Activities serve a stress reliever” got the lowest mean score of 3.75 however it was interpreted as very evident.

Within the sphere of this industry, employees’ satisfaction has been the topic of study as to how an organization can provide it to their workers. The study of Bhatt & Sharma (2019) highlighted that one of the most effective ways in creating a formula in order to attain a positive perception of the working environment is to have engagement activities. Bhatt & Sharma added that waking up the spirit of the employees by engaging them is one of the elements to address the gap relating to employee-related challenges. With this, the HR managers should formulate engaging activities. The study of Neeli (2012) suggested that utilizing the method of gamification to increase employees’ engagement poses a positive response to their motivation and talent retention.

## Conclusion

The evaluation of the implementation of the policies and programs of work-life balance in the BPO industry is very essential. Among the policies and programs, Engagement Activities marked evidently while Overtime Pay and Night differential exemplified least evident. The discrepancy is in the full implementation of the fair

distribution of overtime hours. This study determined that paying for the overtime rate is not a problem but the distribution of overtime hours is in question. It is recommended that a management plan may be construed in order to strengthen the work-life balance policies and programs especially in augmenting the fair distribution of the overtime hours.

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