

# Job Satisfaction and Work-Life Balance of Workers of a Manpower Agency in a Highly Urbanized City

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## Article history

Submitted: 22 October 2020

Revised: 5 November 2020

Accepted: 16 November 2020

## Keywords

Public Administration

Job Satisfaction

Work-life Balance

Contractualization

Manpower Agency Workers

Descriptive-Correlational

Bacolod City

Philippines

**Introduction.** The rapid growth of industrialization and diversification worldwide diverted the trend in the labor market to be shifted towards alternative work arrangements, also known as Non-standard Employment (NSE). In the Philippines, these alternative forms of employment of NSE can be greatly observed. Workers can be under different employment types, namely, regular, probationary, fixed-term or contractual, casual, project, or seasonal. The majority of workers under NSE arrangements fall under a fixed-term or are contractual employees. This enticed the researcher to investigate how alternative work arrangements influence or affect workers' overall job satisfaction and work-life balance, specifically for workers under contractual arrangements or those hired by service contractors or manpower agencies. Thus, the study described and correlated the level of job satisfaction and work-life balance of the manpower agency workers in

a highly urbanized city in Negros Occidental.

**Methods.** This quantitative study used descriptive, comparative, and correlational research approaches. Using stratified random sampling, 282 manpower agency workers in a highly urbanized city in Negros Occidental participated in the study. Standardized questionnaires were adopted to gather primary data. The data were statistically analyzed using the Mean, Standard Deviation, frequency count, percentage distribution, Mann Whitney U test, Kruskal-Wallis H test, and Spearman rank.

**Results.** Findings revealed that manpower agency workers demonstrate low levels of job satisfaction and moderate levels of work-life balance when taken as a whole. When grouped according to demographic variables, only sex was noted to have a significant difference for both job satisfaction and work-life balance. Finally, findings revealed a significant relationship between job satisfaction and work-life balance among manpower agency workers. Further, time management, company policies, dealing with customers, and motivation for the job were identified by workers as common challenges, among others.

**Conclusion.** Based on the findings of the study, it can be concluded that job satisfaction is positively related to work-life balance. This means that when workers report high levels of job satisfaction, they also tend to report high levels of work-life balance. So, when workers are satisfied, it can be said that they have a balanced work-life as well. The results show support for the Spillover Theory, which explains that when workers are satisfied with their jobs, there is also an increase in their satisfaction in other areas of their lives. As previously discussed, spillover can either be positive or negative. Specifically, positive overflow derives that satisfaction and achievement in one area may bring along fulfillment and accomplishment in other aspects. Thus, supporting that the spillover of emotions brought by the job satisfaction of manpower agency workers positively influences their work-life balance.

**Practical Value of the Paper.** The research contributes to the lack of studies on job satisfaction and work-life balance among non-standard employment, especially for workers under a service contract such as manpower agency workers. Likewise, the findings of this study provide baseline information for a human resource management plan to increase the levels of job satisfaction and work-life balance among workers in a manpower agency.

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