

# The Relationship between Job Satisfaction and Work-Life Balance of Non-Standard Employment (NSE) Workers of a Manpower Agency

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**ABSTRACT.** 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. The majority of workers under NSE arrangements fall under fixed-term or contractual employees. The purpose of this study is to assess the level of job satisfaction and work-life balance of the NSE workers of a manpower agency in a highly urbanized city in the Philippines and explore their challenges. Moreover, it sought to determine the significant relationship between job satisfaction and work-life balance. Using a standardized questionnaire, the data were gathered from a sample of 282 agency workers. The study tested hypotheses using Mann Whitney U test, Kruskal Wallis, and Spearman rank. The results showed that workers demonstrate a low level of job satisfaction while there is a moderate level of work-life balance. However, the results indicated there is a significant difference

in the level of job satisfaction and level of work-life balance only for the variable sex. Likewise, findings revealed a significant relationship between job satisfaction and work-life balance. The most challenging for the NSE workers are time management, company policies, dealing with customers, and motivation for the job. The study concludes that job satisfaction influences the work-life balance of the NSE workers. The findings of the study provide valuable insight for manpower agencies in the formulation of a human resource program focused on improving employee satisfaction of the job.

## 1.0. Introduction

With the rapid growth of industrialization and diversification in the labor market, the employment trend according to International Labor Organization (ILO), (2016) has shifted towards alternative work arrangements also known as non-standard forms of employment (NSE). NSE tends to be more insecure than standard employment, with fewer benefits and more uncertain in the future of work, and has increased its prevalence with the continuous practice in the labor market (Busby & Muthukumaran, 2016). It has important implications for workers, enterprises, labor markets, and economies and societies at large, which are partly understood but have rarely been addressed (Berg, 2016). NSE has increased over the years. In countries with a high level of employment protection such as France and Spain were shifting to NSE. Also, the protection for permanent employees tends to be weak in countries with liberal markets such as the United States and the United Kingdom, where there are fewer incentives for those fixed workers and temporary contracts (Howell & Kalleberg, 2019).

NSE has been popular in the Asian region. This kind of demand for flexibilization in the labor market becomes prominent in Asian countries particularly in Indonesia, Malaysia, Singapore, Thailand, Vietnam, and the Philippines (Serrano, 2014). The study of Cooke and Jiang (2017) concludes that informalization has led to the decline of job quality on a relatively large scale that compensates greater level of state intervention to maintain the workforce well-being and economic stability in the countries of South Korea and Japan where the phenomenon was also felt.

In the Philippines, NSE is greatly observed. According to Philippine Statistics Authority [PSA], (2020), 31.6 percent of the labor force in the country are working less than 40 hours doing part-time or under NSE. Based on the official figures reported by the Department of Labor and Employment-Negros Occidental Office as of December 2019, 100 registered legitimate contractors employing 16,500 workers in Negros Occidental, not including workers who have been hired by other agencies outside the province.

This research intends to investigate how employment status affects workers' levels of job satisfaction and work-life balance hence, several studies were reviewed. These studies with the same concept range from effects of characteristics, work satisfaction, and work stress on workers'

intent to leave an organization (Labrague et al., 2018), the impact of leadership style effectiveness of top management on employees' job satisfaction and performance (Dalluay & Jalagat, 2016). Other studies investigated include employees' satisfaction with work-life balance and organizational commitment (Kim & Ryu, 2017), work-life balance practices and policies as bases for institutional policy reformulation (Reyes et al., 2017), and insights on work-life balance and conflicts that arise on the horizon for hospitality industry workers by Turanligil and Farooq (2019). These studies revealed that job satisfaction and work-life balance are well-studied areas. However, only little is known about how NSE affects workers, particularly their levels of job satisfaction and work-life balance, hence, a gap in the literature.

The researcher intends to fill the literature gap by investigating the overall job satisfaction and work-life balance, specifically for workers under NSE. The findings of the study shall be utilized as a basis in the formulation of a Human Resource Management Program for NSEs.

This study aimed to assess the level of job satisfaction and level of work-life balance of NSE workers of a manpower agency legitimately operating in a highly urbanized city and the challenges they encountered on the job. It sought to find out differences in the level of job satisfaction of the NSE workers and the level of their work-life balance when grouped according to demographic variables age, sex, educational attainment, and civil status. Likewise, it sought to find out if there is a significant relationship between job satisfaction and work-life balance.

## **2.0. Framework of the Study**

The study theorizes that job satisfaction influences work-life balance. This is anchored on the Spillover Theory by Staines (1980) as it espouses that what happens in the work environment influences the personal environment of the workers. Workers who are satisfied with their work may also increase satisfaction in their other life domains such as family, pursuing personal activities, and health or vice versa. Thus, the spillover of emotions brought by satisfaction/dissatisfaction of the job of the NSE workers influences their work-life balance.

This study focuses on the nine areas of job satisfaction, namely, pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication as proposed by Spector (1997) and the areas of work-life balance - Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work/Personal Life Enhancement (WPLE) as developed by Fisher-McAuley et al. (2003) and adapted by Hayman (2005). These areas served as anchor points in the standardized questionnaires used in this study

The relationship between job satisfaction and work-life balance through the different areas and as grouped according to the respondents' demographic profile and the identification of the challenges by the NSE workers will be the framework that will be used as a basis in the drafting of a Human Resource Management Program.

## **3.0. Methods**

The study utilized a descriptive-comparative and correlational research design. Descriptive analysis was used to assess the level of job satisfaction and the level of work-life balance. Comparative analysis was used to determine similarities and differences in the level of job satisfaction and level of work-life balance while correlational analysis was used to determine the relationship between job satisfaction and work-life balance. The respondents were composed of 282 workers of a registered manpower agency and were identified using a stratified random sampling technique.

The survey instrument is subdivided into four parts. Part I is the demographic profile of the respondents. Part II is the Job Satisfaction Survey (JSS) research instrument designed by Spector (1997) to collect data on the level of job satisfaction. Part III is the Work-life Balance questionnaire, a 15-item scale developed by Fisher-McAuley et al. (2003) and adapted by Hayman (2005). The questions in the Job Satisfaction Survey were rated and interpreted according to the scale: 6-Very High Satisfaction, 5-Moderate Satisfaction, 4-Low Satisfaction, 3-Low Dissatisfaction, 2-Moderate Dissatisfaction, 1-Very High Dissatisfaction. For the Work-Life Balance questionnaire: 5-Very High, 4-High, 3-Moderate, 2-Low, 1-Very Low. Part IV is a checklist of 13 items that identified the challenges encountered by manpower agency workers. The reliability test was performed on a sample of 30 workers. Cronbach's alpha reliability test score is .713 for the Job Satisfaction Survey and 0.913 for the Work-Life Balance Survey, which showed that both instruments are reliable.

For the statistical analysis of the data, Mean and standard deviation were used to assess the level of job satisfaction and work-life balance; frequency, and percentage to identify the challenges encountered by the workers. Mann Whitney U test and Kruskal Wallis were employed to determine similarities and differences in the level of job satisfaction and work-life balance; Spearman rank was utilized to assess the relationship between job satisfaction and work-life balance.

**4.0. Results and Discussion**

**Level of job satisfaction of NSE workers**

Tables 1A and 1B show that as a whole there is low job satisfaction among the NSE workers (M=3.99, SD=0.45). The study of Callea et al. (2016) supports this present finding having found that workers on flexible employment relationships have a lower level of job satisfaction than permanent workers. Contrary to these present findings is the study of Villena (2014) cited in Paquoe and Orbeta (2016) that workers employed through contractors were satisfied on the job even if only a small proportion of the workers are entitled to leave credits, separation pay, the security of tenure, and other benefits.

**Table 1A.** Level of job satisfaction of NSE workers

Variable	Job Satisfaction			Pay			Promotion			Supervision			Fringe Benefits		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
<b>Age</b>															
Young	3.97	0.45	LS	3.89	0.48	LS	3.68	0.60	LS	4.22	0.81	LS	4.00	0.80	LS
Old	4.03	0.44	LS	3.94	0.46	LS	3.80	0.57	LS	4.35	0.79	LS	4.07	0.87	LS
<b>Sex</b>															
Male	3.89	0.40	LS	3.80	0.45	LS	3.64	0.65	LS	4.13	0.80	LS	3.90	0.76	LS
Female	4.13	0.47	LS	4.05	0.46	LS	3.84	0.48	LS	4.45	0.78	LS	4.19	0.87	LS
<b>Highest Educational Attainment</b>															
No Formal Education	3.92	0.44	LS	3.95	0.43	LS	3.88	0.35	LS	4.16	0.67	LS	3.89	0.88	LS
Elementary	4.14	0.43	LS	4.21	0.30	LS	3.92	0.56	LS	4.42	0.93	LS	3.88	1.06	LS
High School	3.92	0.41	LS	3.89	0.44	LS	3.76	0.60	LS	4.11	0.78	LS	4.00	0.78	LS
College	4.06	0.48	LS	3.91	0.51	LS	3.67	0.61	LS	4.41	0.82	LS	4.07	0.85	LS
<b>Civil Status</b>															
Single	3.99	0.44	LS	3.92	0.49	LS	3.73	0.59	LS	4.29	0.80	LS	3.99	0.78	LS
Married	4.00	0.49	LS	3.89	0.41	LS	3.75	0.56	LS	4.24	0.82	LS	4.14	0.98	LS
Widowed	3.80	0.40	LS	3.68	0.60	LS	3.25	0.79	LD	3.65	0.93	LS	3.95	0.60	LS
<b>As a Whole</b>	<b>3.99</b>	<b>0.45</b>	<b>LS</b>	<b>3.91</b>	<b>0.47</b>	<b>LS</b>	<b>3.73</b>	<b>0.59</b>	<b>LS</b>	<b>4.26</b>	<b>0.81</b>	<b>LS</b>	<b>4.02</b>	<b>0.82</b>	<b>LS</b>

Note: VH=Very High Satisfaction; MS = Moderate Satisfaction; LS = Low Satisfaction; LD= Lowly Dissatisfaction; MD= Moderately Dissatisfaction; VD= Very High Dissatisfaction

**Table 1B.** Level of job satisfaction of NSE workers

Variable	Contingent Rewards			Operating Conditions			Coworkers			Nature of Work			Communication		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
<b>Age</b>															
Young	3.67	0.72	LS	3.22	0.69	LD	4.48	0.77	LS	4.27	0.76	LS	4.06	0.96	LS
Old	3.71	0.77	LS	3.13	0.71	LD	4.58	0.75	MS	4.48	0.66	LS	4.11	0.97	LS
<b>Sex</b>															
Male	3.61	0.72	LS	3.15	0.73	LD	4.42	0.78	LS	4.25	0.72	LS	3.90	0.90	LS
Female	3.79	0.76	LS	3.24	0.67	LD	4.64	0.72	MS	4.47	0.73	LS	4.30	0.99	LS
<b>Highest Educational Attainment</b>															
No Formal Education	3.64	0.71	LS	3.00	0.71	LD	4.28	0.75	LS	4.41	0.76	LS	3.97	0.85	LS
Elementary	3.63	0.47	LS	3.50	0.63	LS	4.67	0.65	MS	4.58	0.68	MS	4.17	0.90	LS
High School	3.63	0.75	LS	3.13	0.69	LD	4.43	0.75	LS	4.25	0.67	LS	3.94	0.94	LS
College	3.74	0.75	LS	3.25	0.71	LD	4.61	0.77	MS	4.42	0.78	LS	4.21	0.99	LS
<b>Civil Status</b>															
Single	3.70	0.74	LS	3.19	0.71	LD	4.52	0.76	MS	4.32	0.73	LS	4.08	0.96	LS
Married	3.66	0.73	LS	3.15	0.68	LD	4.49	0.75	LS	4.43	0.75	LS	4.11	0.99	LS
Widowed	3.25	1.02	LD	3.65	0.42	LS	4.55	0.99	MS	4.25	0.59	LS	3.55	0.69	LS
<b>As a Whole</b>	<b>3.69</b>	<b>0.74</b>	<b>LS</b>	<b>3.19</b>	<b>0.70</b>	<b>LD</b>	<b>4.52</b>	<b>0.76</b>	<b>MS</b>	<b>4.34</b>	<b>0.73</b>	<b>LS</b>	<b>4.08</b>	<b>0.96</b>	<b>LS</b>

Note: VH=Very High Satisfaction; MS = Moderate Satisfaction; LS = Low Satisfaction; LD= Lowly Dissatisfaction; MD= Moderately Dissatisfaction; VD= Very High Dissatisfaction

The low level of job satisfaction as a whole is attributed to the mean scores obtained in the aspects of pay ( $M=3.91$ ,  $SD=0.47$ ), promotion ( $M=3.73$ ,  $SD=0.59$ ), supervision ( $M=4.26$ ,  $SD=0.81$ ), fringe benefits ( $M=4.02$ ,  $SD=0.82$ ), contingent rewards ( $M=3.69$ ,  $SD=0.74$ ), nature of work ( $M=4.34$ ,  $SD=0.73$ ), and communication ( $M=3.99$ ,  $SD=0.45$ ), which were interpreted as low satisfaction. In the aspect of co-workers, it obtained the highest mean ( $M=4.52$ ;  $SD=0.76$ ) interpreted as moderate satisfaction. In the aspect of operating conditions, it obtained a mean ( $M=3.19$ ,  $SD=0.70$ ) interpreted as low dissatisfaction.

In the aspect of pay, the workers rated low satisfaction. According to Alvarado (2014) (cited in Pasquin, 2017) the indefinite term of contractual employment results in more unsatisfied workers in terms of different aspects of their job such as pay, other labor benefits, and stability or the limited security of tenure, recognition, and entitlement of rights and privileges, including the right to self-organization (Battad, 2019). Judge et al. (2010) suggest that pay is only marginally related to satisfaction. Green et al. (2010) provide evidence that pay is a subjective assessment of factors to job quality in flexible employment contracts.

In the aspect of promotion, the workers likewise rated low satisfaction. Akter and Amin (2019) found that promotion had a weak positive relationship with job satisfaction. The study supports the present findings. On the other hand, study of Kang et al. (2015) concludes that supervisory support positively affected both employees' organizational commitment and career satisfaction while that of Al-Shammari and Al-Am (2018) affirm that supervision was the most dominant dimension of job satisfaction. The present findings however show that worker satisfaction on supervision is low.

In the aspect of fringe benefits, the workers have the same low satisfaction. Placha (2020) finds ambiguity in so far as the influence of fringe benefits on job satisfaction. For instance, flexible work schedules (Clarke, 2020) and paid maternity leave might increase job satisfaction. On the other hand, fringe benefits such as health protection, recreation leaves showed a positive and significant relationship to job satisfaction (Nisar & Siddiqui, 2019). While Clarke (2020) suggests it may lead to job satisfaction, however, Nisar and Siddiui (2019) found that flexible working hours had an insignificant relationship to satisfaction.

Job satisfaction can be enhanced by a contingent reward, although as found in this study there is low worker satisfaction. When employees feel their hard work is rewarded by their employers they feel a sense of satisfaction as found in the study of Priya and Eshwar (2014). The study of Puni et al. (2018) reveals positive relationships between the dimensions of transformational leadership and job satisfaction when augmented by contingent reward. Contingent rewards like pay have a significant influence on job satisfaction (Lepojevic et al., 2018).

Operating conditions have sparked interest in studies on job satisfaction. Organizational rules, for instance, may have beneficial and harmful effects on employee morale as cited in DeHart Davis et al. (2015). As to its benefits, Bayram and Diñç (2015) found that operating conditions were significantly and positively associated with job satisfaction. But, as found in the study of Pham (2016), low scores on the operating conditions might demonstrate employees either having too much work or limited with numerous procedures in their work.

In relation to the present study, agency workers demonstrate a low level of dissatisfaction in relation to the aspect of operating conditions ( $M=3.91$ ,  $SD=0.70$ ). Workplace conditions are the trilateral employer-employee relationship that affects the level of job satisfaction of the workers. In support of the present findings, Cristobal and Resurreccion (2014) assessed that companies and contracting agencies engaging in contractualization have diminished their control over working conditions and the environment as well as lowered job satisfaction and motivation.

Considering that workers spend a large portion of their day interacting with their co-workers, studies reveal that relationship with co-workers is one of the strongest determinants of job satisfaction. In this present study, the agency workers attributed their job satisfaction to liking and enjoying the company of the people they work with. The reason why it obtained a mean which was rated moderately satisfied ( $M=4.52$ ;  $SD=0.76$ ). Bufquin et al. (2017) reveal that co-worker's warmth and competence were ascertained to be significant factors improving employee job satisfaction and organizational commitment. In addition, Cabrera (2017) affirms that Filipinos have a unique workplace culture where they treat their co-workers as family and enjoy planning activities with them. Job satisfaction is significantly predicted by work engagement and social support from supervisors and co-workers as validated by Orgambidez Ramos and de Almeida (2017) or by the positive effects of social impact (Tran et al., 2018).

In the aspect of nature of work, significant impact on employee job satisfaction is supported by studies of Saleem et al. (2013) as well as that of Taber and Alliger (1995), as cited in Khayer (2017). Employee satisfaction is not only about enjoying the work but rather considers the individual task and its correlation to satisfaction with the work itself (Taber et al., 1995).

In the aspect of communication, a positive communication environment stimulates employees to meet organizational goals (Kumari & Rachna, 2011) or stimulates work engagement (Yalabik et al., 2017) which may enhance job satisfaction. Communication between different generations, however, may be perceived in different ways (Mehra & Nickerson, 2019).

**Level of work-life balance of NSE workers**

Table 2 presents the level of work-life balance of the NSE workers. As a whole, results show that agency workers had rated a moderate work-life balance (M=3.06, S=0.52). Work-life balance is defined in this study in three aspects. The aspects of work-related factors that impact workers’ personal life (WIPL); personal- life-related factors that affect the work-life of the workers (PLIW); and how personal and work-life enhance and support each other (WPLE). Overall, the moderate result is attributed to the moderate rating for WIPL and PLIW but, high for WPLE. This may infer that aspects of the work moderately impact on personal life, conversely, personal factors moderately impact on work-life. NSE workers are able to moderately balance both personal life-related factors with work-related factors and vice versa. A previous study such as that of Sigroha and Girdhar (2014) found that the work-life balance of workers in manufacturing, service, and information technology were low to moderate level.

In this present study, the NSE workers are sales personnel, service crew personnel, and logistics personnel deployed in service and manufacturing industries. On the other hand, Wardani and Firmansyah (2019), found that blue-collar workers do not consider work-life balance when managing their workload. This is a reality in many firms where work-life balance is not talked about or considered as part of human resource interventions. Work-life balance is important to productivity as it is important for the worker to maintain a positive way of life.

**Table 2.** Level of work-life balance of NSE workers

Variable	Work-Life Balance			Work Interference with Personal Life			Personal Life Interference with Work			Work Personal Life Enhancement		
	M	SD	Int	M	SD	Int	M	SD	Int	M	SD	Int
<b>Age</b>												
Young	3.07	0.50	Mo	2.80	0.62	Mo	2.65	0.80	Mo	3.96	0.72	Hi
Old	3.04	0.57	Mo	2.75	0.67	Mo	2.60	0.86	Mo	3.98	0.72	Hi
<b>Sex</b>												
Male	3.11	0.53	Mo	2.85	0.67	Mo	2.75	0.77	Mo	3.91	0.75	Hi
Female	2.99	0.51	Mo	2.69	0.59	Mo	2.47	0.87	Lo	4.05	0.66	Hi
<b>Highest Educational Attainment</b>												
No Formal Education	3.09	0.66	Mo	2.91	0.67	Mo	2.59	0.88	Mo	3.91	1.00	Hi
Elementary	2.92	0.49	Mo	2.76	0.48	Mo	2.17	1.00	Lo	3.96	0.78	Hi
High School	3.11	0.52	Mo	2.86	0.62	Mo	2.75	0.78	Mo	3.93	0.76	Hi
College	3.01	0.51	Mo	2.70	0.65	Mo	2.55	0.84	Mo	4.02	0.64	Hi
<b>Civil Status</b>												
Single	3.09	0.52	Mo	2.81	0.64	Mo	2.67	0.83	Mo	3.98	0.70	Hi
Married	2.96	0.54	Mo	2.66	0.60	Mo	2.52	0.79	Mo	3.93	0.78	Hi
Widowed	3.07	0.55	Mo	2.97	0.82	Mo	2.25	0.66	Lo	4.05	0.76	Hi
<b>As a Whole</b>	<b>3.06</b>	<b>0.52</b>	<b>Mo</b>	<b>2.78</b>	<b>0.64</b>	<b>Mo</b>	<b>2.63</b>	<b>0.82</b>	<b>Mo</b>	<b>3.97</b>	<b>0.72</b>	<b>Hi</b>

Note: VH=Very High; Hi =High; Mo = Moderate; Lo = Low; VL= Very Low

In all indicators of work-life balance, the Work Personal Life Enhancement (WPLE) obtained the highest mean (M=3.97, S=0.72) interpreted as high. It implies that workers demonstrate a high level of enhancement between work and personal life. Moreover, it may mean that the employee’s work highly supports his/her personal life and vice-versa. Furthermore, employees feel self-fulfilled despite the work interference. To understand it in context, WPLE reflects a proper balance between work and life. These findings may anchor on the study of Dolai (2015) that WPLE motivates the workers to be more productive at work and spend more time with family and personal activities.

The lowest-rated indicator on work-life-balance was Personal Life Interference with Work (PLIW) with (M=2.63; SD= 0.82), interpreted as “moderate”. Work Interference with Personal Life (WIPL) was also rated as “moderate” (M= 2.78, SD=0.64). From this result, it can be said that in terms of balancing work and personal life, the respondents’ handle it at a moderate level. This means that they can balance or separate their personal life with their issues or experiences at work. This finding coincides with Hammig (2014) which found that there are types of workers that are less frequently affected by work-life conflict. In connection to this finding is the study of Bochantin and Cowan (2016) which found that this type of worker adopts certain strategies to balance their work and their personal activities. The findings are contrary to what Ng et al. (2019) found in which they said that psychological and physical demands affect the issues at work along with the personal issues of the workers.

**Difference in the level of job satisfaction when NSE workers are grouped according to age and sex**

Table 4 shows that there is no significant difference in the level of job satisfaction of the NSE workers when they are grouped according to age [U=8396.5, p=0.212]. This implies that the age of the workers does not influence their level of job satisfaction, supporting the findings of Nalla et al. (2015) which found that age did not influence security guards’ satisfaction.

**Table 3.** Difference in the level of job satisfaction when NSE workers are grouped according to age, and sex

Variable	Young	Age	Old	U	p
Job Satisfaction	3.97 (0.45)		4.03 (0.44)	8396.5	0.212
		<b>Male</b>	<b>Female</b>		
	3.89 (0.40)	<b>Sex</b>	4.13 (0.47)	6773.5*	0.000

Note: \*the difference is significant when p≤0.05

However, there is a significant difference observed between the level of job satisfaction and sex [U=6773.5, p=0.000] of the workers. The result shows that female workers have greater job satisfaction. This may be due to the biological differences they perform and their perspective towards work. The rights of female workers are also given attention in labor laws in the Philippines. There are laws and issuances for women gaining equal opportunities for their protection and other benefits. This is supported by the findings of Hauret and Williams (2017) which indicate that females continue to record higher job satisfaction levels than men.

**Difference in the level of job satisfaction when NSE are grouped according to educational attainment and civil status**

Table 4 showed that there is no significant difference in the level of job satisfaction of the workers when they are grouped according to educational attainment [ $\chi^2(3) = 6.043, p=0.110$ ] and civil status [ $\chi^2(2) = 0.853, p=0.653$ ]. This implies that educational attainment and civil status do not influence workers’ job satisfaction. This result affirms the study of González et al. (2016) but contradicts the findings of Ali et al. (2018) that there is a significant difference between marital status and employees’ job satisfaction and marital status.

**Difference in the level of work-life balance when NSE workers are grouped according to age and sex**

Table 5 presents the difference in the level of work-life balance when the respondents are grouped according to age and sex. There is no significant difference in the level of job satisfaction of the workers when they are grouped according to age [U=8987.5, p=0.726]. The result indicates that work-life balance does not differ with age. This finding is supported by the study of Padmasiri and Mahalekamge (2016) where they found that age is not a significant factor in WLB.

Also, a significant difference was found in the level of the work-life balance of workers when they are grouped according to sex [U=8154.0, p=0.018]. This result implies that sex influences the level of work-life balance of the workers. Male (M=3.11) workers have a better work-life balance compared to their female (M=2.99) counterparts. The work-life balance is seen more as a women’s issue where the woman is regarded essentially accountable for the smooth and steady running of the day-to-day activities of the family irrespective of her official duties. Working women have to manage a healthy balance between job and home. If they miss maintaining this balance, they will encounter undesirable difficulties, pressure, stress, and health-related problems (Sigroha & Girdhar, 2014). Male workers received a higher score on perceived work-life balance as they considered it as an important aspect of life (Azeem & Altalhi, 2015).

**Table 4.** Difference in the level of job satisfaction when NSE workers when grouped according to educational attainment and civil status

<b>Educational Attainment</b>	<b>M</b>	<b>x<sup>2</sup></b>	<b>df</b>	<b>p</b>
No Formal Education	3.92 (0.44)			
Elementary	4.14 (0.43)	6.043	3	0.110
High School	3.92 (0.41)			
College	4.06 (0.48)			
<b>Civil Status</b>	<b>M</b>	<b>x<sup>2</sup></b>	<b>df</b>	<b>p</b>
Single	3.99 (0.44)			
Married	4.00 (0.49)	0.853	2	0.653
Widowed	3.80 (0.40)			

Note: the difference is significant when  $p \leq 0.05$

**Table 5.** Difference in the level of work-life balance of the NSE workers when grouped according to age, and sex

<b>Variable</b>	<b>Young</b>	<b>Age</b>	<b>Old</b>	<b>U</b>	<b>p</b>
Work-life balance	3.07 (0.50)		3.04 (0.57)	8987.5	0.726
	<b>Male</b>	<b>Sex</b>	<b>Female</b>	<b>U</b>	<b>p</b>
	3.11 (0.53)		2.99 (0.51)	8154.0*	0.018

Note: \*the difference is significant when  $p \leq 0.05$

**Difference in the level of work-life balance when NSE workers are grouped according to educational attainment and civil status**

Table 6 shows there is no significant difference in the level of job satisfaction of the workers when they are grouped according to educational attainment [ $\chi^2(3) = 6.043, p=0.110$ ] and civil status [ $\chi^2(2) = 0.853, p=0.653$ ]. This means that educational attainment and civil status do not influence work-life balance. These findings are supported by the study of Vimala and Kumar (2019) which found out that education does not have an impact on the work-life balance of employees and the study of Amazue and Onyishi (2016) which has established that marital status does not predict work-life balance.

**Table 6.** Difference in the level of work-life balance when NSE workers are grouped according to educational attainment and civil status

<b>Educational Attainment</b>	<b>M</b>	<b>x<sup>2</sup></b>	<b>df</b>	<b>p</b>
No Formal Education	3.09 (0.66)			
Elementary	2.92 (0.49)	4.410	3	0.220
High School	3.11 (0.52)			
College	3.01 (0.51)			
<b>Civil Status</b>	<b>M</b>	<b>x<sup>2</sup></b>	<b>df</b>	<b>p</b>
Single	3.09 (0.52)			
Married	2.96 (0.54)	1.790	2	0.409
Widowed	3.07 (0.55)			

Note: the difference is significant when  $p \leq 0.05$

**Relationship between job satisfaction and work-life balance**

Table 7 shows the relationship between job satisfaction and work-life balance. Based on the outcomes, the correlation coefficient is  $-0.383$  which is significant at the 0.01 level (2-tailed). This means that there is a weak association between job satisfaction and work-life balance. If workers are satisfied with their job, this satisfaction creates a stimulus effect, improving their work-life balance. Workers who are satisfied with their job may have lesser worries to support their families and other personal activities. When they are happy with their personal lives, they may become more motivated and productive at work.

These findings are replete in the studies of Birtch et al. (2016), Arif and Farooqi (2014), Pathak et al. (2019), cited in Patel (2020). The higher the work-life balance of the workers, the higher their satisfaction with the job. In the case of the respondents, the low level of job satisfaction and the moderate level of work-life balance reflects the economic support; and the socio-emotional resources provided by the manpower agency.

**Table 7.** Relationship between job satisfaction and work-life balance

<b>Variable</b>	<b>p</b>	<b>df</b>	<b>p</b>
Job satisfaction x work-life balance	-0.383*	280	0.000

Note: \*the correlation is significant when  $p \leq 0.05$



**Challenges faced by NSE Workers**

Table 8 presents the challenges faced by the NSE workers. It reveals that 54% of the workers experience challenges with time management. The culture of Filipino time has been regarded as a long-time practice frowned at with leniency; it has become habitual and a moral consequence. Such an attitude becomes problematic because it negatively affects specific outcomes such as learning, academic performance, or economic loss (Di Pietro, 2014, cited in Maliwanag, 2019).

Dealing with customers revealed by 41% of respondents is one of the highest challenges faced by the workers. These workers are mostly frontliners, such as service crews, merchandisers, and sales personnel. They are the ones who are receiving complaints yet, are expected to see to it that they satisfy the customers. As customers become happier, they provide more business and praise the company and its representatives, which would lead to an enhanced positive employee attitude that translates to empathy, respect, understanding, and genuine concern for customers (Newman, 2016). On the other hand, whenever the workers manage their encounters with entitled customers, they indicate workplace support that is often informal and described as feeling abandoned by the management in dealing with this workplace stressor as there are reported physiological arousal, negative affect, burnout, and feelings of dehumanization resulting from dealing with these patrons (Fisk et al., 2011).

The motivation for the job with 40% is also one of the challenges encountered by workers. Incentives, rewards, and recognitions are the prime factors that impact employees' motivation which is limited for the manpower agency workers. It is contended that well-motivated employees serve as a competitive advantage for any company because their performance leads an organization in accomplishing its goals (Zakaria, Noordin, Sawal, Zakaria, Noor, & Maras, 2011, cited in Akafo & Boateng, 2015). Earning the minimum wage may also affect the motivation of the workers.

It is noteworthy that belongingness (13%) and tenure (14%) have been ranked the least among all the challenges identified by the workers. This may be because, among the nine areas of job satisfaction, satisfaction with co-workers ranked the highest which means they do not have difficulties in maintaining a healthy relationship with their co-workers, may it be colleagues from the same agency or the principal. With regard to tenure, results reveal that the possibility of having short-term employment is not considered a major issue for the workers. Before applying for the job, workers are already informed of their working arrangements.

Further, this may perceive as one way to gain work experience, especially to the new graduates, and there are greater chances to be hired as a regular employee of the client companies. In the study of Serrano (2018), it is pointed out that non-standard job gives solid continuity of employment to temporary and irregular workers, albeit in various workplaces and for various employers. The temporary contracts and agreements can sometimes serve as a stepping-stone to permanent and regular work. Employers contest that highly educated and trained temporary workers have higher chances of acquiring training and job tenure in non-standard work or employment. This only implies that workers with a college-level of education are happy and satisfied with their present job. It is also a means to have a greater chance of acquiring the tenure of the job.

**Table 8.** Challenges faced by NSE workers

<b>Challenges</b>	<b>f</b>	<b>%</b>
Time Management	153	54
Company policies	128	45
Dealing with customers	115	41
Motivation for the Job	114	40
Opportunities to use skills	101	36
Following instructions	94	33
Dealing with supervisors of the establishment being deployed	77	27
Communicating with the manpower agency	72	26
Scope of the job	63	22
Dealing with supervisors of the manpower agency	58	21
Tenure	39	14
Belongingness	36	13

Overall, the findings reveal that there is a significant relationship between the level of job satisfaction and the level of work-life balance. There is a low level of job satisfaction and a moderate level of work-life balance among manpower agency workers. The low job satisfaction is related to the moderate work-life balance of the workers.

The Spillover Theory provides a good framework for understanding the relationship of job satisfaction to work-life balance. Maintaining a balance between responsibilities of the job and home environment has become a growing concern in human resource management because workers juggle time and responsibilities between work and home. Balancing work and home-life has become increasingly difficult for workers, particularly contractual work arrangements have implications to the challenges faced by workers such as time management, company policies, and dealing with customers among others. Human resource programs must be able to strike a sound work-life balance that creates a positive spillover effect. In the case of married female workers, their work-life balance is not as better as their male counterparts because of the many responsibilities female workers face both as an employee and wife. If job satisfaction is related to work-life balance, then aspects of the job must be looked into by management to create a positive spillover advantageous to both workers and management. A satisfied or dissatisfied worker may create a positive or negative ripple effect on work-life balance. The outcomes suggest that job satisfaction expressed in terms of pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, nature of work, and communication can enhance positive spillover from the work domain to the personal-life domain and diminish negative spillover. The study suggests that improving the work-life balance may help to improve employee productivity and job quality, and as an intervention to maintain the well-being of the workforce even under alternative or contractual work arrangements.

Relating the theory to the findings of this study, the presence of low levels of job satisfaction of the workers does not have a spillover to increase to a higher level of balancing their work and personal lives in general. This is the same with the effects of their work-life balance on job satisfaction, the way the level of balance on how they handle their work responsibilities and personal activities is not sufficient to increase their job satisfaction.

## **5.0. Conclusion**

Indicating that job satisfaction can influence work-life balance, the results of this study are of value for human resource management interventions. Manpower agency workers comprise a large part of the workforce in many service industries that the quality of the job is an important corollary to worker satisfaction concerning work-life balance. Human resource management programs that can support organization and employee needs may help to enhance the work-home environment. To conclude, creating a balance between work and home-life must consider worker satisfaction of the job in all its aspects.

From 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. Supporting that the spillover of emotions brought by the job satisfaction of workers positively influences their work-life.

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