

# Analyzing Work-Life Equilibrium Among Call Center Employees: A Comparative Study of Herzberg's Motivation-Hygiene Factors for HRDM Programs Across Day and Night Shifts

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Abstract	Article Info
<p>This study examines the work-life balance of call center employees in Parañaque City using Herzberg's Motivation-Hygiene Theory, focusing on both day and night shifts. It explores key areas such as Family/Friends, Health/Exercise, Leisure, and Finances, and considers the influence of gender and shift type. Data was collected through a validated questionnaire given to a purposive sample, with results analyzed using frequency, percentage, and t-tests.</p> <p>Findings showed no major differences in work-life balance between shifts, except for leisure, where day shift workers reported higher satisfaction. Female employees showed better balance in family, health, and finances. Motivational factors (e.g., achievement, recognition) had a stronger influence on work-life balance than hygiene factors (e.g., salary, work conditions). These results underscore the relevance of Herzberg's theory for HR development and suggest that shift-sensitive, gender-responsive policies can enhance employee well-being in the BPO sector.</p>	<p><i>Work-Life Balance, Employee Well-being, Job Satisfaction, Working Conditions, Gender Differences, Workplace Stress, Role Conflict, Emotional Exhaustion, Employee Retention,</i></p>

*Date of Submission: 15/03/2025*  
*Date of Review: 21/03/2025*  
*Date of Acceptance: 30/04/2025*  
*IJMEET / Volume 3, Issue 2, 2025*  
*ISSN: 2583-9438*

## Chapter 1

### THE PROBLEM AND ITS BACKGROUND

This chapter introduces the background of the study and points out what the researcher found out about the topic. It also includes definition of terms and other research to help the readers comprehend the study.

#### INTRODUCTION

In today's changing work environment, employees are encountering significant challenges in balancing their professional duties with personal responsibilities. This issue is especially evident for working parents and those with rigid or unpredictable work schedules. As job demands increasingly intrude on personal time, maintaining a healthy work-life balance becomes more difficult, often resulting in emotional exhaustion, stress-related health issues, and reduced performance at work.

It's crucial to understand that achieving work-life balance doesn't mean dividing hours equally between work and personal life. Instead, it focuses on finding a sustainable and rewarding equilibrium that supports both personal well-being and professional effectiveness.

The increase in dual-income households and the growing number of single-parent families have heightened the challenge of balancing work and home responsibilities. Flexible work arrangements, including remote work and adjustable schedules, have surfaced as promising solutions. However, many employees find that organizational culture and insufficient policy implementation hinder their ability to take full advantage of these options. Therefore, it is crucial to create supportive environments that acknowledge the complexities of achieving work-life balance. This approach is vital not only for the well-being of employees but also for the sustained success of organizations in the long run.

In the Philippines, the Business Process Outsourcing (BPO) sector, particularly the call center industry, has become a vital part of the country's economic landscape. This sector is known for offering attractive entry-level salaries, opportunities for professional growth, and a high demand for labor, which collectively draw a significant portion of the workforce. However, the nature of the work, especially the common practice of rotational and night shifts, poses distinct challenges for employees who are trying to maintain a healthy work-life balance.

Call center agents frequently face issues such as disrupted sleep patterns, high-pressure interactions with customers, and limited personal time. These factors can negatively impact their physical, emotional, and social well-being, making it essential to understand the dynamics at play.

This study aims to analyze the work-life balance of call center employees in Parañaque City, specifically comparing those who work day shifts with those who work night shifts. By applying Herzberg's Motivation-Hygiene Theory as a framework, the research investigates how both intrinsic and extrinsic factors affect employees' perceptions of balance in several key areas: Family and Friends, Health and Exercise, Leisure, and Finances.

The goal is to identify differences in experiences based on shift type and gender, ultimately providing valuable insights for Human Resource Development Management (HRDM) programs. These insights can help enhance employee satisfaction and improve overall organizational performance.

#### Statement of the Problem

This study seeks to explore the work-life balance of call center employees in Parañaque City, specifically comparing the experiences of those working day shifts versus night shifts. Utilizing Herzberg's Motivation-Hygiene Theory as a framework, the research examines how both intrinsic and extrinsic factors in the workplace impact employees' ability to maintain a healthy work-life equilibrium. Additionally, the study aims to understand how these influences differ according to various demographic factors and the specific shift

assignments of the employees. The demographic profile of respondents can be analyzed through various factors such as age, sex, work shift, marital status, and number of dependents. Understanding these aspects helps in identifying trends and patterns that may influence work-life balance.

**Specifically, the study seeks to answer the following questions:**

**What is the demographic profile of the respondents in terms of:**

- 1.1 Age
- 1.2. Sex
- 1.3. Work Shift (Day or Night)
- 1.4. Marital Status
- 1.5. Number of Dependents

**What is the work-life balance profile of the respondents based on the following dimensions?**

- 2.1. Family and Friends
- 2.2. Health and Exercise
- 2.3. Leisure
- 2.4. Financial Well-being

**Is there a significant difference in the work-life balance profile of respondents when grouped according to sex?**

**How do Herzberg's Motivation and Hygiene factors influence the work-life balance of call center employees across day and night shifts?**

### **Hypothesis**

#### **Null Hypothesis ( $H_{01}$ ):**

There is no significant difference in the work-life balance profile of call center employees when grouped according to sex.

#### **Alternative Hypothesis ( $H_{11}$ ):**

There is a significant difference in the work-life balance profile of call center employees when grouped according to sex.

### **Conceptual Framework**

This study is based on Herzberg's Motivation-Hygiene Theory, which divides workplace factors into two main categories: motivation factors, like recognition and achievement, and hygiene factors, such as salary and working conditions. According to this theory, motivation factors play a crucial role in enhancing employees' internal satisfaction, while hygiene factors are essential for preventing dissatisfaction. The framework evaluates the work-life balance of day shift and night shift employees across four key areas:

1. **Family and Friends:** This domain examines how work schedules impact relationships and social interactions with family and friends.
2. **Health and Exercise:** This aspect focuses on how different shifts affect employees' physical well-being and their ability to maintain a healthy lifestyle.
3. **Leisure:** This area looks at the availability of free time for personal interests and activities outside of work.
4. **Money:** This domain considers the financial implications of working different shifts, including salary differences and their effects on overall financial stability.

The framework explores how shift type and gender may affect the connection between various domains and overall work-life balance. It is suggested that both motivational and hygiene factors play a significant role in shaping employees' capacity to achieve and sustain this balance.

## Scope and Limitation

### Scope

This research concentrated on call center employees in Parañaque City who are 18 years old and older. It involved participants working under two distinct schedules—Day Shift and Night Shift—facilitating a comparative analysis. The study explored four key dimensions of work-life balance: health and exercise, family and friends, leisure, and financial well-being. These aspects were chosen for their significance in the daily lives and challenges encountered by employees in the BPO sector. The objective of the research was to uncover patterns and differences in work-life balance between the two shifts, intentionally avoiding categorization of respondents based on gender, marital status, or number of dependents.

### Limitation

This study did not take into account several potentially influential factors, including tenure, religious affiliation, income level, and specific job roles within the call center environment. These elements were deliberately left out to keep the focus on the essential aspects of work-life balance. Moreover, the research was geographically confined to Parañaque City, which could impact how applicable the findings are to other areas or BPO hubs across the Philippines. The study also concentrated solely on individuals currently working in call center positions, thereby excluding other roles within the BPO sector. Consequently, the conclusions reached are specific to this context and may not fully capture the wider range of employee experiences within the industry.

### Significance of the Study

Call center agents - can greatly benefit from understanding how different shift types and gender influence their work-life balance. This knowledge is particularly important when considering aspects such as health, family time, leisure activities, and financial stability.

HR managers - working in business process outsourcing (BPO) can leverage these findings to create more effective programs that align with Herzberg's theory of motivation. By doing so, they can enhance employee satisfaction and improve retention rates.

Students and future researchers - will find valuable insights into how both intrinsic and extrinsic factors affect employees in high-pressure environments. This information can serve as a foundation for future comparative studies of the workforce.

Aspiring call center agents - will gain a clearer understanding of the potential challenges and expectations they may face while balancing their personal and professional lives, particularly when navigating the differences between day and night shifts.

### Definition of Terms

1. **Call Center Agent** - is an employee who manages customer interactions through phone calls or digital platforms, particularly in Business Process Outsourcing (BPO) environments. Their role is crucial in ensuring customer satisfaction and resolving issues efficiently.
2. **Family and friends** - play a significant role in achieving work-life balance. They provide essential support and foster personal relationships that contribute to emotional well-being and stability.
3. **Health and exercise** - are vital components of an employee's overall well-being. Lifestyle choices, such as regular physical activity and stress management, can greatly influence how employees feel both physically and mentally.
4. **Leisure time** - is essential for relaxation and personal fulfillment. Engaging in hobbies or non-work activities allows individuals to recharge and maintain a healthy balance between their professional and personal lives.
5. **Money** - is a critical factor in work-life balance, encompassing wages, savings, and spending power. Financial stability can alleviate stress and enable individuals to enjoy their personal lives more fully.
6. **Work-life balance** - refers to the ability to juggle job responsibilities with personal life effectively. Achieving this balance is key to ensuring overall satisfaction and well-being in both areas.

## Chapter 2

### REVIEW OF RELATED LITERATURE

Work-life balance has emerged as a crucial issue in the modern labor market, gaining attention from both employees and employers alike. Research by Dalton et al. (2011) highlights that when there is a significant imbalance between work responsibilities and personal life, it can lead to emotional exhaustion and job burnout. This is especially true for employees who work in environments with rigid or rotating shifts, such as those found in call centers. The nature of these shifts can make it particularly challenging to achieve a sense of equilibrium, often resulting in decreased job performance and overall dissatisfaction among workers.

Herzberg's Two-Factor Theory offers valuable insights into understanding job satisfaction. It distinguishes between motivation factors and hygiene factors, which can significantly impact employee performance and contentment. Motivation factors, including recognition and achievement, play a crucial role in fostering high performance and a sense of internal fulfillment among employees. When individuals feel recognized for their contributions, they are more likely to be engaged and motivated in their roles. On the other hand, hygiene factors, such as working conditions and salary, are essential for preventing dissatisfaction. While these factors do not directly contribute to job satisfaction, their absence can lead to discontent among employees. In the context of call centers, applying Herzberg's theory can help identify which factors have the most significant influence on employee satisfaction and performance. By focusing on enhancing motivation factors while ensuring hygiene factors are adequately addressed, call centers can create a more balanced and productive work environment.

The Philippine BPO sector stands out as one of the most rapidly expanding industries in Southeast Asia. Its dependence on rotating shifts and frequent customer interactions creates distinct challenges for the well-being of employees. Research indicates that issues such as disrupted sleep patterns and irregular working hours can significantly affect health, social interactions, and overall job satisfaction (BPO Council, 2010). Given this backdrop, implementing work-life balance initiatives becomes essential.

According to Casio (2010), Quality of Work Life encompasses both the tangible conditions of employment and the personal feelings of job satisfaction that employees experience. Organizational practices such as promotions, equitable supervision, and active employee involvement are closely linked to hygiene factors, which are essential for maintaining a basic level of job satisfaction. Conversely, the way employees perceive their sense of purpose and opportunities for growth is tied to motivation factors, which play a crucial role in enhancing their overall engagement. For organizations to foster sustained productivity and high morale, it is vital that these elements—hygiene and motivation factors—are effectively aligned.

Work-life programs, as highlighted by Work Life Solutions (2010), offer significant advantages including reduced stress levels, decreased absenteeism, and enhanced overall health. By implementing flexible work schedules or wellness initiatives, organizations can boost employee engagement effectively. This increase in engagement not only contributes to higher service quality but also enhances the organization's reputation in the marketplace. Such benefits are especially vital for Business Process Outsourcing (BPO) firms, which often face challenges related to high turnover rates.

The difference between Quality of Work Life and Work-Life Balance may seem minor, but it carries significant implications. Quality of Work Life encompasses various elements of the job environment, including workplace culture, job satisfaction, and overall employee well-being. In contrast, Work-Life Balance specifically addresses how individuals juggle their personal and professional responsibilities. For call center employees, particularly those working night shifts, finding this balance is crucial. A well-structured Work-Life Balance can lead to lower turnover rates and enhanced job performance. When workers feel supported in managing their personal lives alongside their professional duties, they are more likely to remain engaged and productive.

Leisure, which is frequently underestimated, plays a crucial role in our overall well-being. According to Hurd and Anderson (n.d.), leisure is defined as time that is free from mandatory responsibilities. In call center settings, where schedules are rigidly aligned with customer needs, employees often find themselves without significant leisure time. This lack of free time has a particularly pronounced impact on night shift workers, leading to noticeable declines in their overall quality of life.

Greenhaus and Allen (2011) emphasize that achieving work-life balance involves more than just managing time; it also requires emotional engagement in both professional and personal roles. Even if employees dedicate sufficient time to their families, they may still experience emotional exhaustion stemming from unresolved workplace stress. This situation can create 'role conflict,' where the pressures from work and home interfere with one another, ultimately diminishing performance in both areas. This is particularly evident among call center employees, especially those working night shifts, as emotional fatigue can significantly hinder their capacity to be fully engaged in their personal lives.

A study conducted by Aryee, Srinivas, and Tan in 2005 highlighted the importance of supportive organizational practices, including family-friendly policies and flexible scheduling, in promoting work-life balance. These initiatives serve as protective measures against the stress that often comes with long or irregular working hours. When organizations show genuine concern for their employees' personal well-being, it leads to higher levels of job satisfaction and a decrease in burnout. This is particularly relevant in the context of Business Process Outsourcing (BPO) companies in the Philippines, where such practices can play a vital role in retaining skilled talent. Hill et al. (2001) examined how technology impacts work-life balance, noting that it provides flexibility but can also blur the lines between professional and personal life. In the context of call centers, agents who handle calls from home or remain reachable through digital platforms after their shifts often find it challenging to disconnect from work. This ongoing connectivity can diminish personal time, limit leisure activities, and heighten stress levels. As a result, implementing effective boundary-setting strategies becomes crucial for maintaining a healthy balance.

Kossek and Ozeki (1998) discovered a significant link between work-life conflict and decreased job and life satisfaction. Their meta-analysis revealed that when employees feel burdened by their job responsibilities, it negatively impacts their personal lives, leading to dissatisfaction in both areas. This insight is especially pertinent for call center agents working rotational shifts, as they often experience heightened stress levels and limited recovery time. Effectively managing these challenges is crucial for ensuring the long-term well-being of employees.

Tausig and Fenwick (2001) found that having control over one's work schedule is crucial for improving work-life balance. When employees can choose their work hours, they tend to experience less conflict between their professional and personal lives. For workers in the Business Process Outsourcing (BPO) sector, offering flexibility in shift preferences can greatly enhance job satisfaction and lower turnover rates. This approach not only benefits employees but also aligns with Herzberg's theory, which emphasizes the importance of addressing both motivational and hygiene factors in the workplace.

### Synthesis

The reviewed literature highlights that achieving work-life balance goes beyond merely managing time; it also encompasses psychological and emotional involvement in both personal and professional roles. Scholars like Greenhaus and Allen (2011) and Aryee et al. (2005) emphasize that role conflict and a lack of organizational support can lead to feelings of dissatisfaction and burnout. For employees in the BPO sector, especially those working rotational or night shifts, finding this balance is particularly difficult due to disrupted routines and ongoing work demands. Herzberg's Motivation-Hygiene Theory is particularly relevant here, as it illustrates that motivation factors, such as recognition and achievement, contribute to job satisfaction, while hygiene factors like salary and working conditions help prevent dissatisfaction.

Research conducted by Kossek and Ozeki (1998) and Tausig and Fenwick (2001) further indicates that having control over one's schedule and organizational flexibility can significantly alleviate work-life conflict. Additionally, recognizing leisure as a crucial component reveals that employees require not just time off but also meaningful rest to restore their balance. While technological advancements have facilitated greater flexibility, they have also blurred the lines between work and home life, necessitating new strategies for disconnecting and resting. Studies consistently highlight the importance of management-initiated support systems, such as wellness programs and flexible scheduling, to improve both employee performance and overall well-being.

These findings underscore the necessity of tailoring HR policies to consider factors like gender, shift type, and individual preferences. Ultimately, integrating both intrinsic and extrinsic workplace factors with supportive organizational practices is essential for fostering a sustainable work-life balance among call center employees.

### **Chapter 3**

#### **Research Methodology**

This study employed a descriptive-correlational research design to evaluate and contrast the work-life balance of call center employees who work both day and night shifts. The choice of this method was intentional, as it allows for a clear depiction of the current state of the respondents' work-life balance. Additionally, it facilitates the exploration of relationships and differences that may arise from various demographic factors and shift schedules.

#### **Research Locale**

The research took place in various call center companies situated in Parañaque City, Metro Manila. These organizations were chosen for their accessibility and readiness to engage in the study, operating on both day and night shifts.

#### **Respondents of the Study**

The study focused on call center agents who were 18 years old or older and actively working in either day or night shifts. A total of 40 participants were selected through purposive sampling, which aimed to create a diverse representation of demographic factors including gender, age, marital status, and the number of dependents.

#### **Research Instrument**

The primary research tool utilized in this study was a standardized questionnaire. This questionnaire was specifically designed around key indicators of work-life balance, which include Family/Friends, Health/Exercise, Leisure, and Money. Additionally, it was grounded in Herzberg's Two-Factor Theory, which emphasizes the importance of both hygiene factors and motivators in job satisfaction.

Before being deployed, the instrument underwent a thorough content validation process conducted by experts in the field. This step ensured that the questionnaire effectively captured the essential elements of work-life balance and was relevant to the target population.

#### **Data Gathering Procedure**

The data gathering procedure began with sending permission letters to the HR departments of chosen call centers. Once approval was granted, respondents were provided with a briefing that outlined the purpose of the study. Informed consent was then obtained from the participants, after which questionnaires were distributed and collected on-site. Throughout the process, confidentiality was maintained, and participants were assured that their involvement was entirely voluntary.

#### **Statistical Treatment of Data**

In the analysis of the demographic profile, frequency and percentage were utilized to provide a clear overview of the data distribution. To evaluate the respondents' work-life balance, mean and standard deviation were employed, offering insights into the average experiences and variability among participants. A T-test was conducted to identify any significant differences between agents working day shifts and those on night shifts, as well as between male and female agents, highlighting potential disparities in their experiences. Furthermore, Pearson correlation was applied to explore the relationship between Herzberg's motivation and hygiene factors and various indicators of work-life balance, shedding light on how these elements interact.

## CHAPTER 4

### PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

#### 1. Demographic Profile of Respondents

- **Sex:** 52.5% Female, 47.5% Male
- **Age:** Majority (77.5%) are aged 31–35
- **Marital Status:** 85% are Single
- **Dependents:** 75% have none
- **Shift:** Equal representation of Day and Night shifts

#### 2. Work-Life Balance Profile

Component	Mean Score (1–5 scale)	Interpretation
Family/Friends	4.12	High
Health/Exercise	3.68	Moderate
Leisure	2.95	Low
Money	3.85	Moderate-High

The scores for Family/Friends and Money indicate a relatively balanced situation, suggesting that these areas are being managed effectively. In contrast, Leisure received the lowest ranking, highlighting it as the most compromised aspect during shifts.

#### 3. Difference in Work-Life Balance Between Shifts

**The T-test revealed:**

There is no notable difference in the areas of Family/Friends, Health/Exercise, and Money when comparing different shifts. However, a significant difference was observed in Leisure activities, with day shift employees indicating slightly higher levels of satisfaction ( $p < 0.05$ ).

#### 4. Gender Differences in Work-Life Balance

Female agents had slightly higher mean scores across all components:

**Family/Friends:** Female = 4.25, Male = 3.98

**Health/Exercise:** Female = 3.82, Male = 3.55

**Money:** Female = 4.01, Male = 3.71

The T-test analysis revealed significant differences in the areas of Family/Friends and Health/Exercise, with a p-value of less than 0.05. This indicates that women generally have a more favorable view of balance in these aspects of their lives.

#### 5. Influence of Herzberg's Motivation-Hygiene Factors

**Correlation results showed:**

Motivation factors, such as recognition and achievement, showed a strong positive correlation with work-life balance, indicated by a correlation coefficient of  $r = 0.72$ . On the other hand, hygiene factors, which include aspects like salary and working conditions, demonstrated a moderate correlation of  $r = 0.58$ . These results highlight that both motivation and hygiene factors play a significant role in influencing work-life balance, with motivational elements having a greater impact.

## CHAPTER 5

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### SUMMARY OF FINDINGS

The demographic analysis showed that the majority of respondents were single and in the mid-stages of their careers. In terms of work-life balance, the areas of Family/Friends and Money emerged as strengths, while Leisure was significantly lower. Most components of work-life balance did not show notable differences across shifts, with Leisure being the exception. A gender analysis indicated that females reported a more favorable work-life balance, particularly regarding health and family dimensions. The findings supported Herzberg's theory, demonstrating that motivation factors were strong predictors of improved work-life balance, whereas hygiene factors contributed in a more supportive capacity.

#### CONCLUSIONS

While the work shift itself may not serve as a definitive predictor of work-life balance, it is evident that night shift work significantly impacts leisure time. This suggests that the timing of work can influence personal time and relaxation, which are essential for maintaining a healthy balance. Additionally, gender differences are notable in how individuals perceive work-life balance. Women, in particular, seem to have a heightened awareness of the need for balance across various aspects of their lives, indicating that gender can shape one's approach to managing work and personal responsibilities. Furthermore, motivational factors such as a sense of achievement, purpose, and recognition play a vital role in fostering work-life balance. This is especially true in high-pressure environments like the Business Process Outsourcing (BPO) sector, where these elements can significantly enhance employees' overall well-being and satisfaction.

#### RECOMMENDATIONS

BPO companies are encouraged to establish structured leisure programs and mental health breaks, especially for employees working night shifts. These initiatives can help alleviate stress and improve overall well-being. HR departments might explore the creation of gender-sensitive programs aimed at fostering a better work-life balance. Such programs can address the unique challenges faced by different genders in the workplace. It is important to focus on recognition and achievement-based incentives as a means to enhance employee motivation. Acknowledging accomplishments can lead to increased job satisfaction and productivity. Additionally, further research should delve into other factors that may influence employee experience, such as tenure, salary brackets, and remote work arrangements. Understanding these variables can provide deeper insights into workforce dynamics.

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