

Sun And Moon: A Phenomenological Study on Work-Life Balance of Bank Employees



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ABSTRACT: Having a right amount of any quality, not too much nor too little which leads to harmony or evenness is balance. This research explores the intricate dynamics of work-life balance among the BPI Solenad 3 branch employees whom does have a distinct work schedule. Utilizing a qualitative phenomenological approach, this delves into the lived experiences of the bankers to understand the complexities and challenges they face in balancing professional and personal life. Multiple in-depth interviews and observational methods were employed to gather rich and detailed accounts from the participants providing a comprehensive view of their perceptions, strategies and coping mechanisms. Findings highlighted on the themes emerged from the data gathered are managing time for work and personal life, impact of workloads and time pressure, maintaining boundaries and the influence of the organizational culture on work-life balance. It also includes the significance of supportive leadership, effective communication and positive workplace environment. This contributes valuable insights into factors that may enhance or hinder balancing, thus offers practical recommendations that aims to improve the employee's well-being and productivity in the organization. Google Company's manner of operation in work and life have a great impact in the result of the study. The researcher looks forward to his employer and most local or international companies to adapt it. They encourage their employees to be innovative in whatever they do and every one of them can achieve excellence thru work-life integration.

I. INTRODUCTION

In an era defined by dynamic shifts globally in work paradigms and an increasing emphasis on employee well-being the study embarks on a nuanced exploration of the intricate interplay between professional commitments and personal life within the unique context of a dynamic banking locale. The realm of modern banking, where the demands of financial institutions and the expectations of customers are ever-evolving, the work-life balance has emerged as a paramount concern. The pursuit of work-life balance in the global banking industry stands as a dynamic and essential consideration for employees navigating the multifaceted demands of their roles. Across the continent, banking professionals grapple spanning financial hubs with intricate challenges ranging from long working hours to the inherent pressure of meeting client expectations and adhering to stringent regulatory frameworks. As financial institutions embrace technology increasingly and innovative practices, the nature of work within the banking sector undergoes continuous transformation, impacting the delicate equilibrium between professional commitments and personal life. Banking a sector integral to the global economy that facilitates the movement of money in the economy by helping people, businesses stores, investors and borrowers. It

provides a safe and secure way of saving and provide stability to the economy by storing and withdrawing money from people at a time. Banks stands as the intermediaries between depositor people who lends money to the bank and the borrowers whom people that needs money from the bank. It operates tirelessly and often adhering to grueling schedules which in turn have a great impact on the lives of their employees. The Bank of the Philippine Islands (BPI) is rich in history and achievements. It is one of the oldest banks in the entire Asia and the first and oldest bank in the Philippines and Southeast Asia. It was founded back in August 1, 1851 as El Banco Espanol Filipino de Isabel II as named after the Queen of Spain Isabella II, the daughter of King Ferdinand VII. It played a crucial role in the Philippines economic development from the Philippine revolution, economic crisis, World War II and the latest COVID-19 pandemic. Its ability to endure and adapt to what is happening has been a source of pride. As it embraces its milestone towards modernization in 1969 by being the first in the Philippine Banking Industry to computerized its operation. Excellence is it goal, locally and internationally it is recognized that is why BPI involved in various corporate social responsibilities (CSR), awarded as Best Bank in the country by Euromoney. Its digital transformation and being always in top embarks an exploration of work-life balance in the specific branch I am currently assigned into.

The BPI Solenad 3 branch where it is located in Ayala Mall Nuvali, Brgy Sto. Domingo, Santa Rosa City, Laguna 4026, stands as a cornerstone in the country's banking landscape especially in the South Luzon division where it is belonged, catering to diverse financial needs while housing a dedicated workforce. Within this context, understanding the experiences, challenges, and coping mechanisms of its employees concerning work-life balance assumes paramount importance, as work structures evolve and intensify, comprehending the intricacies of work-life balance among the employees holds implications for both individual well-being and organizational effectiveness.

Somehow the fundamental question Sun and Moon ponders you, in view of the fact that the BPI Solenad 3 branch operates unique 6-day banking schedule, catering to its clients' financial needs while delineating specific working hours for its employees. The branch opens its doors from Monday to Saturday, offering client services between 10:00 AM to 5:30 PM, simultaneously the employees work schedule spans from 9:30 AM to 6:30 PM, encompassing the additional hours before and after the official client serving timeframe. This includes operations such as, deposit, over the counter withdrawals, bills payment, encashments, account opening, customer inquiries, credit card, loan applications, insurances, profile updates, debit card creation, replacement, release and activations, foreign exchange, conversion, investments and many more. By this, the structure represents a deliberate strategy by BPI Solenad 3 branch to extend the banking services beyond traditional workdays and hours to provide comprehensive financial services while acknowledging the necessary preparations and post service responsibilities essential for optimal branch functioning. In essence, it represents an elite standard within the banking industry emphasizing a commitment to exceptional life working in customer servicing, employee dedication, competitive edge that elevates its status among clients and competitors and operational excellence. Acknowledging the pivotal role, it may play in shaping the overall satisfaction and effectiveness of the employees against the backdrop of the ever-evolving banking industry. This may seek to unravel the lived perceptions, individual narratives and the concerns I personally experienced that define the quest for equilibrium and will uncover the subjective reality and diverse strategies in navigating the delicate balance between demands of professional roles and pursuits of a fulfilling personal life among the BPI Solenad 3 branch employees.

Conceptual Framework: Phenomenological the conceptual framework of this research study will identify why the BPI Solenad 3 branch is an elite awardee nationwide where seven out of seven categories were achieved and will categorize and explore the life-work balance of its employees. On research about work-life balance satisfaction and performance of SME employees, there is a social exchange theory that explains the formation and maintenance of interpersonal relationship between employees and employers regarding reciprocation procedures. It rationalizes on why employees choose to be less or more engaged in their jobs and how the organizational support system influences subordinates' creativity and other positive behavior.

In another theory for stress coping mechanism and social cognitive there is a transactional model that examines on how perceive and responds to stressors and explores on how an individual beliefs, efficacy and social influences shape their behaviors and experiences in various domains. Also, there is this Eudaimonic that means pursuing happiness by finding meaning and purpose well-being theory that rooted on Aristotelian philosophy which emphasize the pursuit of meaningfulness, personal growth and self-realization that goes beyond hedonic (pleasure & happiness) that focuses on the fulfillment one's potential and pursuit of virtue and quality of personal life. Given the fact that most banking industry in the country starts and operates at a regular 8 or 8:30 am then closes on 5 or 5:30 pm time, the additional work hours that employees consume beyond that for unfinish job makes them a lot tired. In a theory on scheduling in terms of managing self-time, stress and leisure can possibly consider as good factors of job performance. That theory represents such process in a task network, in which each process is represented by an arc, the starting and ending points of the process are represented by vertices. If one process must be completed before another can start the two processes are called sequential. If two processes executed simultaneously the two are called concurrent.

Thus, the different perspective in life and work of the employees subjective to their experiences will come up to these variables: the employee well-being specifically their mental, emotional, physical and spiritual health. The satisfaction on their job, their performance and productivity that they contribute to the branch and deliver to the customers. Their personal life quality, the problems they've facing and encountered in the past which makes them who they are now. Their personal practices and strategies in work-life balancing. These variables will encapsulate the concepts regarding the harmony that will achieve between professional commitments and personal pursuits. Providing a holistic understanding of the factors influencing the work-life balance in the

context. That culture may serve as a foundational element that shapes individuals coping mechanism encompasses and navigate their demand quality in life.

Research Paradigm



Figure 1. Variable Paradigm of the Study

- VARIABLES:
- WORK-LIFE BALANCE PRACTICES AND STRATEGIES
 - WELL BEING (PHYSICAL, MENTAL, EMOTIONAL, SPIRITUALY)
 - JOB SATISFACTION, PRODUCTIVITY AND PERFORMANCE
 - QUALITY OF PERSONAL LIFE

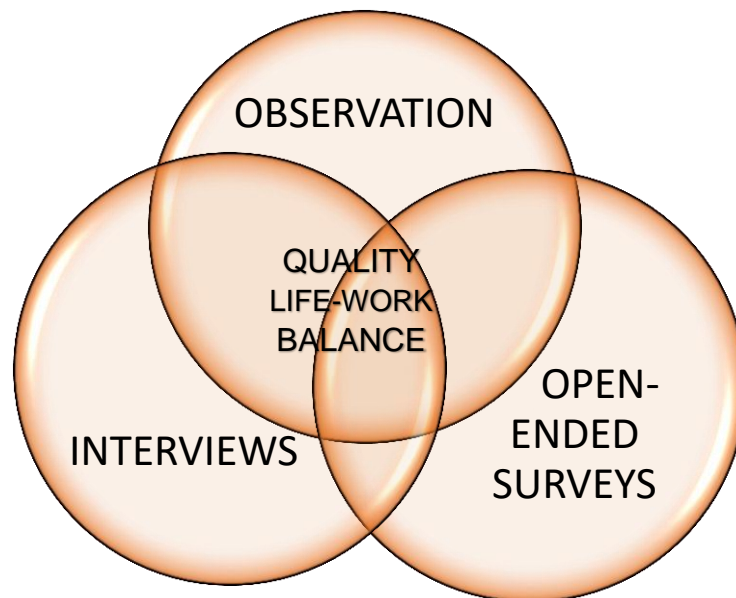


Figure 2. Procedures

Research Questions

- ❖ What are the lived experiences of the bank employees on work-life balance?
- ❖ How do the bank employees of BPI Solenad 3 branch face the demands and challenges on work-life balance?

- ❖ What are the themes emerged based on the responses of the participants?
- ❖ What are the initiatives of BPI Solenad 3 branch to further better the work-life balance of the employees?

Scope and Limitations : In this phenomenon, the research study will be limited and concentrates on exploring the subjective experience, perception and meaning associated. Even though each bank and branches have its own limitations, policies and procedures only the perspective with the life-work balance among the Bank of the Philippine Islands workplace specifically Solenad 3 branch employees at Ayala Mall Nuvali will be analyze and studied. In which it may restrict the generalizability of findings to other banking institutions or diverse the organizational contexts. The sample size will constrain due to logistical limitations limiting only within the branch because one of the main focuses of this study will be the typical workloads of BPI Solenad 3 employees which will be determined by day-to-day transactions on their jobs. It will inform the organizational strategies, policies and interventions to improve the life-work balance of them. The researcher preconceptions could influence the data analysis producing biasness but there might be time constraints for the availability of data collection potentially impacting the depths and breadth of the insights that will be gathered.

Significance of the Study : The researcher believe that this study will significantly extend help and contribute to the following:

BPI Solenad 3 branch employees. As this can provide insights and recommendations to improve the work-life balance of them potentially leading to increase their job satisfaction and overall well-being. It also can contribute strategies that can enhance employee satisfaction and retention ultimately fostering a positive work environment.

Management. As the study can use to make informed decisions about organizational policies and practices that support work-life balance contributing to a healthier and more productive workplace. Also, it can positively impact the employee engagement which may leads to increasing the productivity and more committed workforce.

Clients. As this study may enhanced the customer service quality because satisfied and balanced employees are likely to provide better services to the clients. They can see efforts of bank employees, fostering empathy and understanding in their interaction in branch work.

Researcher. As this research can contribute new knowledge to the field of work-life balance within the banking industry and will gain valuable experience in qualitative research methods, data analysis and interpretation, honing skills in academic and professional endeavors.

Future researchers. As this may serves as a foundation for further studies that interest in exploring work-life balance in different organizational contexts contributing to a growing body of knowledge on the subject. They can benefit from the methodological approaches that will be use in the study on understanding how to conduct qualitative research in similar settings.

Definition of Terms: The following are some terms and concepts which have been given meaning operationally for easy comprehension:

BALANCE. This refers to a condition in which different elements are equal or in the correct proportions.

BANK. This refers to an institution offering certain financial services, such as safe-keeping of money, conversion, lending money and acceptance of bills exchange.

BRANCH. This refers to the location of financial center where a bank or other financial institution offers a wide array of face-to-face and automated services to its customers.

ELITE. This refers to a selected group that is superior in terms of ability, or qualities to the rest of a group or society.

EMPLOYEE. This refers to a person who is hired to work for another or business, firm in return of payment.

GROWTH. The term can be use to describe personal development in several areas such as mental, physical and emotional health. Also refers to the act of developing as an individual.

LIFE. This refers to the quality that distinguishes a vital functional being from a dead body. It is the existence of an individual human being or animal.

WORK. This refers to a task to be undertaken. An activity involving mental or physical effort done in order to achieve a purpose or result.

WORK-LIFE BALANCE. The equilibrium between personal life and career work. It involves a harmonious management of time and energy to meet professional and personal commitments while prioritizing self-care and well-being.

WORKLOAD. This refers to amount of work or of working time expected or assigned.

STRESS. – refers to a state of worry or mental tension caused by a difficult situation. A natural human response that prompts to address challenge and threats in life.

SUN AND MOON. In this research, it refers to the morning and evening schedule of work.

III. REVIEW OF LITERATURE AND STUDIES

This chapter presents a review of literature pertinent to the study as presented by various researchers, scholars, analysts and authors. It summarizes literature that has been reviewed for the purpose of the study with regards employees work life balance. The literature covers an empirical review, which is an overview of the literature of past studies, findings and recommendation showing the research gap to be filled. It also has a review of theoretical literature (theoretical framework). Lastly, the conceptual framework of the study and summary is provided.

Conceptual Literature

Work-Life Balance : The concept of work-life balance, has become a critical area of research across various industries. Recognizing its profound impact in the employe well-being and organizational effectiveness. Greenhouse and Allen (2021) provide a foundational perspective as the achievement of satisfying balance between demands of work and personal life. That conceptualize the basis for understanding the intricate dynamics which influence individual experience in managing life roles. Noteworthy, there are factors that have been explored in order to shed light on the underlying causes of work-life conflict, this includes study contributions of Cowan and Hoffman (2020) work. The antecedents of an individual can be traced back to various aspects of their life, such as the intricate tapestry of their life cycle. These include the pivotal moments that occur before or after starting a family, as well as the noble duty of caring for one's parents.

Numerous factors contribute to the work-life balance experience of employees that emphasize the role of organizational support and family-friendly policies in enhancing that suggest supportive workplace environment positively impact employee's abilities to navigate their professional and personal responsibilities. Somehow technology advancement has bought opportunities and challenges particularly the use of mobile device. Derks et a l(2016). Additionally, the unique fabric of an individual's personality traits also plays a significant role in shaping their path. These multifaceted elements intertwine to form the intricate tapestry of an individual's existence, influencing their choices and actions in profound ways. The origins of organizations can be traced back to various factors, such as the implementation of project-based organizing, the imposition of high-performance expectations by managers or clients, or the advent of new technologies that facilitate flexible work arrangements. In the realm of organizational dynamics, the antecedents that shape the very fabric of different types of organizations are known to vary. Consequently, the perception of achieving a harmonious work-life balance is subject to significant divergence across various contexts. It is within the realms of more extreme work environments that the potential for work-life conflict to escalate....

becomes all the more pronounced. The relevance of work-life balance policies and practices becomes particularly pronounced within the extraordinary realm of high-performance work, as highlighted by Perlow & Kelly (2021).

Practices : Time management is a fundamental aspect that examines the effectiveness of achieving work-life balance, highlighting the significance of individuals ability to allocate time between work and personal activities. (Nijp et al 2012) that underscore the importance of cultivating effective skills. It may involve influencing regular working hours, overtime expectations, weekend banking schedule and any irregularities that could affect the employee's ability to balance work and personal life. Organizational supports and policies emphasize the pivotal role in fostering the positive impact of family supportive supervisor behaviors and policies that underscores employee's satisfaction (Allen, Eby, Let and Lima 2014). Kossek and Lautsch (2018) explore the effectiveness of flexible work arrangements including telecommunicating and flexible scheduling. The research delves into how practices contribute to work-life balance by providing employees with greater control over work schedules and locations specially. In telecommunicating practices examines the advantages and challenges associated with remote work, highlighting how those practices can contribute to employees perceived balance offering flexibility.

Employees Assistance Program emphasizes how it can address personal and family issues, supporting employees' overall well-being and work equilibrium (Goetzel et al (2008). Training programs evaluates the effectiveness of training initiatives in enhancing employees' skills and managing work and personal responsibilities fostering a culture of balance within the organization (Hann 2019). For cultural practice, it highlights the significance of cultural factors in shaping individuals' perceptions and experiences across different countries. The pursuit of perfection becomes an intrinsic part of their daily existence, as they endeavor to meet and exceed the lofty standards set before them. Such is the reality of the consultancy world, as illuminated by scholars such as Alvesson and Einola (2018), Gill (2021). Through their insightful research, they shed light on the multifaceted nature of the challenges faced by consultants, painting a vivid portrait of their professional landscape. Furthermore, it is worth noting that the esteemed triumvirate of strategy houses, known as the Big 3, along with the prestigious quartet of management consultancies, referred to as the Big 4, boast a remarkably youthful cadre of professionals. This can be attributed to their stringent up-or-out policies, which dictate that individuals either ascend the hierarchical ladder or depart from the organization. Within the realm of consultancies, it is widely acknowledged that the Big 3 strategy firms, along with their direct competitors, reign supreme as the most exacting and rigorous establishments.

Strategies : In close proximity to antecedents, the individual coping strategies wield a profound influence upon the intricate tapestry of work-life balance. Numerous cognitive and behavioral strategies have been identified to aid individuals in alleviating the conflicts that arise between their work and personal lives. These strategies encompass a wide spectrum, ranging from the deliberate separation of work and personal spheres to their harmonious integration (Hubers et al., 2023). Those who depend on separation strategies endeavor to delineate the realms of work and life by employing a multitude of boundary types, be they temporal, physical, or relational in nature. Some individuals navigate the intricate balance between work and life conflicts by harmoniously blending their professional and personal domains, such as the artful practice of working from the comfort of their own abode. Nevertheless, numerous erudite individuals posit that our examination should not be confined solely to the analysis of individual coping mechanisms. Instead, it is imperative to direct our attention towards comprehending the impact of organizations on the work-life equilibrium experienced by their employees. This endeavor necessitates the undertaking of multi-level studies, as advocated by esteemed scholars such as Andres et al. (2023), Blagoev et al. (2018), and Eikhof et al. (2020). The present inquiry is of utmost relevance, as organizations are progressively asserting their efforts in formulating strategies and methodologies to alleviate the burdensome nature of work and augment the dedication of their employees (Forsyth and Polzer-Debruyne, 2020). Moreover, it is imperative to acknowledge the significance of this study in light of its potential to enhance the overall contentment and fulfillment experienced by individuals in their respective occupations (Drew and Murtagh, 2022).

The discourse of high-performance expectations is a subject of considerable deliberation, particularly within the realms of legal counsel, financial experts, banking professionals, corporate leaders, strategic consultants, information technology specialists, and tax advisors (Ylijoki, 2019). The following illustrations pertain to establishments of professional service and neo professional service nature, such as consultancies (refer to Von Nordenflycht, 2019). In the realm of consultancy, one encounters a myriad of challenges. These individuals, known as consultants, find themselves grappling with the weight of lofty client expectations. The demands

Placed upon them are often formidable, requiring a delicate balance of skill and finesse. Moreover, these consultants are no strangers to the relentless march of time, as they navigate through conflicting deadlines that arise from juggling multiple projects simultaneously. The very fabric of their professional existence is woven with the threads of urgency and efficiency. Yet, it is not solely the external pressures that shape the lives of these consultants. Their managers, the guiding hands that steer their professional paths, cultivate an environment steeped in a culture of high performance.

Expectations are set sky-high, pushing these consultants to constantly strive for excellence. In the realm of arduous work environments, where the demands are relentless and the pressures unyielding, the conventional measures of work-life equilibrium may prove inadequate. It is in these extraordinary circumstances that the need arises for the adaptation of work-life balance policies, tailored to the unique challenges that abound. Nevertheless, it is worth noting that the examination of contexts in studies pertaining to workplace practices has been regrettably scarce within the ongoing discourse on work-life balance (Eikhof et al., 2020: 326). Furthermore, the exploration of employee perspectives on the implementation of work-life balance strategies remains limited, particularly in the realm of knowledge-intensive project endeavors (Fagan et al., 2023; Swart, 2020). Henceforth, we embark upon an exploration of the perceptions held by young professionals regarding the delicate equilibrium between their professional endeavors and personal lives, as well as an examination of the work-life balance policies that exist within the confines of arduous work environments. The arduous realms of labor, as encountered by legal practitioners, advisors, designers, or healers, have garnered recognition for their propensity to engender a sense of disharmony between one's professional obligations and personal existence (Marks, 2022). The presence of such conflict has been known to give rise to a state of distress (Greenhaus et al., 2021), resulting in discord among family members (Mette et al., 2019), a decline in job contentment, and a rise in employee attrition (Deery, 2020; Morrell). The ramifications of such consequences prove to be detrimental not only to the well-being of individuals but also to the overall functioning of organizations (Beauregard and Henry, 2019).

In the realm of professional service firms, the perception of work-life balance is shaped by a multitude of organizational antecedents. Initially, it must be acknowledged that the pursuit of project-based endeavors has the potential to engender a conflict between one's professional obligations and the delicate balance of their personal existence. Projects, in their essence, bear the weight of time and budget constraints, placing immense pressure upon those involved. Within the realm of project management, individuals find themselves navigating through a labyrinth of potentially conflicting demands from various stakeholders, a delicate balancing act that requires finesse and skill (Pinto et al., 2021). The presence of numerous undertakings may give rise to the predicament of clashing time limits (Muhlhaus and Bouwmeester, 2016), while consultants may find themselves compelled to embark on daily journeys to distant client locations, which may even extend beyond national borders (Costas, 2019). The implementation of project-based work has been found to exert a deleterious influence on the well-being of employees, manifesting in the form of heightened stress levels, disrupted sleep patterns, and the onset of burnout (Brödner, 2020; Cicmil et al., 2016).

Furthermore, the influence of client demands extends its reach to the delicate realm of work-life balance, casting a profound impact on the overall experience. In the realm of consultancy, when esteemed clientele bestow upon us substantial remuneration, their expectations soar to great heights, demanding consultants to deliver an exceptional level of value-added services. This, in turn, engenders a palpable sense of pressure upon us, as we strive to meet and exceed these lofty expectations. Nevertheless, the aforementioned requisites exhibit a propensity to fluctuate in accordance with the prevailing work ethos within the esteemed clientele's respective field of operation. In the realm of banking, a prevailing practice that permeates across the globe is the adherence to arduous 80-hour workweeks (Mordi et al., 2019).

This demanding schedule is not exclusive to a particular region, as it is observed as a customary norm universally. Furthermore, consultants operating within this industry are compelled to acclimate themselves to the expectations set forth by their clients, which include the endurance of such rigorous work hours. The demands of clients can also exhibit variations across different countries. For instance, in the United Kingdom, clients hold the expectation for consultants to dedicate extensive hours within the confines of their offices, surpassing the expectations of clients in Finland (Meriläinen et al., 2022). Furthermore, the advent of novel technologies that facilitate adaptable work practices has the potential to impede the delicate equilibrium between work and personal life. This is primarily due to the heightened connectivity, enhanced flexibility, and frequent interruptions that ensue within the confines of the designated working hours.

The advent of enhanced connectivity has bestowed upon professionals the remarkable ability to engage in their work from any location, at any given moment (Currie and Eveline, 2023). The burdensome demands of being constantly connected in the digital realm impose an overwhelming workload upon employees, as elucidated by Duxbury in 2022. Furthermore, the incessant influx of emails and telephone calls disrupts the workflow of knowledge workers, thereby diminishing their individual productivity, as expounded upon by Davis in 2002 and further corroborated by Spira and Feintuch in 2022. The advent of technology has undeniably presented a formidable challenge in the realm of work-life balance, making it increasingly arduous to disengage from professional obligations beyond the confines of the office (Mazmanian et al., 2019; Otey, 2021). In the realm of consultants, as they endeavor to promote and execute these very practices, it's worth noting that their own encounter with flexible work solutions have yielded unfavorable outcomes (Whittle, 2022).

The implementation of work-life balance policies and practices is often crafted with the intention of mitigating the inherent conflict between work and personal life. These measures are put in place to provide assistance and recompense to employees who strive for a more harmonious equilibrium between their professional and personal spheres. Within the realm of organizational support policies, one can find a plethora of provisions that seek to enhance the well-being of individuals. These provisions encompass a range of areas, including healthcare arrangements, fitness program, and dietetic support. Scholars such as Bacik and Drew (2022), de Janasz et al. (2019), MacEachen et al. (2020), and Mayerhofer et al. (2023) have delved into the significance and impact of these policies, shedding light on their importance within the organizational context. In the pursuit of achieving a harmonious equilibrium between one's professional and personal spheres, various supplementary policies have been implemented to facilitate the reconciliation of work commitments. These policies encompass a range of measures, such as the provision of extended holiday hours, opportunities to engage in part-time employment, the option to work remotely through telecommuting, or the flexibility to determine one's own work hours (Mayerhofe 2023).

The overarching human resources policies in question strive to bestow upon employees a profound sense of autonomy and authority over the allocation of their working hours (Keeton et al., 2020; Tausig and Fenwick, 2021). The realm of work-life balance is often adorned with trainings that aspire to cultivate one's skills, a notion that has been widely acknowledged by scholars such as Grawitch et al. (2019). Furthermore, in the pursuit of a harmonious equilibrium between work and personal life, individuals may find solace in the benevolent presence of managers, supervisors, coaches, and co-workers. These esteemed figures, as highlighted by de Janasz et al. (2019a), extend their support in the form of social assistance. Such support serves as a guiding light, propelling individuals towards the attainment of a more balanced existence. In the realm of fostering a harmonious environment, one must not overlook the significance of cultivating a culture steeped in trust. Such a culture, where the commitments of employees beyond the confines of work are held in high regard, holds the power to enhance the delicate equilibrium between work and life. This notion has been expounded upon by esteemed scholars as well as Scholarios and Marks (2022).

In addition to the aforementioned support policies, the implementation of compensation policies holds the potential to augment one's perception of achieving a harmonious equilibrium between work and personal life. It has been posited by Nelson and Todd (2022) that non-monetary forms of compensation possess the ability to engender a greater sense of job satisfaction when compared to their monetary counterparts. Monetary recompense may manifest itself in the guise of an augmented salary or the bestowment of bonuses. The surplus funds possess the potential to assist employees in managing non-work-related stressors more effectively. This may be achieved through the delegation of responsibilities such as cleaning, childcare, and other domestic tasks to external sources. Nevertheless, the reverberations of pecuniary recompense are curtailed, for its influence wanes swiftly when the denizens of the workforce find themselves bereft of moments to lavish the supplementary wealth upon (Cowan and Hoffman, 2020). Furthermore, the scope of its limitations is contingent upon the magnitude of non-monetary job expectations harbored by employees, as elucidated by Hines and Carbone in their seminal work of 2019.

Well Being (Physical, Mental, Emotional, Spiritually) : It is only natural for a company to wish to evaluate its employees' efforts as the company expands, both in terms of its operations and the demands of its workers. Employee development and advancement in their jobs are traditionally evaluated through timely performance reviews. This is why companies frequently tie it to perks and advancement opportunities for their staff. Even while many companies' base promotions or other perks on performance reviews, most miss the important link between reviews and employee morale.

Profitability, production, marketing efficacy, and customer satisfaction are all important, but Chan & Lynn (2020) argue that staff morale should also be considered. Employees are an organization's most valuable asset; thus it makes sense to prioritize them. When a company's employees put in the effort necessary to realize the company's aims and objectives, the company succeeds, and the employees benefit financially, personally, and otherwise. The key to building a successful business is conducting annual performance appraisals in which each employee's past work history, current level of motivation, and potential for future growth and development are all taken into account.

An employee's performance appraisal is a method for assessing and sharing information about the worker's execution of job duties and developing strategies for making those tasks easier. This definition comes from Rue and Byars (2021). The term "performance appraisal process" can also refer to the method used to evaluate workers' efforts. An employee's performance review is crucial since it provides feedback on their work, helps managers pinpoint areas for improvement, and sets the stage for future growth (Livy, 2021).

According to research by Selvarajan and Cloninger (2021), a well-implemented performance appraisal system can significantly increase employee motivation. There is a strong need for improved methods of gauging worker productivity and morale, and this is where the performance appraisal system comes in. According to research by Vasset, Marnburg, and Furunes (2020), a formal performance appraisal system is an effective method for raising workers' productivity inside an organization. The effectiveness of an organization's human resource management depends in large part on the quality of its performance appraisal and management system, according to the literature (Cloninger, 2019). Hodgetts (2022) breaks down the performance review procedure into four distinct phases. Established performance standards, a method of evaluating individual performance, comparison against standards, and an evaluation of performance based on the comparison are the four main components of a performance appraisal system. Outlining the employees' tasks is the first stage in developing performance standards. Job requirements are measured against an individual's actual performance. Step two entails putting a number on employee performance, which can be done in a number of ways (including the traits approach, the behavioral approach, ranking methods, alternation ranking, outcomes methods, productivity metrics, 360-degree evaluations, and Management by Objectives (MBO)). Thirdly, there is evaluation in relation to benchmarks. At some time, the worker's log is compared to predetermined criteria. The comparison is used in the fourth step, which is an assessment of performance.

According to Selvarajan and Cloninger (2018), a number of businesses are unhappy with their current methods of evaluating employee performance. This suggests that the traditional performance review system is not the best method to improve morale in the workplace. However, performance appraisal is seen as crucial in order to improve the work environment and the level of service provided. Poor design, disregard for company culture, reluctance to address problems with performance, and time constraints are only some of the problems that might arise throughout the performance appraisal process. There are a variety of perspectives and considerations to take into account when deciding who should conduct an employee's review. Managers and supervisors have historically been the only ones in charge of conducting evaluations of employee performance. However, other people within the organization (customers, coworkers, and subordinates) are likely to witness many facets of the worker's performance and might serve as a valuable source of information. Accurate performance evaluation (reduced bias) and higher employee perceptions of fairness can result from gathering data from a variety of sources (Vasset, Marnburg, & Furunes, 2022).

Traditional appraisals are conducted on a yearly or semiannual basis. Goals that are set at the beginning of the year are rarely revisited until evaluation time (Afriyie, 2019), which can leave a gap of several months between the two processes. Managers and employees can have an in-depth conversation during performance reviews, but the process is vulnerable to bias (Khan, 2019). A poor work climate and tension between management and employees are the result of an overemphasis on perceived flaws (Okeyo, Mathooko, & Sitati, 2020). What many businesses fail to appreciate is that failing to address talent shortages can have a significant negative effect on profits. Bias, stereotyping, halo effect, distributional error, similarity error, appraisal conflict, proximity error, contrast error, and attribution error are all examples of common issues that arise during performance reviews. A performance evaluation scheme that works for one company may not work for another. Before implementing a performance appraisal system, businesses must determine if it is appropriate for their staff (Skarlicki & Folger, 2021). The basic goal of any evaluation system is to weed out candidates who aren't qualified for or are unwilling to undertake the work. The information must be disseminated to all parties, and managers who lead such meetings with their employees must receive adequate support and training (Shaw, Delery, Jenkins, & Gupta, 2018). Employers should also keep in mind that assessing employees' performance is an ongoing

procedure that doesn't occur only once a year. Self-evaluation and goal-setting on the part of the employee are important to effective performance reviews. In addition, it is recommended that employers do their utmost to clearly and effectively explain KPIs to their employees and provide appropriate benchmarks against which employees can be evaluated. The effectiveness of recruitment and orientation procedures can be monitored using data gathered via evaluations.

Job Satisfaction, Productivity and Performance :Barcenas (2020) defines employee productivity as the amount of work or output produced by an employee in a specific period. This supports the statement that employee productivity measures how effective your workforce is over a set of periods (Sisense). In the study of Bhatti and Qureshi (2020) it adds that productivity is a performance measure encompassing, both efficiency and effectiveness. In line with this, James Clear the author of Atomic Habits added that productivity is getting important things done consistently. In an online article from Applauz, it says that, just because something is produced, it doesn't mean its high quality. It means producing valuable and quality of work in a short-amount of time, in brief; creating value-efficiency. According to Mohanty (2021) productivity refers to output which you have gained from the given input. It usually invests money, resources and time to get good productivity. In line with that, Demers (2020) stated that tracking productivity helps managers make more informed decisions when it comes to delegating tasks and using resources. Mohanty (2021) also defines employee productivity in two definitions. In traditional definition, productivity is measured according to the output that has been made in a specific time while in modern definition means producing quality of work with value in a short period.

According to Alos, an author on the Guest website. In a survey conducted in the U.S workforce, it found out that 57% of Gen Z believe that technology enables them to perform productively, while the other 52% of Gen Z they prefer to work in an open office and talking with other people or when they work around noise are made them to be more productive. In contrast to Gen Z, 60% of Baby Boomers said that they are productive when it's quiet. Over 60% of 18-34 year olds that because of poor work-life balance and unrealistic professional demands, as a result their productivity suffers. Teamwork is a process working collaboratively with a group of people to achieve a goal (Business Dictionary). It offers organizations and employees the ability to get along with other employees and a way to learn and work with others. According to Shortland (2018) that in East Asian countries they positively view the older people in a team because they bring wisdom and experience to the workplace and the aging employees are valued. Meanwhile the Millennials that are undertaking foreign assignments are experiencing difficulties in gaining respect. Unlike in Western countries, aging or older people in a group or team view them negatively. They see older people as being less flexible in their ability to learn, they are harder to train and are resistant to change.

In contrast to that, younger employees are viewed as ambitious, quick to learn and more enthusiastic. Lastly, in multicultural teams age diversity can present particular challenges. According to a study of Ernst and Young (2019), Millennial leaders are not leading teams effectively because Millennials individual priority is individual advancement. In contrast to that, Murray (2023) describes Millennials generally as collaborative, inclined to work and got to play in groups. According to Kupperschmidt (2021) he defined generation as the set of individuals of similar ages that experiences significant life events. Taylor and Keeter (2019) mentioned that Millennials are more racially tolerant and the most diverse generation in the workplace today. In continuation with that, Millennials are the most educated generation in the workforce today because they are raised by high achieving parents (Shih & Allen, 2020; Taylor & Keeter, 2019; Zemke, 2019). According to Harber (2023) that each member of the generation has views and opinions about their work ethic and their definition of loyalty to the organization. According to Coleman, in research it shows that the actual differences between the generations at work today are far fewer than people assume. The problem isn't that employees in each age group are vastly different; it's the belief that they are.

Quality of Personal Life :In order to survive in this competitive environment, firms must continually improve upon all the essential aspects that contribute to the success of the business. Whether it is the quality of service, the quality of human resources, the quality of raw materials, the efficiency of delivery, or the efficiency of marketing. Out of all these variables, the most crucial factor is human resources. The human resources department in every organization is seen as vital, hence it is imperative to guarantee that employees are content, motivated, and fulfilled in their roles. Human resources play a crucial role in effectively utilizing resources and making strategic decisions, giving firms a competitive advantage (Thakur & Sharma, 2019). Hence, it is crucial to ensure that the workers' quality of work life is commendable. The notion of quality of work life refers to a favorable work environment that includes factors such as fair compensation, welfare initiatives, flexible work arrangements, positive interpersonal relationships, and growth possibilities (Ahmad, 2019). Quality of work life

Encompasses the various aspects of work, including the physical, mental, social, and economic dimensions. High work-life quality is anticipated to yield favorable results for both the employee and the organization. Therefore, it is asserted that the level of work life quality directly influences employee happiness and job performance (Gayathiri et al., 2019). Thakur and Sharma (2019) demonstrated that, except from income levels, demographic parameters such as age, gender, and marital status had little impact on the quality of work life. Therefore, income emerges as the crucial element for evaluating work life quality. This element continues to be important and constant across many businesses and economies. This study focuses on characteristics of work life quality that are not related to revenue. It defines the quality of work life as a three-dimensional concept that includes freedom and acknowledgment, rewards, and a method for addressing grievances. The concept of work-life balance is associated with reduced stress levels and enhanced well-being among employees. Chiang et al. (2019) found that high levels of work-life balance practices in businesses mitigated the influence of job demands on stress by leveraging job control effects. The study revealed that government and organizational practices actively support the achievement of work-life balance. Government welfare measures were discovered to enhance work-life balance, whereas the conventional gender-based allocation of domestic tasks seemed to amplify work-life conflict (Crompton & Lyonette, 2022). Therefore, achieving work-life balance is regarded as crucial for enhancing productivity, well-being, and maintaining a harmonious family life. Nevertheless, this study defines work-life balance from an organizational perspective. The organizational aspect of work-life balance encompasses productivity, skill use and efficiency.

There is a common consensus that when employees have a higher quality of work life, they tend to be more content with their jobs, leading to a beneficial influence on their work-life balance. Contented personnel make a more significant contribution to the growth of the firm and exhibit self-motivation. Employees who are self-motivated are valuable to the organization. Organizations do not need to allocate additional funds for periodically encouraging their personnel. Instead, it would be more beneficial to allocate this money towards their skill enhancement. A content and fulfilled employee in a company would result in a decrease in the employee turnover rate. The decrease in personnel turnover will enhance the organization's worth. Rather than allocating funds towards the recruitment of new personnel, firms have the option to deploy the resources for alternative developmental endeavors or to enhance the overall work environment and employee satisfaction. The substandard work quality exacerbates employees' stress levels, thereby impacting their overall quality of life outside of work. This would result in a decline in the employees' mental resilience, less motivation, and overall dissatisfaction with their work life. This would have a significant effect on the productivity of the personnel within the organization. In the absence of prompt action by the company, the employee would be compelled to resign from their position. This would result in a rise in the rate of staff turnover.

Furthermore, achieving a better balance between work and home responsibilities would result in a reduction of conflicts experienced by employees. Employees that possess a balanced approach will effectively fulfill their responsibilities in both roles and will not allow any unexpected situations to have a long-term impact on their performance (Marks & MacDermid, 1996). In addition, the personnel would establish regular procedures to effectively fulfill the requirements of both positions over time. The equitable involvement of employees in both their work and family responsibilities is anticipated to have a favorable effect on an individual's overall well-being. This balanced engagement is likely to decrease conflict and stress arising from the juggling of work and family commitments (Frone et al., 1992). Greenhaus et al. (2021) discussed the equilibrium between positive participation and negative involvement. The study emphasized that persons who invest a significant level of psychological engagement in both their professional and family duties, and also distribute their engagement equally across these positions, demonstrate a healthy balance of involvement. Individuals that exhibit minimal psychological engagement demonstrate an unfavorable balance of involvement.

Furthermore, they hold the belief that a negative balance has a minimal effect on the overall quality of life, while a significant engagement balance has a favorable effect on the quality of life. When there is an unequal distribution of participation, there can be a significant disparity between the amount of work and family involvement. This can result in substantial work-family conflict and heightened levels of stress, ultimately impacting an individual's quality of life. However, the outcomes varied significantly. The employees who had an uneven distribution of participation, with a preference towards their family, reported higher levels of satisfaction and encountered the lowest levels of work-family conflict. Conversely, individuals who were more heavily focused on work experienced the greatest levels of work-family conflict and stress.

Research Literature : In the realm of recompense, one must not solely confine their thoughts to monetary gains. Indeed, there exists a realm of non-monetary compensation, wherein individuals may find solace and

Satisfaction. Such compensation may manifest itself in the form of career advancement, a reward bestowed upon those who toil tirelessly and exceed the boundaries of their duties. It is through this arduous journey that one may acquire invaluable skills, skills that transcend the mere accumulation of wealth. Among these skills lie the art of stress management, a delicate dance between the pressures of life and the ability to navigate them with grace. Also, one may find solace in the mastery of running meetings with utmost efficiency, a skill that commands respect and admiration. Lastly, the realm of non-monetary compensation may grant individuals the gift of improved time management, a precious resource that, when harnessed, can unlock the doors to success. Effective time management is a crucial skill for achieving a harmonious work-life balance. Recent studies have underscored the critical importance of managing time for work and personal life to achieve a balanced lifestyle. According to Clark (2014), effective time management strategies are essential for reducing stress and enhancing productivity. The integration of work and personal life can be managed through the implementation of flexible working hours and telecommuting options, which have been shown to improve employee satisfaction and work-life balance (Kossek, Lewis, & Hammer, 2014). Furthermore, the adoption of digital tools and apps designed for time management facilitated better scheduling and organization, helping employees allocate time efficiently between work tasks and personal commitments (Gustavsson 2020).

The banking industry is notorious for its high workload and time pressure, which can significantly impact employees' work-life balance. A study by Bakker and Demerouti (2014) highlighted the role of job demands and job resources in managing employee stress and productivity. High workload and time pressure are significant stressors that can lead to burnout if not properly managed (Schaufeli, Bakker, & Van Rhenen, 2015). Effective communication and interaction among team members can mitigate these effects by providing support and distributing workloads more evenly. Collaborative technologies and project management tools have been instrumental in improving communication and reducing the time pressures associated with banking tasks (Tarafdar & Stich, 2019). Maintaining clear boundaries between work and personal life is essential for effective time management and overall well-being. According to Allen and Meier (2014), clear boundaries help employees switch off from work and engage in personal activities, which is essential for mental health. Effective time management techniques, such as prioritizing tasks and setting realistic goals, are necessary to address both professional and personal needs (Güntert, 2015). In demanding circumstances, such as the high-pressure environment of the banking sector, strategies like mindfulness and regular breaks can significantly improve employees' ability to manage their responsibilities (Rexroth, 2014).

Engaging in well-being activities, such as physical exercise, meditation, and hobbies, is vital for maintaining a healthy work-life balance. Time management is a pivotal aspect of it in the workplace. Research by Claessens, Van Eerde, Rutte, and Roe (2014) has shown that structured time management practices lead to better job performance and reduced stress levels. Incorporating well-being activities, such as exercise programs and mindfulness sessions, into the work schedule can further enhance employees' mental and physical health (Huang, 2015). Organizations that encourage participation in well-being activities often see higher levels of employee engagement and satisfaction, contributing to a more productive and positive work environment (Robertson, 2015). Supportive leadership and positive treatment of employees are fundamental for fostering a conducive work environment. Leaders who demonstrate empathy, provide regular feedback, and acknowledge employees' efforts can significantly enhance job satisfaction and work-life balance. According to Xu and Thomas (2014), leaders who demonstrate empathy and support for their employees' personal and professional lives can significantly improve job satisfaction and reduce turnover intentions. Positive treatment of employees, including recognition and reward systems, contributes to a motivated and committed workforce (Kim, 2019). In the banking industry, where the demands can be particularly intense, supportive leadership is essential for maintaining high levels of morale and productivity (Kirkman, Shapiro, Lu, & McGurrin, 2016).

Effective management practice and organizational structures are vital for enhancing productivity and ensuring smooth operations in any business environment. According to Aguinis (2014), strategic management practices that align organizational goals with employee performance result in higher efficiency and job satisfaction. The application of structured frameworks such as Lean Management and Six Sigma has shown to significantly improve operational efficiencies in banking and other sectors (Dahlgaard 2014). Additionally, the importance of goal-setting theory in managing organizational performance, suggesting that clear, measurable goals help employees understand their roles and contribute more effectively to organizational objectives emphasizes by Latham 2014. A supportive and positive work environment is fundamental to achieving high levels of job satisfaction and personal fulfillment among employees. Research by Krot and Lewicka (2016) indicates that a positive organizational climate, characterized by trust, respect, and support, significantly enhances employee morale and productivity. Furthermore, organizations that prioritize employee well-being and foster a

Collaborative work culture see lower turnover rates and higher employee engagement (Rana et al., 2014). The banking industry, in particular, benefits from creating a supportive work environment as it mitigates the stress associated with high-pressure roles and improves overall job satisfaction (Farh et al., 2015). Additionally, organizations that promote work-life balance through supportive policies and practices tend to have higher employee retention rates and overall job satisfaction.

Opportunities for personal and professional growth are vital for maintaining employee motivation and retention. According to De Vos and Meganck (2014), career development initiatives such as training programs, mentorship, and clear career progression paths are essential for fostering a growth-oriented culture. In the context of the banking sector, providing continuous professional development helps employees keep up with industry changes and enhances their skill sets, leading to improved performance and job satisfaction (Groysberg & Connolly, 2015). Moreover, organizations that invest in their employees' growth are more likely to see innovation and adaptability within their teams (Collings et al., 2018). Constructive feedback and supportive relationships within the workplace are needed for continuous improvement and employee development. Research by Steelman and Wolfeld (2018) highlights that timely and constructive feedback helps employees understand their strengths and areas for improvement, leading to better performance. Furthermore, a study by Eisenberger et al. (2014) suggests that supportive relationships between colleagues and supervisors foster a sense of belonging and commitment, which are critical for maintaining a positive work environment. In high-stress environments like banking, such supportive interactions are crucial for sustaining employee well-being and productivity (Chiaburu 2014).

Developing resilience and optimism, along with effective coping strategies, is essential for employees to navigate the challenges of demanding work environments. According to Tugade and Fredrickson (2014), resilience and optimism enable individuals to bounce back from setbacks and maintain a positive outlook, which is crucial for long-term career success. Effective coping strategies, such as stress management techniques and time management practices, are particularly important in high-pressure industries like banking (Karatepe, 2015). These strategies not only help employees manage their workloads more efficiently but also contribute to their overall well-being and job satisfaction (Parker & Jimmieson, 2017).

In the realm of human existence, there exists a delicate dance between the realms of work and life. This intricate balance, known as work-life balance, is a concept that has captivated the minds of individuals across the ages. It is a notion that encompasses the perceptions one holds regarding the harmonious coexistence of their professional endeavors and personal pursuits. Embedded within the fabric of work-life The noble intentions behind support and compensation policies are to bestow a favorable impact upon the employees' perceptions of their delicate work-life equilibrium. Alas, it must be acknowledged that these policies do not invariably achieve such a desired effect. Within the intricate tapestry of human existence, the delicate balance between work and life is subject to the whims and influences of the social milieu. Indeed, the perceptions surrounding this delicate equilibrium can be profoundly shaped by the intricate web of societal interactions and cultural norms that envelop us. In this intricate dance of existence, the perception of work-life balance is not an isolated phenomenon, but rather a reflection of the prevailing social context. The prevailing attitudes, beliefs, and values held by individuals within a given society can exert a profound influence on how one perceives and navigates the delicate interplay between professional obligations and personal fulfillment. The notions, put forth by Drew and Murtagh (2022) and echoed by Grawitch et al. (2019), remind us that true compensation extends beyond the realm of money, and lies within the realm of personal growth and development. Not merely a form of recompense, for employees are also bestowed with the opportunity to partake in training and development, serving as a pillar of support.

In various scholarly inquiries, it has been discovered that organizations, with a discerning approach, embrace and advocate for work-life balance policies, recognizing their strategic significance. In the realm of fiscal constraints, the concept of work time reduction has emerged as a commendable strategy, extolled for its potential to curtail expenses amidst budgetary limitations (Lewis et al., 2017). This approach, in essence, bestows its advantages primarily upon the organization itself. In the realm of high-performance environments such as consulting, accounting, and investment banking, work-life balance policies have been employed as a mechanism of organizational governance (Lupu and Empson, 2021). In the realm of work-life equilibrium, one Encounters the commendable implementation of practices that are perceived favorably. These practices, such as the provision of concierge services encompassing household chores, laundry assistance, and even meals, are frequently advocated within these work environments. Additionally, the cultivation of integration strategies that enhance the gratification derived from the work-life dynamic is also emphasized. The implementation of these

policies brought about a notable decrease in the employees' collective burden, as mundane household chores were assumed by others. However, it also subtly acclimated the employees to the notion of toiling for extended periods and fostering deeper connections with their colleagues.

Synthesis : A significant amount of research has previously been carried out in the field of work-life balance (WLB), encompassing several definitions, diverse basic concepts, metrics, and determinants. Nevertheless, the present research in this field is scattered and lacks a cohesive knowledge structure, consequently necessary to integrate this research in order to synthesize it more effectively and facilitate further developments. This research study aims to summarize the existing research on work-life balance (WLB) and offer a comprehensive perspective using a systematic literature review (SLR) and various bibliographic mapping methodologies. Greenhaus holds the belief that a negative balance has a minimal effect on the overall quality of life, while a significant engagement balance has a favorable effect on the quality of life. When there is an unequal distribution of participation, there can be a significant disparity between the amount of work and family involvement. Also, a content and fulfilled employee in a company would result in a decrease in the employee turnover rate. Contented personnel make a more significant contribution to the growth of the firm and exhibit self-motivation. The literature review conducted by Gatrell (2023) and Agarwal and Lenka (2021) examined the specific relationship between parenthood and work-life balance (WLB), and the WLB of women entrepreneurs, respectively.

On the other hand, the structured literature review conducted by Munn and Chaudhuri (2016) focused on the WLB of dual-earner couples in India and the United States. In addition, Casper et al. (2018) conducted a meta-analysis study on the meaning and measurement of work-life balance (WLB), Bansal and Agarwal (2020) reviewed the conceptualization of work-life components, and Le et al. (2020) conducted a systematic literature review on WLB in Asia. Chaudhuri et al. (2020) published a literature study on the perspective of work-related lower back pain (WLBP). Prior reviews in WLB failed to incorporate bibliometric analysis in order to offer a thorough assessment of the research conducted. Also, Greenhaus discussed the equilibrium between positive participation and negative involvement which emphasized that individuals that exhibit minimal engagement demonstrate an unfavorable work-life balance of involvement. While persons who invest a significant level of engagement in both their professional and family duties, and also distribute their engagement equally across these positions, demonstrate a healthy balance of involvement. This study utilizes a science mapping technique to undertake a thematic analysis of the existing WLB corpus. The goal is to provide a comprehensive understanding of the various topics and sub-themes that have emerged over time through key scholarly works. This study is distinctive in its objective to chart the progression of existing research patterns, discern the present research dynamics, and evaluate the new research paradigms in the field.

Research Gap : The field of motivation on their work performance research primarily focuses on understanding the underlying factors that drive individuals to engage in specific behaviors. Motivation, in broad sense, encompasses the orientation and tenacity of behavior. This field of study focuses on the factors influencing individuals' decision-making processes, specifically their selection of a certain path of action over other options. Additionally, it explores the reasons behind individuals' persistence in pursuing their chosen course of action, even when faced with challenges and obstacles (Mullins, 2021). According to Bagraim (2020), it is crucial for a manager to possess a comprehensive understanding of employees and the factors that drive their motivation. This is because maintaining high levels of motivation among employees significantly contributes to the overall success of the firm. Employees that possess a high level of motivation have a strong drive to perform to their utmost potential, surpassing the efforts exerted by their less motivated counterparts. Motivated employees possess certain characteristics. Intrinsic motivation may be described as the internal factors that drive individuals to freely engage in work or tasks. On the other hand, extrinsic motivation refers to the external factors, such as physical rewards or monetary compensation, that prompt individuals to complete work or tasks.

According to Khurram Zafar et al. (2021), employees at lower hierarchical levels may experience satisfaction when motivated by any of the two categories aimed at enhancing their performance. Motivation serves as the vital driving force inside an organization. A well-managed organization has the capacity to incentivize and maintain its workforce. By engaging in such actions, the individual possesses the subsequent competitive advantages: The potential benefits include a decrease in employee turnover, an enhancement in productivity, a reduction in absenteeism, an augmentation in revenue, and an improvement in overall performance. Moreover, Yahaya et al. (2021) reached the conclusion that it is of utmost importance for employers to furnish a favorable working environment in order to enhance employee motivation and job satisfaction. In general, an employee who possesses motivation exhibits a greater propensity to exert increased effort in order to perform their duties

at a higher level, as compared to an employee without motivation. The degree of performance achieved is contingent upon three interconnected factors: ability, motivation, and resources. The factors that influence behavior and determine the degree of performance are ability and motivation. In order for performance levels to reach a high standard, it is imperative that all relevant elements exhibit a high degree of quality. Jokuku et al. (2021) did a study investigating the influence of leadership style on organizational performance. The research focused specifically on a case study of a Nigerian bank in Nigeria. The researchers utilized a sample size of 60 individuals.

The research included a sample of twenty randomly selected banks in Ibadan, Nigeria. Data was collected through the utilization of a standardized questionnaire, which was administered in a face-to-face manner to individuals holding positions as heads of accounting, heads of operations, and branch managers. An inferential statistical method was employed in order to analyze the data, and a hypothesis was generated for this purpose. The study employed regression analysis to examine the impact of leadership style on followers and performance, focusing on the characteristics of significant effect. The results of the study indicated the presence of both positive and negative correlations between performance and leadership style. A study revealed that there was a 23 percent difference in organizational performance that might be attributed to the combined influence of different leadership styles. The findings of this study indicate that the implementation of transformational and democratic leadership styles has favorable outcomes in terms of performance and follower satisfaction. Consequently, it is strongly advised that banks, particularly in the context of a highly competitive global marketplace, adopt these leadership approaches. In their study titled "Impacts of Leadership Style Effectiveness of Managers and Department Heads on Employees' Job Satisfaction and Performance in Selected Small-Scale Businesses in Cavite, Philippines. The conclusion is that firms should consistently utilize leadership styles that boost employee performance and work satisfaction, while acknowledging that there is still space for growth.

III. RESEARCH METHODOLOGY

The chapter presents research design and locale, sampling design, participants of the study, instrumentation and validation, data gathering procedures, treatment and analysis of data and ethical considerations that will adhere throughout the study ensuring the integrity and dignity of all involved in this research endeavor.

Research Design: The study utilized a qualitative phenomenological approach. According to Cress-well (2014), a phenomenological study described the meaning of the lived experience of several individuals (in this case, the BPI Solenad 3 branch employees). As this described what they experienced in common, primarily, this adopted in-depth semi-structured interviews that aimed to understand the lived experiences, perceptions, and meanings associated with work-life balance among them. Observations were also a method that was used for additional information that could depict the participants in an accurate way. Documentation for the significant statements, meaning units, textural and structural description of the study's essence were prepared for the data to be analyzed. Thematic analysis served as the method for analyzing the interview data, allowing the recurring themes, patterns, and variations to be identified. The analysis was conducted in a descriptive manner concerning the unique context of study in the banking industry setting.

Research Locale : The research locale was at the Bank of the Philippine Islands Solenad 3 branch located at Unit 35-36 Ground Floor Building D Ayala Malls Nuvali Boulevard-Tagaytay Road, Brgy. Sto. Domingo, City of Santa Rosa 4026, Laguna, Philippines.

Participants of the Study : For this qualitative research John Cresswell phenomenological approach advised that investigators should interview 5 to 25 individuals who had a shared experience in the said phenomenon with a minimum of two years in service at work on the said locale. In this case, the participants consisted of ten (10) BPI Solenad 3 branch employees. Three (3) officers including two (2) assistant managers and one (1) branch manager. Together with seven (7) staffs, six (6) of those focuses on operations and one (1) on sales productivity only. This strategy selection would greatly affect in their function since they are the one who will benefit in the study.

Sampling Design : The design used in this phenomenon was purposeful criterion sampling. This strategy involved deliberately selecting participants based on criteria related to research focus. (Or it is intentionally selected participants with specific characteristics or unique experiences related to research questions). The researcher conducted an interview protocol by using a script on opening and closing the interview, stating the informed consent, starting with the basics, progressing from easier questions to more abstract ones, then open-ended questions and using prompts while being mindful. Through this, the goal was to identify and recruit

Participants who can provide rich and diverse data to enhance the research findings, particularly the BPI Solenad 3 branch employees considering their tenure and various role. By gaining a depth understanding of the lived experience shared openly, participants could articulate thoughts, challenges and strategies related to balancing work and personal life effectively.

Instrumentation and Validation : For the instrumentation in this phenomenon, the researcher used multiple in-depth interviews as the primary data collection instrument. A carefully designated interview guide served as the framework for conducting the in-depth conversation with the participants, allowing them for an open-ended exploration of their experiences, perceptions, challenges and strategies regarding work-life balances within the banking environment. The interview guide was crafted to encourage the participants to share their narratives related to balancing professional commitments and personal life, ensuring a comprehensive exploration of the phenomenological aspects of their experiences.

Data Gathering Procedure : In the procedure of the study, the first step the researcher conducted was a written letter given to the participants stating their consent, permitting to conduct study on their lived experience at BPI Solenad 3 branch. The use of cameras and audio microphone for audio/video recording was necessary in gathering interview questionnaires that have been validated as guide in collecting the data. By this, practices or policies may have been developed to develop a deeper understanding of the phenomenon. The participants were asked the same set of broad questions one by one for each of them to have a privacy that identified the interest of the study.

Then this aimed to describe the essential meanings and structures of the phenomena without imposing any preconceptions or interpretations with the involvement of four steps process: bracketing, horizontalization, clustering and textualization. Bracketing means setting aside one's own biases and assumptions to focus on the data. Horizontalization or Intuiting, treating every statement or expression as equally important and relevant. Clustering means grouping the statements into themes or categories based on their similarities and differences, and textualization is writing a comprehensive description of the phenomena and their essences. Other library techniques were used in gathering relevant information. That includes manual hand book for employees and other relevant details archived. On the internet for the easiest way to access information we wanted to know in the bank and other related concerns.

Treatment of Data: Thematic analysis was served as the primary method for analyzing the interview data, allowing the recurring themes, patterns and variations. With a descriptive way concerning the unique context of the study in banking industry setting. Documenting the decisions that was made during the analysis and ensuring that the analysis remains closely linked to the data are crucial aspects of ensuring trustworthiness and credibility of the findings.

These are the steps in thematic analysis: Becoming familiar with the data's, generate initial codes, search for themes, review themes, define themes and write up. Data Familiarization, which may include transcripts of interviews, field notes or other relevant materials. Repeatedly reading and re-reading those data helps familiarizing the content. Generating initial codes identifies meaningful units within the data and assigning the descriptive labels to capture the units. The phase also involves breaking down the data into similar segments and clustering to highlight patterns or recurring elements related to the study's focus work-life balance. Searching for themes, grouping the similar codes together to identify broader patterns. Was looked for connections, similarities or differences among the codes to develop the preliminary themes that encapsulate the essence of the participants experience regarding the life-work balance. Then reviewing and refining the themes to ensure that they accurately represent the data. Involves revisiting the coded segments and comparing across the data sources to maintain coherence and relevance to the research questions. Defining and naming each theme by outlining its characteristics, was illustrated it with the supporting data extracts and giving it a descriptive name that encapsulates the essence of the theme. Creation of the narrative and reporting the findings, these are the construction of coherent that presents the identified themes in a logical and meaningful sequence. The narrative tells a compelling story that captures the complexities and nuances of BPI Solenad 3 branch employees experiences in relation to their life-work balance. Using of quotes or excerpts from the respondents to support each identified theme. And the report was structured and provides a clear understanding of the themes and their significance in the context of the research.

Ethical Considerations : For this phenomenon, the researcher should have a great respect in the respondents, maintain transparency and full disclosure about all the research procedures, goals and potential outcomes. Avoid

Deception or misleading information and also here are the other ethical condition paramount's: Informed consent, ensuring that all respondents will fully understand the study's purpose, procedures, potential risks, benefits, rights, their role and why their involvement in the study is essential. Clearly outline the nature of participation and repercussions if there is. Confidentiality and Anonymity, safeguarding the identities of respondents and sensitive information disclosed during interviews and data collection process. Use of pseudonyms or codes for anonymize responses because it is crucial for the participants to identified, only authorized personnels should have access to the identifiable data to maintain their privacy. And they should not be personally identified in any publications or presentations.

Respect and Minimization of harm, uphold much respects for participants viewpoints, experiences and narratives shared during the study. The autonomy, dignity and diversity of participants is fundamental. Making sure their voices are accurately represented and not misinterpreted or manipulated to fit predetermined assumptions or biases. The researcher should also strive to minimize any potential harm or discomfort to participants throughout the research process. That includes being sensitive to discussing personal or sensitive topics or providing support mechanisms if participants experience distress during interviews. And Researcher's reflexivity and biases, acknowledge and address the researchers' biases, preconceptions, and potential influence on the study. Ensuring that fair representation of participants will experiences, will maintain reflexivity, transparency and honesty about their own positionality and will guarantee integrity, honor, their well-being and uphold ethical standards throughout the research process.

IV RESULTS AND DISCUSSION

The chapter presents the findings of the phenomenological study on work-life balance of bank employees, followed by an in-depth discussion of the results. The data gathered from the interview has been analyzed thematically to identify common patterns, themes and insights that reveal the essence of participants experiences. By exploring it and the challenges faced on achieving healthy work-life balance these insights can guide organizational practices and policies a fulfilling work environment.

Table 1.1

Textual Interview Question 1: What does work-life balance mean to you personally within the context of your role at BPI branch?

Managing Time for Work and Personal Life

PARTICIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>To me work-life balance is about setting boundaries and establishing a healthy separation between my professional life at BPI and my personal life. It's about being able to switch off from work and fully engage in non-work activities when I'm off the clock.</i>	Setting boundaries between professional and personal life
EARTH	<i>To me, work balance is about setting boundaries and establishing a healthy separation between my professional life at BPI Solenad and my personal life. It's about being able to switch off from work and fully engage in non-work activities when I'm off the clock.</i>	
NEPTUNE	<i>For me, ang work-life balance ay separation of my work from my personal. Dapat may time ka sa family, my time ka sa sarili mo, may time ka mag-unwind at may time ka rin sa mga iba mo pang activities na hindi connected sa work like community service, sa church, yon! Yun yung mga parang division na kailangan mo syang gawin para yung work mo, ahh after ng office work meron kapang ibang mga errands na gagawin na make yourself complete.</i>	Separation of work from personal life
JUPITER	<i>Ahh managing my time efficiently and ensuring that my work commitments ahh don't overshadow my personal life and health.</i>	Time management

	<i>It's about achieving a harmony between professional and personal aspect to lead a fulfilling life.</i>	
MERCURY	<i>Ahh work-life balance means both my profession as a teller as a mother to my two-year old son have the same enough time to be accomplish every end of the day.</i>	Enough time for family and work
MARS	<i>Ahhh work-life balance means that you have an equal time between your professional work and also ahh personal life.</i>	Equal time for work and personal life
STAR	<i>Work-life balance yung, ahhm tama ang oras ng, kunyare seven hours o eight hours a day ba sya. So meron, dalawang araw na walang pasok sa isang linggo. Saka syempre tamang vacation leave. Na fifteen to twenty days a year. Yon!</i>	Time for work and weekend activities
URANUS	<i>To work effectively within working hours while maintaining time for myself, my family, and for what important is for me outside work.</i>	Spending time for work and family
VENUS	<i>For me work-life balance means having the support and resources I need from the BPI branch to be effectively, to effectively manage my work responsibilities while also accommodating my personal needs and priorities.</i>	Having support and resources for effective work and personal needs
SATURN	<i>Work-life balance means having the support and resources I need from BPI Solenad 3 to effectively manage my work responsibilities while also accommodating my personal needs and priorities.</i>	

As for **Table 1.1** the emerge theme is all about managing time for work and personal life was derived from the ten participants on the experienced, they've encountered at BPI Solenad 3 branch.

The scheme of this is to communicate what does work life balance means to them personally within the context of their role at BPI Solenad 3 branch. Hinges on this they can achieve effective time management for both work and personal life by implementing training programs that emphasize adaptation and flexibility. Through these programs, employees can learn practical strategies and techniques for prioritizing tasks, managing their schedules efficiently, and maintaining a healthy work-life balance. It is supported by the literature concept based on NIJP (New Indian Journal of Pediatrics) 2012 where time management is a fundamental aspect that examines the effectiveness of achieving work-life balance. It highlights the significant of individuals ability to allocate time between work and personal activities. That underscore the importance of cultivating effective skills. Consequently, the setting boundaries between personal and professional life, separation of work from personal life, time management, enough time for family and work, equal time for work and personal life, time for work and weekend activities, spending quality time for family and work, having support and resources for effective work and personal need sub-themes emerges.

Somehow technology advancement has bought opportunities and challenges particularly the use of mobile device. The unique fabric of an individual's personality traits also plays a significant role in shaping their path. It is through this arduous journey that one may acquire invaluable skills, skills that transcend the mere accumulation of wealth. Among these skills lie the art of stress management, a delicate dance between the pressures of life and the ability to navigate them with grace. One may find solace in the mastery of running meetings with utmost efficiency, a skill that commands respect and admiration. In realm of non-monetary compensation may grant individuals gift of improved time management, a precious resource that when harnessed can unlock doors to success.

Table 1.2

Textual Interview Question 2: What specific aspects of your job contribute positively or negatively to your overall work-life balance?

Workload, Time Pressure, and Interactions

PARTICIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>Ahh, positively is flexible work arrangement and negative.... negatively is high workload and time</i>	flexible work arrangement(P) high workload and time (N)
EARTH	<i>Positively contribution, flexible work arrangement. Alternate arrangement or schedules from the traditional working day and week. For the negative contribution limited time for my family and personal activities.</i>	limited time for family and personal activities
SATURN	<i>In terms of positive work contributions, it's flexible working arrangement wherein I can do errands during weekdays off especially if I need to go to government institutions. In terms of negative contribution, it lessens my time with my family. I rare, I rarely see my family for months due to Saturday banking since I'm travelling from Laguna to near Quezon just to see them and be with them</i>	
VENUS	<i>Of course, yung work load and time pressure, yung workplace and culture and norms. May effect sya sa pag wowork ko, yung kasama sa branch.</i>	workload and time pressure workplace and culture (N)
URANUS	<i>Excessive workload unequal delegation of, delegation of work</i>	unequal delegation of work (N)
MERCURY	<i>Ahm, having a Saturday banking schedule is a different experience coming from a regular banking of Mondays to Fridays. At first it ahhh made me think on how I can manage my task and responsibilities in our home. And a mom of a two-year old boy. Ahh in this set up, ahhh our office one weekend which is Sat ah Sunday and a one weekdays and it made me feel that I wasn't be able to do the things that I normally do before.</i>	Saturday schedule (N) limited time for responsibilities (N)
MARS	<i>Ahh I have experience Saturday Banking, so I, I only have a limited time to my responsibilities which ahh, I can do it only on Sundays.</i>	
JUPITER	<i>There are specific ahh aspect of being in customer service that can impact my work-life balance ahh both positively and negatively. Ahh in first, ahh in positive uhm its time flexibility, additional compensation and less crowded weekdays. And also, there's a negatively ahh its ahhh reduce personal time. Ahh Uhhh there ahh disruption of weekend plans and or sometimes ahhm ahh fatigue burn out.</i>	Customer service, flexibility, additional compensation, and less crowded weekdays (P) Reduced personal time, fatigue, burnout (N)
NEPTUNE	<i>Okay positively kasi this is my bread of, bread and butter so, syempre mga bills, payment and the rewards na natatanggap natin sa office, sa banko. Tsaka yung good communication skills mo kasi, ahh as you grow old, dapat meron ka rin encounter sa ibang tao para hindi lang sila natututo sayo, ikaw din natututo ka sa kanila.</i>	Capability to pay bills, rewards, good communication skills, learning (P)

STAR	<p><i>Positively, syempre mas maganda ang mga kasama mo sa opisina e cooperative. Syempre pag cooperative sila, nagiging positibo yung pamamalakad mo sa, sa branch at dumadali sya. Syempre pag may mga pasaway, usually ganyan, kasama pa dun sa mga iniintindi mo. So dun pumapasok yung negative sa branch, kasi mas more on employee officer relationship ako. Yun ang importante sa akin.</i></p>	<p>Cooperative officemates (P) Understanding uncooperative officemates (N)</p>
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As for **Table 1.2** the emerge theme is all about is all about workload, time pressure and interactions was derived from the ten participants on the experienced, they've encountered at BPI Solenad 3 branch. The scheme of this is to communicate what specific aspects of BPI Solenad 3 employees job contribute positively or negatively in their overall work-life balance. Hinges on this via technological tools, employees who consistently demonstrate exceptional performance in handling heavy workloads while maintaining effective communication with their colleagues could receive additional monetary rewards or bonuses.

Nancy Duxbury of research gate in the University of Portugal elucidated that the burdensome demands of being constantly connected in the banking realm impost an overwhelming workload upon employees. The incessant influx of emails and phone calls disrupts the work flow. Such flexible work arrangements, customer servicing, flexibility, less crowded weekdays, additional compensation, capability to pay bills, rewards, developing good communication skills, learnings and cooperative officemates emerge positively as sub-themes. While high workload, time pressure, workplace culture, unequal delegation of work, the Saturday schedule, the limited time for family, personal activities and responsibilities, results to reducing of personal time, fatigue and burnout emerges negatively, and understanding un-cooperative officemates being in neutral. Furthermore, Greenhaus an integrated branding and marketing company that connect places to people and vice versa in vivid, unexpected ways from Dallas Texas they hold the belief that a negative balance has a minimal effect on the overall quality of life, while a significant engagement balance has a favorable effect on the quality of life. When there is an unequal distribution of participation, there can be a significant disparity between the amount of work and family involvement.

This can result in substantial work-family conflict and heightened levels of stress, ultimately impacting an individual's quality of life. However, the outcomes varied significantly. The employees who had an uneven distribution of participation, with a preference towards their family, reported higher levels of satisfaction and encountered the lowest levels of work-family conflict. Conversely, individuals who were more heavily focused on work experienced the greatest levels of work-family conflict and stress.

Table 1.3
Textual Interview Question 3: What are the key challenges you face in balancing your professional and personal life at BPI branch?

Maintaining Boundaries, Managing Time Effectively, and Addressing Professional and Personal Needs Amidst Demanding Circumstances

PARTI-CIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>Hmm, high workload and pressure limited time for family and personal activities, high impact on health and well-being.</i>	high workload and pressure, limited time for family and personal activities,
EARTH	<p><i>As I said, limited time for my family and personal activities. One significant challenge I face in balancing my professional and personal life is the limited time available for my family and personal activities. It can be difficult to find a balance between meeting work commitments and spending quality time with my loved ones. Or engaging in activities that bring me joy and fulfillment. This often requires careful planning prioritization and making decisions to allocate my time effectively.</i></p> <p><i>The key challenges I face is ahh how I can balance or manage my time</i></p>	balancing my professional and personal life, over time, needs to deal with different clients, responsibilities at work and home

MARS	<i>between my personal work or my professional, or professional. It affects my errands and time with my love ones.</i>	
STAR	<i>Ang challenging jan syempre minsan pag marami kang trabaho, talagang no choice ka nae-extend mo yung oras mo. So pag na extend mo ang oras mo syempre na aapektuhan yung family time mo. So domino effect nayan, so, syempre nandun din si health, so, so yon.</i>	
SATURN	<i>Ahm I'm usually overwhelmed with the paper, paper works, needs to deal with different clients. Response, responsibilities at work and home. Sometimes when I'm stressed I usually gets angry, angry easily.</i>	
MERCURY	<i>Ahhh, primarily the schedule ahh affects the time that I with my family because I get to bond with them during Sundays only. Ahh second it affects my mental health because it made me think that why we are the only branch that is open during Saturdays. Ahh lastly, it affects my health because I didn't feel well rested.</i>	schedule
VENUS	<i>Para sa akin, ahh the difficulty disconnecting from work especially if there is a, there is a Saturday bank, Saturday banking for the branch where in ang off namin is on a weekday so while off ko, possible they be calling me on my day off. So mahirap i-disconnect yung family time ko sa work time.</i>	difficulty disconnecting from work
JUPITER	<i>Ahm effective communication, boundary setting ahh time management skills and self-care per ahh practices. To maintain a healthy balance between professional and personal life.</i>	Effective communication, boundary setting ahh time management skills, and self-care
URANUS	<i>Ahh I think it lack of manpower, more work in delegate to a person. More time is needed to do the work rather than being able to leave on, on time.</i>	Lack of manpower
NEPTUNE	<i>Challenges, marami, let's say ahh yung mga client na hard to, hard for communication, Irate pero ahh minsan may nakaka encounter ka dapat you have to be patient kasi challenge yun sayo. Sa work naman yung uncontrollable let's say pag nag da down time error, nagsy system error. Yan yung mga down side. Tapos yung external situation like, nagkaron tayo ng COVID, so parang yan, yan yung mga downside na dapat meron tayong back up. Meron tayong ahh BCP (business continuity program) para yung continues ng work naten ay maging smooth.</i>	Hard to communicate with clients, downtime errors, system errors, COVID-19

As for **Table 1.3** maintaining boundaries, managing time effectively and addressing professional and personal needs amidst demanding circumstance's theme emerge. Its sub-themes involve schedule, still high workload and pressure, limited time for family and personal activities, responsibilities at work and home, lack of manpower, difficulty disconnecting from work, hard to communicate with clients or dealing with different clients was derived on the experienced encountered of the ten participants of BPI Solenad 3 branch. The scheme of this is to communicate what are the key challenges they face in balancing their professional and personal life at BPI Solenad 3 branch. Hinges on this the management can implement regular check-ins or one-on-one sessions with employees to foster open communication and address any concerns regarding workplace assumptions. For instance, supervisors can schedule weekly or monthly meetings where employees can express their thoughts and feelings about the branch environment, ensuring that their voices are heard and their assumptions are acknowledged. Additionally, overtime, downtime system errors and the COVID-19 pandemic. Basis for this are Mordi 2019 still from research gate where a prevailing practice that permeates across the globe is the adherence to arduous 80hour workweeks. Consultants operating within the industry are compelled to acclimate themselves to the expectations set forth by their clients, which include the endurance of such rigorous work hours. Where

also the demand of clients exhibits variations across different countries, for instance, in the United Kingdom, clients hold the expectation for consultants to dedicate extensive hours within confines of offices, surpassing the expectations of clients in another country.

Table 1.4
Textual Interview Question 4: What coping strategies or mechanisms do you employ to manage work-related stress and maintain a sense of balance?

Through Time Management and Well-being Activities

PARTICIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>Time management and prioritization</i>	<i>Time management, prioritization, self-care</i>
VENUS	<i>Time management. Yan dapat alam ko ang priorities ko, mapa-work man or mapa-family</i>	
EARTH	<i>Time management and pri-prioritization. Time management skills and self-care practices to maintain a healthy balance between professional and personal life.</i>	
NES	<i>Strategies ko, ahh after work ahh dapat pag nasa labas kana iwan mo na yung work sa trabaho, hindi na sya dapat mo syang iniisip. Then kung feeling mo naman na marami kang, time management, dapat alam mo kung kailan yung priorities mo. So if you feel na parang mejo na bu burn ka na, pause for a while, then think positive then tsaka ka mag balik sa work, kasi pag hindi mo nagawa yon, ma mapipilitan kang ba burn at baka mawala kana sa focus.</i>	
JUPITER	<i>I prioritize tasks, ahh set realistic goals and break down large projects into smaller manageable tasks ahh to reduce overwhelm and stay organized.</i>	
MERCURY	<i>Specifically, to manage all the stress that I feel during the time that I'm working. Ahh during Saturday's I do watch my favorite K-dramas during my lunch breaks.</i>	<i>Watch favorite K-dramas</i>
MARS	<i>To manage my stress or maintain sense of balance is during my free time like my lunch. On my lunch I watch short movies and etc.</i>	<i>taking breaks and recharging,</i>
SATURN	<i>I take break to rest and recharge throughout my work ehh throughout my off. I do read books, watch Korean dramas, scrolling social media and take enough sleep.</i>	<i>reading books and social media, going out with family hobby</i>
URANUS	<i>Ahh go out with my family, on weekend or in my rest day. Treat myself, do my hobby.</i>	<i>good relationship with colleagues</i>
STAR	<i>Syempre ang strategy jan is, sinabi ko nga kanina mas importante saken yung relationship ng mga empleyado saka kapwa mo kaopisina. Syempre if ever na, na ma maano mo yung, positive vibes jan. syempre hindi ka naman ganon mag hihigpit. Syempre meron ka rin time na, na lumabas kayo, mag outing, kumain sa labas. So regularly yon dapat, para, para maramdaman nila na, na ang management or ang mga officer nila e hindi sila pinababayaan. Syempre nandon na yun na pag iigihin nila yung trabaho nila, ahm hindi tatamarin sila, syempre nakikita nila na, na nandon si boss nila na laging naka agapay at</i>	

tumutulong sa kanila.

As for **Table 1.4** the emerge theme is all about broadly time management and well-being activities was derived from the ten participants experiences, they've encountered at BPI Solenad 3 branch. Its sub-theme pivot on time management itself, prioritization, taking breaks, recharging, reading books, watching favorite K-dramas, social media, selfcare, hobbies, going out with family and good relationship with colleagues.

The scheme of this is to communicate what are the coping strategies or mechanisms they employ to manage work-related stress and maintain a sense of balance. Hinges on this the management can organize regular team-building activities where employees can bond, share their coping mechanisms for personal struggles, and learn from each other's experiences. Additionally, creating designated spaces for relaxation or meditation within the branch premises can encourage employees to take short breaks and recharge during busy workdays. Moreover, establishing a culture of mutual respect and open communication where employees feel comfortable expressing their ideas and perspectives can help reduce stress and foster a supportive environment where everyone feels valued and understood.

This supports the idea of scholars such as Bacik and Drew (2019) echoed by de Janasz(2022) where a plethora of provisions that seek to enhance the well-being of individuals will encompass a range of areas, including healthcare arrangements, fitness program, and dietetic support. Also, it is widely acknowledged that subjecting oneself to such arduous labor can have deleterious effects on one's sense of self-worth and overall well-being. According to Alos, an author on the Guest website. In a survey conducted in the U.S workforce, it found out that 57% of Gen Z believe that technology enables them to perform productively, while the other 52% of Gen Z they prefer to work in an open office and talking with other people or when they work around noise are made them to be more productive. In contrast to Gen Z, 60% of Baby Boomers said that they are productive when it's quiet. Numerous erudite individuals posit that our examination should not be confined solely to the analysis of individual coping mechanisms. Instead, it is imperative to direct our attention towards comprehending the impact of organizations on the work-life equilibrium experienced by their employees.

Table 1.5

Textual Interview Question 5: What role does the organizational culture at BPI branch play in shaping your experiences of work-life balance?

Supportive Leadership and Positive Treatment of Employees

PARTICIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>Recognition of work-life balance</i>	recognition of work-life balance
EARTH	<i>Recognizing and supporting work ba life balance contributes to higher job satisfaction. Increase proto, productivity and better retention rates among employee</i>	
MERCURY	<i>Our working relationship is okay, ahh but we all want to see our leaders to be a compassionate on how, on how we feel in this kind of setup. Ahh for them to ahh understand our day-to-day experience because it will help us cope with all the stress that we are having in our work and in our personal lives</i>	supportive and compassionate leadership
SATURN	<i>It's supportive leadership, managers who prioritize work-life balance and lead, lead by example, fostering a cul culture where we employees feel comfortable balancing our personal and professional lives</i>	
STAR	<i>Ang, usually syempre sa management, ahh para nagkakaran ka rin ng positive dapat maganda yung pakikitungo ng manangement sa inyo, syempre sa tamang pasahod, sa sa binibigay nilang, ahh</i>	good treatment of employees, salary, incentives,

	<i>anong word yun, ayung, ayon kasama na yon, mga incentives etc. Syempre pagka nag benta ka may mga incentives. Syempre usually si, si BPI naman ngayon, nakakatuwa kasi hindi lang tinutulungan sila officer. Tinutulungan din sila staff, so balance sila, Isang kinaganda din niyan, ang mga officer ng BPI nong araw ay nahuhuli in terms of sahod, ngayon number one na ang BPI ngayon sa mga officer sa sahod, so yon. Actually, si simula ngayon nakikita naman natin na pati staff kasama sa pag unlad at pagtulong ng management din. Win-win situation syempre basta si management okay, okay rin sa baba.</i>	management support
JUPITER	<i>Organizational culture plays a crucial role in shaping my experience, ahh experiences work-life balance by creating and encouraging, encourages a healthy integration of work and personal life.</i>	encouragement
VENUS	<i>Clear communication and expectation as me, ayyy expectation sa aking role sa branch as officer or as staff sa and and follower sa boss ko</i>	clear communication and expectation
MARS	<i>Ahh working with my colleagues and officers made me aspire for more. Ahh having to work on a Saturday banking schedule branch made me realize that you need to have a strong mind, heart and health because it is really not a joke. It will test the whole you.</i>	working with my colleagues and officers
URANUS	<i>It serve an important role, in actively affects the time I have for myself and my family. It being my full-time job and main source of income</i>	affecting time for work and family
NEPTUNE	<i>Ahh let's say ahh yung oras ng work iba iba, hindi mo na kailangan mag file ng leave kasi na e stretch yung day-off mo napapalitan mo sya if you want to go to some important na, na lakad. Since regular days yon napaka easy access sayo na mag leave kasi yung Saturday banking flexible yung oras tsaka flexible yung date ng iyong VL.</i>	flexible time

As for **Table 1.5** the emerge theme is all about supportive leadership and positive treatment while the sub-themes are recognition of work-life balance, management support, encouragement, supportive and compassionate leadership, good treatment of employees, salary, incentives, clear communication and working and flexible time affecting work and family. It was derived from the experience of ten participants, they've encountered at BPI Solenad 3 branch.

The scheme of this is to communicate what role does the organizational culture at BPI Solenad 3 branch play in shaping their experiences of work-life balance. Hinges on this management can establish a habit of regularly recognizing and acknowledging employees who demonstrate diligence or excel in work. This can be done through employee appreciation programs, where outstanding performance or contributions are publicly acknowledged and rewarded. Also, providing resources and support systems such as mentorship programs, professional development opportunities, and access to wellness initiatives can further demonstrate management's commitment to the well-being and growth of their employees.

In theory of Nordenflycht in 2019 where individuals known as bankers find themselves grappling with the weight of lofty client expectations. The demands placed upon them are often formidable, requiring a delicate balance of skill and finesse. Moreover, there are no strangers to the relentless march of time, as they navigate through conflicting deadlines that arise from juggling multiple projects simultaneously. The very fabric of their professional existence is woven with the threads of urgency and efficiency. Yet, it is not solely the external pressures that shapes their lives. Their managers, the guiding hands that steer their professional paths, cultivate an environment steeped in a culture of high performance. In various scholarly inquiries, it has been discovered that organizations, with a discerning approach, embrace and advocate for work-life balance policies, recognizing

their strategic significance. The discourse of high-performance expectations is a subject of considerable deliberation, particularly within the realms of legal counsel, financial experts, banking professionals, corporate leaders, strategic consultants, information technology specialists, and tax advisors by Ylijoki in 2019.

Table 2.1
Structural Interview Question 1: How do you typically prioritize your tasks and responsibilities to manage both work and personal commitments effectively?
Organization and Effective Management

PARTICIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>Mostly delegating task and seeking support</i>	delegation and asking support
VENUS	<i>Delegating tasks and seeking support to everyone sa branch. Utilizing time management techniques and identifying and focusing on my priorities and priorities sa tasks naming sa branch.</i>	
MERCURY	<i>Ahh in our line of work everything is priority, but being a mother ahhh is my top priority and my responsibility to my son and family and then the rest will follow.</i>	prioritizing
MARS	<i>Everything is a priority and important in our work. And for me having a weekend is so important because I can do all my priorities and responsibilities. So typically family matters is the first thing on the line of these priorities.</i>	
SATURN	<i>Working at the bank, uhhh everything should be a priority, but of course I made sure to priorities my responsibilities. My families because they really are my treasure in this world.</i>	
URANUS	<i>If time is too constricted, do first the urgent task. Second, the task should be accomplished on a daily basis. Lasty, less important task that can be accomplished next work day.</i>	
EARTH	<i>Ahh, ah set boundaries and time management. Make sure ah I make sure that I set boundaries between my work and personal life.</i>	setting boundaries and time management
JUPITER	<i>Establishing goals and objectives for both my work and personal life. Ahh this helps me stay focused and ensures that ah I allocate time and resources effectively to accomplish what matters most.</i>	establishing goals and objectives for both my work and personal life
NEPTUNE	<i>Ahh As I said earlier ah sa work ko, dapat marunong ka ng time management. Alam mo yung priorities mo, mag se set ka ng rules mo, regulation mo para yun yung I a adapt mo sa sarili mo. Kase since ang pasok ng may mga Saturday ay late, na-avoid mo yung rush. Kasi mas mahaba yung time na makapagwork ka pa dahil minsan naman yung mga client hindi naman agad sila sabay sabay na dumadating. Na aadjust na.</i>	time management
STAR	<i>Usually jan is, para maging effective ka, both. Syempre nanjan yung time management, so kung ano yung dapat mong unahin, unahin mo. And then kung papano mo rin i-handle lahat ng mga nakapaligid sayo.</i>	

As for **Table 2.1** the emerge theme derived from the ten participants on the experienced, they've encountered at BPI Solenad 3 branch is all about is through organization and effective management with its sub theme consist of still time management, prioritizing, setting boundaries, establishing goals and objectives for both work and personal life, delegation and asking support.

The scheme of this is to communicate how do the BPI Solenad 3 branch employes typically prioritize your tasks and responsibilities to manage both their work and personal commitments effectively. Upon this by implementing digital platforms and applications that streamline tasks, facilitate communication, and promote flexible work arrangements can significantly contribute to better time management. With the leveraging technology, employees can access resources and collaborate with colleagues more efficiently, allowing them to accomplish tasks within designated time frames while still having time for personal pursuits and responsibilities. Additionally, adopting digital solutions for scheduling, task prioritization, and work arrangements can empower employees to manage their workload more effectively and adapt to changing work demands. Through a strategic utilization of technology, the branch can create a work environment that prioritizes efficiency, flexibility, and employee well-being, fostering a culture of productivity and work-life balance.

The scholars like Shaw, Delery, Jenkins, & Gupta in 2018 give evidence that adequate support and training must be disseminated to all parties and managers should lead such meetings with their employees for information. Employers should also keep in mind that assessing employee's performance is an ongoing procedure that doesn't occur only once a year. Self-evaluation and goal-setting on the part of the employee are important to effective performance reviews. In addition, it is recommended that employers do their utmost to clearly and effectively explain to their employees and provide appropriate benchmarks against which employees can be evaluated. This supports the statement that employee productivity measures how effective your workforce is over a set of periods. The relevance of work-life balance policies and practices becomes particularly pronounced within the extraordinary realm of high-performance work.

Table 2.2
Structural Interview Question 2: How does the work environment at BPI branch influence your ability to maintain a healthy work-life balance?

Supportive and Positive Work Environment toward Job Satisfaction and Personal Fulfillment

PARTICIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>Work load and expectations, expectations</i>	workload and expectations
VENUS	<i>Leadership and organizational support, workload and expectation siguro. Isang way yan na makapag work-life, may healthy ako na work-life balance.</i>	leadership and organizational support, workload, and expectation
MERCURY	<i>This experience really tested my patience and understanding which help me to be stronger in facing day to day challenges at work. But if you will really think the context of work-life balance it made me think twice.</i>	testing of patience and understanding
EARTH	<i>At some point this made me discover that I can do things, these things. My colleagues to cope up with this work arrangement.</i>	can do things
MARS	<i>Our working relationship is okay. We are able to say that we are best in such thing and what we are lacking especially on our day-to-day process. On the way we transact our clients, the only challenges is sometimes I don't know if the suggestions that we are venting out is validated.</i>	positive and enjoyable working environment

SATURN	<i>Working, environment make life at work more enjoyable and easier and it help me to cope up with stress and anxiety on day-to-day work challenges.</i>	
URANUS	<i>By maintaining harmonious work environment with, with my officemate, I'm able to get job done better than working alone.</i>	
JUPITER	<i>Setting clear boundaries between work and personal life helps me maintain a separation between the two allowing me to fully engages in both, ahh in both ahh domains ahh without feeling overwhelm or burn out. And ahh practicing mindfulness ahh techniques helps me stay present and focus ahh reducing stress and enhancing my overall sense of well-being both work and in personal life</i>	setting clear boundaries work and personal life
NEPTUNE	<i>Ahh okay, sa mga kasamahan mo sa trabaho kasi pag, makikita mo lahat sila ay healthy, positive outlook at maganda yung kanilang performance when it comes to work. Nabu boost yung moral mo na gusto mo mag participate, na gusto mo ding pag maganda yung trabaho sa isang community parang pare pareho kayo, gusto nyo lahat mag, ahh mag prosper, kasi iisa yung inyong goal. Na ang goal nyo ay dapat mag excel sa branch. Kaya kung lahat kayo iisa yung goal nyo, you're on the right tract. Ahh hindi nali limit yung progress mo as an individual. Kasi lahat sila good example kaya para magiging ahh positive ang outlook mo na tularan sila. Lalo na ang, lalo na kung ang lahat ng kasamahan mo ay very efficient, ahh goals oriented, pati yung camaraderie nakukuha mo yung meron kayong team work.</i>	colleagues' positive outlook, having same goals
STAR	<i>Actually, si BPI, ahh in terms of, of time sa trabaho hindi naman sila mahigpit. Usually better nga minsan sa mga bossing mo mas maganda na pinapauwi ka na maaga. Tapos may time, may time ahh sila pa nag e-encourage sayo na magkaron ng family time. Usually yun yung mga boss naten, tapos kahit nagkaron tayo ng six days banking mayron pa rin dalawang araw na binibigay sayo si BPI na umabsent, kaya lang syempre may time talaga na hindi mapupunta sayo yung dalawang araw na magkasunod. So yun yung nagiging problema, yun lang yung nakikita kong problema. Pero ahh may mga time naman na kaming mga, may mga time na sa empleyado naman basta dalawang araw ang wala silang pasok okay lang kahit anong araw sya. So nandon pa rin na nabibigyan pa rin kami ng, ng pagkakataon na magamit yung dalawang araw na walang pasok. Ahh saa kahit six days sya at Monday-Saturday okay pa rin yung trabaho namin at, at kahit papano nabibigyan din oras namin ang mga pamilya namin.</i>	positive treatment of bosses, encouragement flexible leaves

As for **Table 2.2** the emerge themes was derived from the ten participants on the experienced, they've encountered at BPI Solenad 3 branch are all about supportive and positive work environment toward job satisfaction and personal fulfillment, its sub-themes garner positive treatment of bosses, leadership and organizational support, testing of patience and understanding, workload and expectations, setting clear boundaries between work and personal life, positive and enjoyable working environment that can do new things and what employee wanted, colleagues positive outlook and having goals, encouragement and flexible leaves.

The scheme of this is to communicate how does the work environment at BPI Solenad 3 branch influence their ability to maintain a healthy work-life balance. Upon this the branch can carry out initiatives that acknowledge and recognize employees' efforts in adapting shifting work demands. This could involve regularly acknowledging employees who demonstrate resilience, innovation, and dedication in overcoming challenges and achieving success amidst evolving work scenarios. Also, BPI Solenad 3 can establish mechanisms for soliciting feedback from employees regarding their needs and concerns, ensuring that their voices are heard and valued in decision making process. Generally speaking, this can cultivate a work environment where employees are motivated, feel supported and empowered to navigate the work demands while maintaining job satisfaction

and personal fulfillment. Mac Dermid and Marks in 1996 emphasize that in achieving a better balance between work and home responsibilities results in a reduction of conflicts experienced by employees. Employees that possess a balanced approach will effectively fulfill their responsibilities in both roles and will not allow any unexpected situations to have a long-term impact on their performance. The equitable involvement of employees in both their work and family responsibilities is anticipated to have a favorable effect on an individual's overall well-being. This balanced engagement is likely to decrease conflict and stress arising from the juggling of work and family commitments by Frone M.R. of research gate in 1992.

On the other hand, Greenhaus discussed the equilibrium between positive participation and negative involvement which emphasized that persons who invest a significant level of engagement in both their professional and family duties, and also distribute their engagement equally across these positions, demonstrate a healthy balance of involvement. While individuals that exhibit minimal engagement demonstrate an unfavorable balance of involvement.

Table 2.3
Structural Interview Question 3: How does your perception and experiences of work-life balance evolve over your tenure at BPI branch?

Through Personal and Professional Growth

PARTICIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>I think learning and adaptation</i>	learning and adaptation
VENUS	<i>Adaptation, adaptation sa co-workers. Adaptation sa pag palit palit ng branch.</i>	
MERCURY	<i>For me its really a different experience every year everyday is a challenge that you need to face and you really need to think a ways on how to find a best solution to address this challenges</i>	solving problems
URANUS	<i>The longer I stay, I get used to, work setup thus I'm finding better ways to juggle my way through on a daily basis.</i>	
STAR	<i>Syempre usually jan pag ka mas matagal ka sa banko, ahh mas alam mo kung ano yung tama saka sa mali. Habang tumatagal ka sa trabaho, usually lahat ng nagiging problema na, na nakukuha mo or na naibigay sayo, kayang kaya mo syang sagutin, sagutin, kayang kaya mo syang ayusin. So sa tagal mo sa trabaho, yun yung nakikita mo na, na lahat parang may experience ka na kahit ano man tao o kahit anong complaint ang makukuha mo, baliwala sayo.</i>	
EARTH	<i>Ahh different experiences every day. Different challenges inside the branch as my tenure further but this make me strong to face all this.</i>	stronger employee
MARS	<i>Over the five years in the Unibank, I've experience different things every year. There are lot of irate clients, demanding wants, innovations and tech challenges but I say to it that I condition myself to face these challenges every set of a way.</i>	conditioning
JUPITER	<i>My perception and experiences of work-life balance have evolve from a focus and career advancement to ahh to more holistic understanding of well-being self-care integration of uhmm personal life ahh though continuous learning and self-reflection I strive to maintain a healthy balance that allowing ahh allows me to ahh to strive both professional and personal life.</i>	holistic understanding of well-being

SATURN	<i>Being at the bank for (quiet) sometime made me experience a lot of things, there is at, there is this day that I wanted to quit because of the anxiety that I sometimes felt but I see to it that I remind myself the happy faces of my colleagues and my clients and from there I still see hope and I continue this journey.</i>	being hopeful
NEPTUNE	<i>Over for my twent, tenure almost thirty years, so obvious naman na gusto ko yung ginagawa ko, gusto ko yung trabaho ko, ahh masaya ako sa trabaho ko, na nasu-sustain ng aking employer kung ano yung needs na kailangan ko so far, kaya gusto ko yung vison ng company, maganda yung kanilang, ahh may vision sila at meron din sila sa mga, tumutulong sila sa mga charitable institution. Ahh Maganda silang example na hindi lang sila after sa company nakakatulong din sila sa community as one.</i>	loving what she does

As for **Table 2.3** the emerge theme was derived from the ten participants on the experienced, they've encountered at BPI Solenad 3 branch are all about though personal and professional growth. Its sub-themes consist of learning and adaptation, conditioning, holistic understanding of well-being, solving problems, being hopeful, stronger employee while loving what he/she does.

The scheme of this is to communicate how does their perception and experiences of work-life balance evolve over their tenure at BPI Solenad 3 branch. Upon this, they could implement initiatives that prioritize professional development especially continuous learning opportunities. For the guide, they could offer regular training sessions, workshops and seminars aimed at enhancing employees, skills, knowledge and competencies that may be relevant to their roles and aspirations. They could also establish mentorship programs where experienced employees can provide guidance and supports to junior staffs that can facilitate their growth and development within the organization. Because investing in people particularly in professional growth and providing opportunities for advancement can also create a culture where they are feeling valued, motivated and empowered to reach their full potentials. Both professional and personal. In the realm of human existence, there exists a delicate dance between the realms of work and life. This is a concept that has captivated the minds of individuals across the ages. Embedded within the fabric of work-life the noble intentions behind support and compensation policies are to bestow a favorable impact upon the employees' perceptions of their delicate work-life equilibrium. Indeed, the perceptions surrounding that can be profoundly shaped by the intricate web of societal interactions and cultural norms that envelop us. This intricate dance of existence is not an isolated phenomenon, but rather a reflection of the prevailing social context. The prevailing attitudes, beliefs, and values held by individuals within a given society can exert a profound influence on how one perceives and navigates the delicate interplay between professional obligations and personal fulfillment. The true compensation extends beyond the realm of money, and lies within the realm of personal growth and development. Not merely a form of recompense, for employees are also bestowed with the opportunity to partake in training and development, serving as a pillar of support by Drew and Murtagh in 2022 and echoed by Grawit in 2019.

Table 2.4
Structural Interview Question 4: How do you communicate with your colleagues and superiors about your work-life balance needs and challenges?

Significance of Constructive Feedback and Supportive Relationships

PARTICIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>Simple as providing feedback</i>	Feedback and direct

MERCURY	<i>Normally I usually tell them what I felt especially when I'm exhausted with the workloads everyday stress at work, but sometimes I tend to hide my emotions thru tears when I'm alone and when I'm no one to talk to.</i>	communication
VENUS	<i>Kailangan may direct communication, yung and then mag li lead ka ng examples sa mga colleagues.</i>	
EARTH	<i>I talked to them I also asked them on what they feel. Sometime we ate out and talked about what's happening to us inside work and more on work and life update.</i>	
MARS	<i>Ahh I share my thoughts to my colleagues both sa positive and negative.</i>	
JUPITER	<i>Communicating with colleagues and superiors about life ahh about work-life balance needs and challenges involves openness and clarity and professionalism by ahh engaging in open ahh open and honest communication.</i>	
SATURN	<i>I made sure to share my thoughts and ideas that will possibly contribute to the positive welfare of everyone.</i>	
URANUS	<i>On a friendly term while maintaining professionalism. Open communication if the key. It should be both on the side of the staff, on the side of superior to make it effective.</i>	
NEPTUNE	<i>Pag sa mga colleagues ko naman, kung may nakikita akong may mga potential na kasamahan ko na kailangan naman sila i-promote at masipag, pwede akong mag mentor sa kanila kasi dun palang parang natuturuan mo na rin sila na alam mo na meron din silang ahh gustong marating sa kanilang profession kaya if you feel na, na meron silang potential na soon to become an officer at very responsible sila. Why not? Pwede natin silang i-recommend kung talagang deserve nila.</i>	mentoring
STAR	<i>Usually naman ahh ang maganda sa mga boss natin, pag meron kang problema o meron kang hindi ma meet sa mga demand nila o sa mga quota, nauunawaan naman nila. So binibigyan ka pa rin ng chance na mag improve, ahh binibigyan ka ng chance na, na tapusin kung ano yung mga hindi mo natapos. Hindi naman sila ganon kahigpit na pag ka hindi mo nagawa e masama ka na sa kanila. Hindi sila ganon. Pede rin na ano, sa syempre pag nagkaron ng problema, may mga time na dapat kausapin mo ang mga staff mo, so ahh makita mo kung ano yung mga side nila at i-try mo naman unawain at bigyan sila ng, ng payo kung ano ang tamang pedeng gawin.</i>	understanding and helping employee improve

As for **Table 2.4** the emerge theme are all about significance of constructive feedback and supportive relationships was derived from the ten participants on the experienced, they've encountered at BPI Solenad 3 branch. Its sub-themes are direct communication, under-standing, mentoring and helping employee to improve. The scheme of this is to communicate on how do they communicate with their colleagues and superiors about their work-life balance needs and challenges. Upon this motivation serves as the vital driving force inside an organization. Motivated employees possess certain characteristics. One way to achieve this is by encouraging regular and open communication channels where employees feel comfortable providing feedback to one another.

For example, the organization could implement weekly team meetings or feedback sessions where employees have the opportunity to share their thoughts, ideas, and concerns in a supportive and non-judgmental environment. Managers and team leaders can lead by example by offering constructive feedback to their team members on a regular basis, acknowledging their efforts and contributions, and providing guidance for improvement when needed. By promoting a culture of open communication and constructive feedback, branch can enhance teamwork, foster stronger relationships among employees, and ultimately improve overall performance and productivity. There is a strong need for improved methods of gauging worker productivity and morale, and this is where the performance appraisal system comes in. According to research by Selvarajan and Cloninger in 2021 a well-implemented performance appraisal system can significantly increase employee motivation. An employee's performance appraisal is a method for assessing and sharing information about the worker's execution of job duties and developing strategies for making those tasks easier. According to research by Vasset, Marnburg, and Furunes in 2020 a formal performance appraisal system is an effective method for raising workers' productivity inside an organization. An employee's performance review is crucial since it

provides feedback on their work, helps managers pinpoint areas for improvement, and sets the stage for future growth. According to Bagraim in 2020, it is crucial for a manager to possess a comprehensive understanding of employees and the factors that drive their motivation. This is because maintaining high levels of motivation among employees significantly contributes to the overall success of the firm. Employees that possess a high level of motivation have a strong drive to perform their utmost potential, surpassing the efforts exerted by their less motivated counterparts.

Table 2.5

Structural Interview Question 5: How do you navigate the demands of a Saturday banking schedule, and what impact does it have on your overall work-life balance?

Resilience, Optimism, Effective Coping Strategies in Facing Adversity and Managing Time Effectively

PARTICIPANT	RESPONSES	SUB-THEMES
PLUTO	<i>I think it's just a time management.</i>	time management, setting boundaries, and adjustment
VENUS	<i>Demands, time management and then setting boundaries and knowing my priorities outside and at work.</i>	
STAR	<i>Navigate, so, so para sa kinabibilangang magkaron ng oras sa family ko, syempre may time na nagkakaroon ako ng kulang sa oras sa kanila, so syempre need lang talagang magkaron ka ng oras o sinasabi nating time management para ma-cope mo naman yung pagkukulang mo sa pamilya mo. May time naman syempre wala rin naman magagawa si family, kung si family ang pag-aanuhin natin na syempre trabaho natin to, kailangan nilang suportahan. Sa Saturday banking, may mga empl, mga staff ka na, na may time na hindi mo maiwasan na kailangan sila sa ganitong araw, kailangan sila sa ganito, so may time ang ginagawa namin jan is nag-aadjust kame. So minsan, may kakausap, kausapin nya yung isang tao, kasama nya na kung pepede magpalit sila ng oras, para ganon din sya kung may kailangan yung isang tao, ah ma humingi ng tulong sa kanilang lahat para, para don. Communication is the key!</i>	
MERCURY	<i>Ahh this setup really affects me and my family, ah they need to adjust with my schedule and sometimes all the important events and gatherings especially with my little boy growing up so fast. Ahh how I wish that the management will address our ah sentiments for us to be able to cope up with this set up. Ahh maybe they will provide us the benefits like having a recreational space or inside our workplace where we can bent our stress and anxieties.</i>	

JUPITER	<i>Saturday banking schedule is very demanding and ahh it affected my family relationship because they need to adjust on my schedule too. Ahh my day off is one Sunday and one weekday and sometimes I sacrifices somethings that I enjoy doing before like going on ahh church events and jogging on weekends and so on.</i>	
URANUS	<i>Since Saturday is a weekend that I usually spend with my family I have to make adjustments with my usual time. My family is supportive of this, thus it was easier for me than expected.</i>	
MARS	<i>Having Saturday banking schedule is very challenging because it really affects my time for my family and my me time. That's all</i>	really affects time
HAZEL	<i>Obviously, it is a very challenging because we are the only branch in South Luzon catering Saturday banking. It really tests my flax flexibility and adaptability at work special.</i>	test flexibility and adaptability
SATURN	<i>Actually, our schedule is demanding. It affected my health and my mental health as well. It affected my normal and regular programming. When I went home, I will always pray that hopefully someday I will have my week, weekends again going on trips, taking long sleep on weekends, spending time with my love ones. Hopefully, our leaders will heard this things and can be able to suggest better benefits that will help us to be able to have a better and sound mind against burnout brought to us of this working set-up.</i>	prayer and hope
NEPTUNE	<i>Inexpect na namin na during Saturday na marami talagang pumupunta kasi eto yung chance na yung mga tao na the more the Saturday the more na mas maraming tao and mas blessing na maraming pumunta, ibig sabihin more sales, more client, marami kaming matutulungang client na i-assist sila sa kanilang needs. Hindi lang dun sa banking transactions nila pati sa kanilang iba pang transactions. Let's say investment kasi yun lang din naman yung time na may mga client kami na available sila sa Saturday. So parang tini-treat nila yung Saturday banking lalo na sa mga mall as parang pasyalan nila. Yung Saturday parang one stop shop na para sa client.</i>	positivity

As for **Table 2.5** the emerge theme are through resilience, optimism, effective coping strategies in facing adversity and managing time. It was derived from the ten participants on the experienced, they've encountered at BPI Solenad 3 branch.

The scheme of this is to communicate how do they navigate the demands of a Saturday banking schedule, and the impact does it have on their overall work-life balance. Upon this, the sub-theme emerges are time management, setting boundaries and adjustments, adaptability and flexibility, positivity, hope and prayer. By this, numerous factors contribute to the work-life balance experience of BPI Solenad 3 branch employees that emphasize the role of organizational support and family-friendly policies in enhancing that suggest supportive workplace environment positively impact employee's abilities to navigate their professional and personal responsibilities.

The notion of quality of work life refers to a favorable work environment that includes factors such as fair compensation, welfare initiatives, flexible work arrangements, positive interpersonal relationships, and growth possibilities. By Ahmad and Obeidallah in 2019 quality of work life encompasses the various aspects of work, including the physical, mental, social, and economic dimensions. It is anticipated to yield favorable results for both the employee and the organization. Therefore, it is asserted that the level of work life quality directly influences employee happiness and job performance. It is demonstrated that, except from income levels, demographic parameters such as age, gender, and marital status had little impact on the quality of work life.

Therefore, income emerges as the crucial element for evaluating it. Thus, this element continues to be important and constant across many businesses and economies. It defines the quality of work life as a three-dimensional concept that includes freedom and acknowledgment, rewards, and a method for addressing grievances. The concept of work-life balance is associated with reduced stress levels and enhanced well-being among employees.

Table 3.1
Overall Textual Interview

	TEXTUAL QUESTION	THEMES EMERGE
1	<i>What does work-life balance mean to you personally, within the context of your role at BPI branch?</i>	Managing time for work and personal life
2	<i>What specific aspect of your job contribute positively or negatively to your overall work-life balance?</i>	Workload, Time Pressure and Interactions
3	<i>What are the key challenges you face in balancing your professional and personal life at BPI branch?</i>	Maintaining Boundaries, Managing Time Effectively and Addressing Professional and Personal Needs Amidst Demanding Circumstances
4	<i>What coping strategies do you employ to manage work related stress and maintain a sense of balance?</i>	Through Time Management and Well-being Activities
5	<i>What role does the organizational culture at BPI branch play in shaping your experience of work-life balance?</i>	Supportive Leadership and Positive Treatment of Employees

As for **Table 3.1** the overall emerge themes from the textual interview questions are first, managing time for work and personal life, second, workload, time pressure and interactions, third, maintaining boundaries, managing time effectively and addressing professional and personal needs amidst demanding circumstances, fourth, through time management and well-being activities, and fifth supportive leadership and positive treatment of employees are derived from the ten participants on the experienced, they've encountered at BPI Solenad 3 branch.

The BPI Solenad 3 branch employees have various concepts of work-life balance. Employees personal definitions of work-life balance differ from one another. The necessity of keeping work and personal life distinct, effective time management to balance obligations and the significance of being able to detach from work during downtime completely are all common. They use a combination of internal and personal strategies to meet their needs and overcome the obstacles of work-life balance. Important strategies include defining boundaries between work and personal life, managing time well, and taking advantage of flexible work schedules when they are offered. Even though they have different perspectives on work-life balance they all

agree that keeping clear boundaries between their personal and work lives is vital. The ability to completely separate oneself from work-related activities during personal time and effective time management are essential components of attaining balance. In a recent discussion achieving work-life balance is regarded as crucial for enhancing productivity, well-being, and maintaining a harmonious family life en-compasess skill use and efficiency. A competitive or high-pressure environment is perceived as demanding, whereas a positive, empathic workplace culture that fosters mutual respect and understanding is considered supportive and effective work-life balance because workplace culture and community have a critical role in assisting or impeding employees' ability to achieve a work-life balance going into integration.

Table 3.2
Overall Structural Interview

	STRUCTURAL QUESTION	THEMES EMERGE
1	<i>How do you typically prioritize your tasks and responsibilities to manage both work and personal commitments effectively?</i>	Organization and Effective Management
2	<i>How does the work environment at BPI branch influence your ability to maintain healthy work-life balance?</i>	Supportive and Positive Work Environment Toward Job Satisfaction and Personal Fulfillment
3	<i>How does your perception and experiences of work-life balance evolve over your tenure at BPI branch?</i>	Through Personal and Professional Growth
4	<i>How do you communicate with your colleagues and superiors about your work-life balance needs and challenges?</i>	Significance of Constructive Feedback and Supportive Relationships
5	<i>How do you navigate the demands of a Saturday banking schedule and what impact does it have on your overall work-life balance?</i>	Resilience, Optimisms, Effective Coping Strategies in Facing Adversity and Managing Time Effectively

As for **Table 3.2** the overall emerge themes from the structural interview questions are first, organization and effective management, second, supportive and positive work environment towards job satisfaction and personal fulfillment, third, through personal and professional growth, fourth, significance of constructive feedback and supportive relationships, and fifth resilience, optimisms, effective coping strategies in facing adversity and managing time effectively are derived from the ten participants on the experienced, they've encountered at BPI Solenad 3 branch.

The importance of organizational support in influencing the bank staffs experience with work-life balance is heavily stressed. Employees favor work-life balance-promoting organizational policies, professional development opportunities, and supportive management practices. Employees general well-being is directly influenced by their capacity to maintain a work-life balance or lack thereof. Many claim that a good work-life

balance improves overall health, reduces stress, and improves job satisfaction, while a bad work-life balance causes burnout, poorer productivity, and negative health effects. There is a common consensus that when employees have a higher quality of work life, they tend to be more content with their jobs, leading to a beneficial influence on their work-life balance. Contented personnel make more significant contribution to the growth of the firm and exhibit self-motivation. Employees who are self-motivated are valuable to the organization. Organizations do not need to allocate additional funds for periodically encouraging their personnel, instead it would be more beneficial to allocate funds towards skill enhancement. A content and fulfilled employee in a company would result in a decrease in the employee turnover rate. The decrease in personnel turnover will enhance the organization's worth. Rather than allocating funds towards the recruitment of new personnel, firms have the option to deploy the resources for alternative developmental endeavors or to enhance the overall work environment and employee satisfaction.

V. SUMMARY OF FINDINGS, CONCLUSION & RECOMMENDATION

This chapter summarizes the key findings drawn from the research that simplifies the theme insights into a comprehensive synopsis, states the analysis conclusions and offers practicable recommendation for improving work-life balance within the enterprise. In order to promote an atmosphere that support employees personal and professional well-being, the implication of these findings for the future organizational practices, policy making and academic research will be explored.

SUMMARY OF SIGNIFICANT FINDINGS : The following are the summary of significant findings upon collecting and analyzing the data gathered from the participants:

1. Based on the themes that surfaced from the participants the live experience of the respondents illustrates the wide range of individual definitions of work-life balance. The need to manage time for work and personal life, the workload, time pressure, and interactions, are the aspects that contribute to work balance and work-life balance. Furthermore, the challenges faced such as professional and personal needs amid demanding circumstances, where they employ coping strategies such as through time management and well-being Activities and lastly, supportive leadership and positive treatment of employees of the BPI branch could shape their experiences.
2. The bank employees face the demands and challenges of organization and effective management, and to maintain this organization and effective management are needed. As a result, the experiences of work-life balance evolve through personal and professional growth. With the significance of constructive feedback and supportive relationships, employees communicate with their colleagues and superiors. Finally, to navigate these demands resilience, and optimism serve as an effective coping strategy in facing adversity and managing time effectively.
3. Combining lived experiences and employee demands and problems yields a holistic work-life balance understanding. Effective time management, organizational assistance, flexibility, professional development, and a supportive working culture are included. A work-life integration model like Google's can boost employee satisfaction. Coffee breaks, resting lounges, and other activities to enhance employee happiness can create a more engaging and supportive workplace.

CONCLUSIONS : After presenting comprehensive data and analysis, the following synthesizes the core insights of the study and articulates the significant implications of the findings for this research:

1. Different viewpoints on work-life balance are held by employees, who emphasize the significance of having distinct boundaries between work and personal life. Finding a healthy work-life balance requires both organizational support and efficient time management. The primary obstacles consist of extended work hours and substantial workloads, which are exacerbated by the particular requirements of the banking sector.
2. Employees use a variety of strategies to satisfy their demands for a work-life balance. These include of establishing limits, assigning duties a higher priority, utilizing flexible coping strategies, and utilizing support networks at work. The community and corporate culture play a critical role in helping staff members successfully manage work-life balance.

RECOMMENDATIONS : Based on the research findings, the following outlined the recommendations of this study:

Employees. To prevent burnout and maintain a healthy work-life balance, employees should establish and maintain clear boundaries between their personal and work lives. Communicate availability and work hours with managers and coworkers and use workshops and training courses to improve time management and stress reduction. Workplace peer support groups can also assist build a supportive community by sharing tactics and experiences.

Bank Establishments. Enhance flexible work policies to promote staff well-being and various demands. This includes telecommuting, part-time work, and flexible hours. Training leaders to recognize and manage work-life balance concerns and developing regular feedback systems to assess policy efficacy are also crucial.

Future researchers. Conduct longitudinal studies to track work-life balance impacts and employee adaptation to business rules and external factors. Expanding research to other industries and regions, studying how digital technologies affect work-life balance, and using quantitative methods alongside qualitative data can help identify patterns and provide a statistical foundation for effective work-life balance strategies.

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