

**WORK-LIFE BALANCE AND JOB PERFORMANCE AMONG
SALESPERSON EMPLOYEES IN AN ORGANIZATION**



UM

The University of Mindanao

An Undergraduate Thesis Presented to the Faculty of
College of Business Administration Education
University of Mindanao
Davao City

In Partial Fulfillment of the Requirements for the Degree of
Bachelor of Science in Business Administration
Major in Human Resource Management

Dianna Marie D. Siason
Irene Mae A. Gulles
Jealy S. Batocael

July 2024

ACCEPTANCE AND APPROVAL SHEET

This research entitled "**Work-life Balance and Job Performance among Salesperson Employees in an Organization**" was conducted by Jealy S. Batocael, Irene Mae A. Gules, and Dianna Marie D. Siason. In partial fulfillment of the requirements for the course of Business Research HR (BAHR 301) Code 7604 has been examined and hereby recommended for approval and acceptance.

VICENTE SALVADOR E. MONTAÑO, DBA
Dean
College of Business Administration Education

1083-0718 (2024)

423

Date of Final Defense: May 29, 2024



APPROVAL AND ENDORSEMENT SHEET

This research study entitled "**Work-life Balance and Job Performance among Salesperson Employees in an Organization**" prepared and submitted by Jealy S. Batocael, Irene Mae A. Gulles, and Dianna Marie D. Siason in partial fulfillment of the requirements for the course of Business Research – HR (BAHR 301) code 7604 under the College of Business Administration Education of the University of Mindanao.


NOREEN J. NATIVIDAD, MBA


Research Adviser

PANEL OF EXAMINERS

Accepted and approved, after examination in the final defense per requirements in the Research Protocol of the College of Business Administration Education, University of Mindanao - Main Campus, Davao City.


VICENTE SALVADOR E. MONTAÑO, DBA

Chairperson


RAMONCHITO M. NALANGAN, MM

Panel Member

Abstract

Being productive at work is crucial for employees. One of the numerous factors that could influence an employee's success at work is their work-life balance. Successful workers are satisfied with a positive work-life balance. Companies must take all possible actions to retain their top salespeople for a long time. Encouraging a healthy work-life balance is one area that has to be improved. This research evaluates the relationship between an employee's job performance and work-life balance. Employees with a poor work-life balance tend to have poor time management, which can result in self-management and stress management issues. A non-parametric test and a quantitative correlational research design were employed in this study. The researchers used an adapted questionnaire that the professionals validated. The researchers surveyed 30 respondents to determine if there is a significant correlation between the work-life balance and job performance of the salespeople employed in various malls in Davao City. The collected data were statistically processed with Spearman's rho, mean, standard deviation, frequency, and percentage to produce significant results. As a result, the work-life balance has an overall mean score of 3.50 and a standard deviation of 0.46, rated as "high," showing that respondents generally believe they can manage different aspects of their personal and professional lives at a high level. Job performance has an overall mean score of 3.82 and a standard deviation of 0.38, at a high-level rate, which implies that respondents generally think they are performing at a high level on their jobs across a range of characteristics. Spearman's rho has a correlation coefficient of 0.538, exhibiting a moderately positive relationship between work-life balance and job performance. Computed overall p-values below the 0.05 significance level lead to rejecting the null hypothesis, which implies a significant relationship between work-life balance and job performance among salesperson employees. Employees who engage in work-life balance-promoting activities perform better at work. Organizations should recognize and support the importance of work-life balance since it fosters a positive work environment, leading to improved individual and organizational performance among employees.

Keywords: *Work-life Balance, Job Performance, Self-Management, Stress Management, Time-Management*

SDG Indicator: #8 (*Decent Work and Economic Growth*)

ACKNOWLEDGEMENT

The researchers express their profound gratitude and appreciation to those who have assisted them in the preparation to conduct this study. The support, encouragement, and guidance provided by these individuals have been contributory in bringing this research paper. Without their contributions, the paper would either not exist or lack significance. Thus, the following personas or institutions are acknowledged with appreciation:

First and foremost, to **God, the Almighty Loving Father**, for providing the researchers with essential strength, clarity, direction, knowledge, and resilience to accomplish the study. His illuminating guidance is recognized as indispensable for the study's success;

To the **College of Business Administration Education Department of the University of Mindanao- Main Campus**, for allowing the researchers to hone their analytical thinking on research. They also acknowledge the valuable knowledge imparted by the department, which has truly transformed them into well-polished individuals;

To their ever-guiding research adviser, **Prof. Noreen J. Natividad, MBA**, for consistently offering encouragement, guidance, support, providing manuscript feedback, and proficiency learning throughout the research journey wherein her skills and knowledge allowed the researchers completion the research paper with quality. Her distinctive teaching method enabled the researchers to cultivate independent learning;

To their research panelists, **Dr. Vicente Salvador E. Montaña, DBA, and Prof. Ramonchito M. Nalangan, MM**, for their critique, viewpoints, and suggestions significantly contributed to improving the substance and accuracy of the paper, ultimately enhancing its overall quality;

To their research statistician, **Jesson Rey F. Sabado, MBA** for his comprehensive knowledge of analyzing the data provided and the dedicated allocation of effort and time commitment to provide the statistical data needed for completing the study;

To their research plagiarism checker, **Glendon Sobrejuanite, MBA** for his time to meticulously review the plagiarism of this research paper, ensuring academic integrity and originality has been instrumental in refining the quality of this research;

To the **research respondents** of this study, the Salesperson employees within Davao City, for their contribution, coordination, generosity, and willingness to provide and respond to their honest feedback to the survey questionnaire. Their thoughtful responses are highly appreciated;

Lastly, to the researchers' **families and friends**, for providing consistent and unconditional support in emotional encouragement, financial assistance, and unwavering understanding. For serving as a continual source of inspiration to the researchers.

The Researchers

TABLE OF CONTENTS

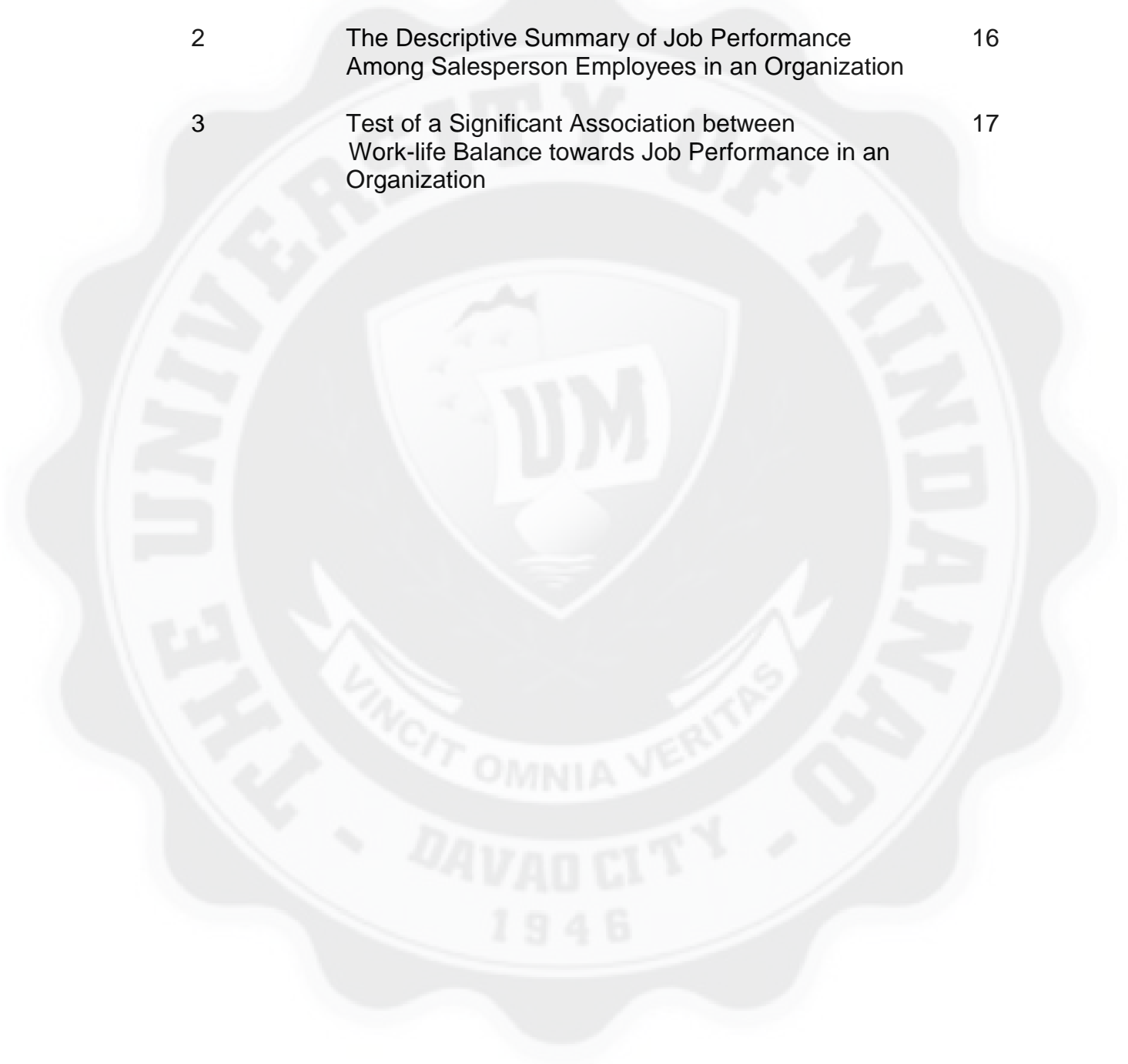
TITLE PAGE	i
ACCEPTANCE & APPROVAL	ii
APPROVAL AND ENDORSEMENT SHEET	iii
ABSTRACT	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vii
LIST OF TABLES	ix
INTRODUCTION	1
METHOD	10
Research Respondents	10
Research Materials and Instruments	10
Research Design and Procedure	12
RESULTS AND DISCUSSION	14
Level of Work-life Balance	14
Level of Job Performance	16
Significant Relationship of Work-life Balance and Job Performance	17
CONCLUSION AND RECOMMENDATIONS	
Conclusion	20
Recommendations	21
REFERENCES	24

APPENDICES

A	Letter to the Adviser	28
B	Questionnaire Validation Sheet	29
C	Summary Validator's Ratings	31
D	Letter to Conduct Study	32
E	Letter to the Statistician	34
F	Certificate from the Statistician	35
G	Result	36
H	Turn it in Certificate	39
I	Grammarly Certificate	40
J	Survey Questionnaire	41
K	Certificate of Appearance	47
L	Consent to Present and Publish Research Study	49

LIST OF TABLES

Table	Title	Page
1	The Descriptive Summary of Work-Life Balance Among Salesperson Employees in an Organization	14
2	The Descriptive Summary of Job Performance Among Salesperson Employees in an Organization	16
3	Test of a Significant Association between Work-life Balance towards Job Performance in an Organization	17



INTRODUCTION

In this modern competitive world, organizations that need to practice a balance in the fields of professional life and family life have reduced work productivity. According to Hamidi (2014), work and family are the essential aspects of most adults' lifestyles. When conflict arises between these two aspects, there are destructive implications for both individuality and organizations. Employees who cannot balance work and family life have a higher probability of job dissatisfaction and poor work performance in the workplace. Employees must balance personal and professional lives (Akinlabi, Akpa, Egbuta and Magaji, 2019). The employee is influential in developing and sustaining the organization's performance. Somehow, employees need to remember to manage their work and their lifestyle. Most people nowadays disregard work-life balance, particularly those in the business industry, such as shopping centers, which provide an easier and more convenient way to purchase for the customer. They tend to alter their inverted lifestyle, while the organization's other departments must be fixed due to the holiday season.

In the sales industry, salespeople are often known for their extended working hours and substantial workload. They are progressively concerned with their prospective customers, generating strategies, and whether their abilities and skills in sales are sufficient to achieve their respective goals. They are sometimes viewed as endless resources instead of human beings (Olech, 2023). Moreover, employees working overtime on their days off and during holidays within an organization may result in higher productivity.

However, it may be challenging, even if they appreciate the increased income. Excessive overtime to the sales staff without enough sleep can cause health problems. Employees need to rest well to have optimal performance. Without adopting a work-life balance, it can significantly affect their job performance (Lovhaug, 2024). Spending too long at work can cause employees to lose motivation and disengage. This can lead to decreased productivity, increased errors, and higher turnover rates. Working excessive overtime can harm one's personal life. Maintaining a proper balance between work and personal life is essential since it is integral to overall well-being (Timely Team, 2019). It can diminish job productivity and cause the company's accountability to fail to meet the standard because of a lifestyle imbalance (Mangaleswaran and Thevanes, 2018). Employees are human, not simply workers; therefore, they are the capital that contributes to the growth and productivity of an organization (Turner, 2023).

Globally, the work-life balance of many employees worldwide faces challenges that alter their professional and personal lives, including those in the United States of America. As mentioned in the Global Survey cited by Howington (2023), the percentage of 33 employees perceiving work-life balance has become progressively more challenging to apply. The employees are from Brazil, China, Germany, India, Japan, Mexico, the United Kingdom, and the United States, with 9,700 employees involved in the specified survey. The 33 percent of individual employees stated that work-life balance is challenging to achieve, signifying that this problem is part of a global phenomenon. In terms of salespeople, as indicated in the HubSpot survey cited by Hartmere (2019), over 500 salesperson employees circulate a

statement on how they struggle to balance their work and life, and they acknowledge that their work negatively impacts their personal lives. The salesperson needed guidance on achieving a healthy balance between personal and professional matters. In the Philippines, over 75 percent of employees struggle to embrace a healthy lifestyle between work and personal life. Employees seek workplaces that promote and support work-life balance. Many employers must address this issue, which can result in high employee turnover and affect the company's overall effectiveness. Attaining a work-life balance is challenging, especially for employees who work long hours during the holiday season and overtime on work due to the demands of their work schedules. (Dagooc, 2021).

In Davao City, a saleslady of an organization being interviewed is experiencing a work-life imbalance between her professional and personal life, causing her to perform poorly at work. Factors contributing to this imbalance include long working hours, a lack of flexible work arrangements, unrealistic employer expectations, and cultural pressures. She feels pressure to prioritize work over her personal life, leading to a lack of time for herself and her family. Despite her job values, she also wants to prioritize her family and health. Many coworkers face the dilemma of choosing between a good job and taking care of their families or a lousy job and being unable to care for themselves. This makes it difficult for her and her colleagues to perform while caring for their families. The saleslady emphasizes the importance of employers understanding how employees' personal lives affect their ability to perform at work. By addressing these issues, employers can help employees

balance their work and personal lives, ultimately improving their overall performance.

Job performance is a building block of an organization, with dimensions in areas of organizational practices that can contribute to overall success (Nini, 2019). It is an essential variable in a work organization to measure and determine the quantity and quality of work accomplished by the employees for their respective tasks, which needs to fulfill the aspects identified in the job description successfully. In the context of an organization, job performance indicates employees' capacity and understanding of their obligations to perform their respective work effectively. It reflects the accomplishment and completeness of the function of a task. It is defined as employee results or outcomes with assigned duties (Alma'aita and Abdullah, 2021). Compromising an enthusiastic job performance standard can boost the innovative mind of an employee with the flexibility to strive hard in the process of aiming for high performance and gain a competitive advantage in the industry's success (Rumage, 2023).

Work-life balance is employee proficiency, contentment in both work and personal life, and personal satisfaction. Campbell (2023) highlighted that work-life balance is a healthy balance between work and personal life. It means achieving professional and personal commitments without disregarding individuals' well-being. In other words, work-life balance focuses more on employees having time for their personal lives. It is also about business organizations developing a culture in which employees feel respected and encouraged and where they can work sustainably. Employees are given opportunities in a flexible and adaptable environment to balance the

conflict between personal and professional obligations. This can increase employee loyalty, commitment, satisfaction, and productivity. Work-life balance will attract valuable capabilities for employees and increase work capacity while retaining a high level of job performance in an organization. Organizations that adopt a standard for promoting a work-life balance have become increasingly captivating to employees and future workers. Conflicting the work and personal matters of the employee results in a work-life imbalance (Wedgwood, 2022). Nonetheless, there is a work-life imbalance caused by employees who struggle to separate their personal and work interests, and they invest their entire time in their jobs (Arman, 2022). If an imbalance exists wherein the significant time and energy of the employee are directed toward the work, it can affect the employee's life. To have a fulfilling personal life, employees need to set up priorities, achievable goals, and boundaries for work-related activities so that their job performance will boost productivity (Sanfilippo, 2023).

Based on the study, Davidson (2019) categorizes the supporting discipline of work-life balance as self-management, stress management, and time management. Management in time is a fundamental component in reducing stress and increasing the ability to manage the self. He emphasizes that people want to work hard and recognizes the importance of balancing their work and personal lives. Establishing a framework based on cultural values and ideas can help employees achieve work-life balance. Balancing the demands of different obligations is difficult due to controlled time. Inconsistent shift work, Long work hours, and tight work schedules are the factors that are identified as sources of conflicting time, which leads to less

time to spend with their personal life. Psychological stresses from work, including fatigue, burnout, and breakdown, can lead to stress conflicts. Behavior-based conflict with oneself occurs when the behavioral expectations of work and life roles are conflicting (Khateeb, 2021). Enhancing job performance is essential since it is a continuous process of obtaining knowledge and increasing the demand for the organization's competencies. Green (2022) states that employees in the workplace provide inputs, the actions an individual takes to support an organization in achieving a goal. These are employees' contributions to the organization regarding work habits and effort to work on their assigned duties. Employees' skill levels (work skills and social skills) are skilled in utilizing and executing duties and responsibilities efficiently and professionally, and they can make the workplace more comfortable by interacting with one another (Channell, 2023).

The following is the study's conceptual framework. The independent variable is Work-Life Balance. The following indicators are self-management, stress management, and time management. The dependent variable is job performance, which includes the following indicators in terms of work habits, work skills, and social skills.

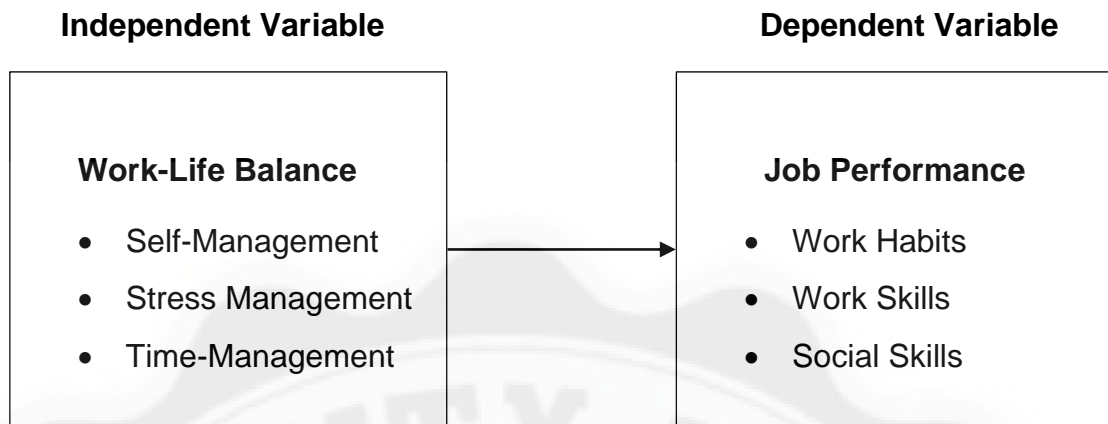


Figure 1. Conceptual Framework of the Study

This study assesses the connection between work-life balance and job performance among the salespersons of an organization in Davao City. It analyzes how salespersons perceive their work-life balance and whether these perceptions influence their job performance. It aims to impart guideline data on the work-life balance of salesperson employees in an organization. Comprehending this gap might positively inform the industry and assist the organization in attaining work performance.

This study aims to provide baseline data about the work-life balance of salesperson employees in Davao City. The results may be used as input to propose a program to enhance work-life balance and job performance among the salesperson employees under study. Further, it will be deemed significant by several individuals and institutions to find more ways to serve all of its stakeholders better, and understanding this problem helps organizations fully appreciate the extent to which managerial attention is needed to promote work-life balance. It will also benefit the HR managers as the research project helped them understand why it is crucial to include work-life balance in their long-term strategies. Policymakers in organizations will also find the research

findings significant as they will provide relevant information about work-life balance and its effects on employees' job performance. Furthermore, it can be a source for future researchers to acquire concepts and ideas that will benefit them in completing the prospective related study. This study will serve as their reference, and they may consider exploring more about work-life balance and job performance in any field.

Moreover, this study aims to determine the influence of work-life balance (self-management, stress management, and time management) on organizational job performance. It seeks to evaluate the level of work-life balance in terms of self-management, stress management, and time management. It will also determine job performance in terms of work habits, work skills, and social skills.

Furthermore, it will test whether a significant relationship exists between work-life balance and job performance. The researchers utilized the null hypothesis, which claims no significant correlation exists between work-life balance and job performance. This hypothesis was tested with 95% confidence and 0.05 significance levels.

Finally, this study is pertinent to Sustainable Development Goals (SDG), which promote inclusive economic growth, full employment, and decent work for everyone. Directly targeting protecting labor rights and promoting safe and secure working environments, organizations implement standards for regulating working hours, promoting flexible work arrangements, and establishing healthy work environments. Furthermore, it helps reduce stress, improve well-being, and increase job satisfaction, ultimately enhancing

job performance. Promoting decent work and healthy work environments through SDG target 8.8 can contribute to a broader discussion on sustainable work practices that benefit both employees and organizations.



METHOD

This section presents the Research Respondents, Materials and Instruments, Design, and Procedures constituting the study's methodology.

Research Respondents

In this research, the respondents were salesmen and women working at various malls in Davao City. These respondents were over 18 years old and had at least one year of work experience at the mall where they were employed. This research included 30 employees as the research population. The researchers made the decision with the knowledge that many employees had hectic schedules and were only available sometimes. The respondents were chosen through purposive sampling. As specified by Vijayamohan (2023), purposive sampling is a type of nonprobability sampling that enables the researcher to decide which samples would represent the whole sample size, meaning that the sample collected was based on the specifications needed for the study. The researchers chose the participants based on their expertise and knowledge, ensuring that an appropriate choice in selecting their samples would result in more accurate sample collection.

Materials and Instruments

This research used an adapted questionnaire to collect data to assess the correlation between work-life balance and job performance. The questionnaire was derived from the study by Sianquita and Labrador (2017). The survey questionnaire was disseminated through personal interactions and

consisted of three parts, which the respondents were required to answer completely.

This study utilized the Likert scale for data gathering and analysis. As described by Zakharenko (2023), a Likert scale is a rating scale frequently used in survey forms and questionnaires. It assessed how individuals felt and their levels of agreement, proving useful in various circumstances.

The scale of an instrument in terms of work-life balance and job performance

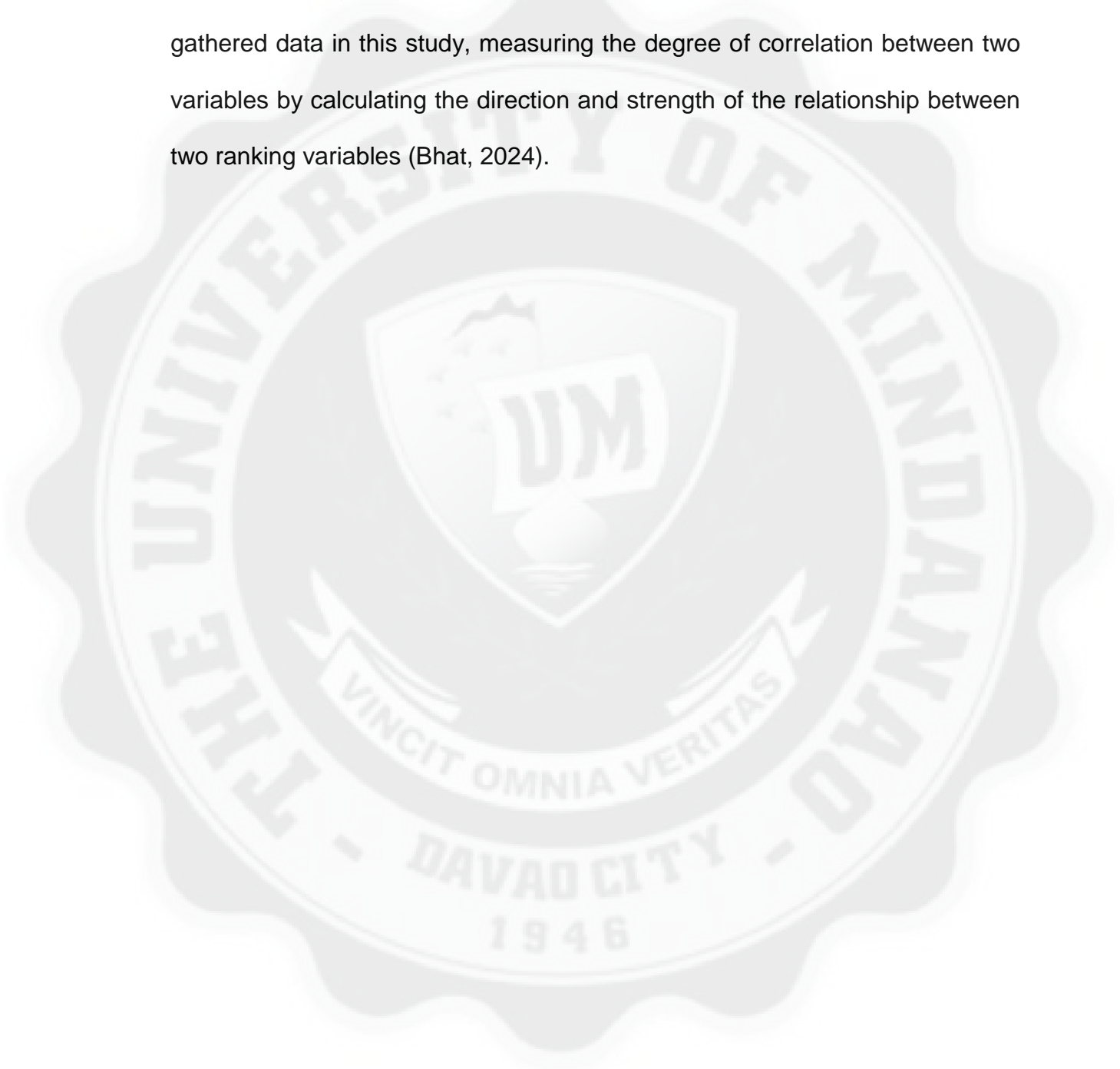
Scale	Range	Description	Interpretation
5	4.21 - 5.00	Very High	It means that the work-life balance and job performance of the salesperson are highly satisfactory.
4	3.41 - 4.20	High	It means that the work-life balance and job performance of the salesperson are often satisfactory.
3	2.61 - 3.40	Moderate	It means that the work-life balance and job performance of the salesperson are moderately satisfactory.
2	1.81 - 2.60	Low	It means that the work-life balance and job performance of the salesperson are dissatisfactory.
1	1.00 – 1.80	Very Low	It means that the work-life balance and job performance of the salesperson are highly dissatisfactory.

Design and Procedure

This study employed a quantitative method in which the researchers analyzed the collected data statistically. As explained by Fleetwood (2023), quantitative research systematically analyzes phenomena by collecting quantifiable data and using statistical, mathematical, or computer methods. For instance, quantitative research gathers information from current and potential clients through sampling techniques and the distribution of online questionnaires, polls, and surveys. Correlational research determined how two connected entities interacted, their effects, and the observed changes. This quantitative research approach required the participation of two or more distinct groups to be completed, adding value to naturally occurring relationships (Fleetwood, 2023). Furthermore, the steps in conducting this research were as follows: first, the researchers sought permission and obtained the necessary documentation to conduct the study. Second, since the researchers used an adapted questionnaire, the questionnaire was presented to the research adviser and panelists for validation. After validation was obtained, the researchers disseminated the survey. Once the respondents completed the questionnaire, the researchers collected all the data and tallied the results. Lastly, the data underwent analysis and interpretation. The raw scores gathered were presented to a statistician for interpretation and analysis.

Additionally, the researchers utilized Frequency and Percentage for data presentation, detailing the degree of observation for each data point or collection, commonly shown as graphs or tables (Miller, 2021). The mean, a crucial technique for statistical research, was used to show the average data

and provide a standard measure of central tendency. The dispersion of the data collection was measured by the standard deviation, calculating the average square of the degree of variation for the dataset (Eads, Garcia, Herrity and Lagace, 2022). Spearman's rho was also used to process the gathered data in this study, measuring the degree of correlation between two variables by calculating the direction and strength of the relationship between two ranking variables (Bhat, 2024).



RESULTS AND DISCUSSION

This section presents the results and discusses the study. This study examines the relationship between work-life balance and organizational job performance. The results are analyzed using the following headings: level of work-life balance, level of job performance, and significant relationship between work-life balance and job performance.

Level of Work-Life Balance

Table 1. The Descriptive Summary of Work-Life Balance Among Salesperson Employees in an Organization

Variable	Mean	Sd	Description
Self- Management	3.41	0.58	High
Stress Management	3.53	0.58	High
Time Management	3.55	0.61	High
Overall	3.50	0.46	High

Table 1 provides a descriptive summary of work-life balance among salesperson employees in an organization, focusing on three key variables: Self-Management, Stress Management, and Time Management. Each variable is evaluated based on its mean score, standard deviation, and description.

The collected data shows that the work-life balance among salesperson employees in the organization is rated as "High," with an overall mean score of 3.50 and a standard deviation of 0.46. This indicates that, on average, respondents perceive their ability to manage various aspects of work and personal life to be high. As supported by Gautam and Jain (2018), when

employees attain a high work-life balance, they typically express satisfaction with their company's working arrangement, indicating that employees who enjoy their profession and feel comfortable at work can achieve a healthy balance between their work and personal lives. It could also mean that most salespersons view their work-life balance as considerably positive, seamlessly integrating their individual interests and professional responsibilities. Furthermore, levels of each indicator of the respondents' work-life balance were obtained.

Moreover, the time management indicator obtained the highest mean of 3.55 with a standard deviation of 0.61 and a high descriptive equivalent. It indicates that the salespersons are making effective use of their limited time. On the other hand, the stress management indicator had a mean of 3.53 and a standard deviation of 0.58, a high descriptive equivalent. This pertains to the fact that salespersons can manage stress at work and possess effective coping mechanisms to deal with everyday stresses. Lastly, the self-management indicator had a mean of 3.41 and a standard deviation of 0.58, a high descriptive equivalent. This means that the salespersons can handle their jobs and obligations satisfactorily. All the mean scores for each variable indicate a high level of work-life balance among salesperson employees. It all falls within the "High" category. It suggests that respondents perceive themselves to possess high levels of self-management, stress management, and time management skills for balancing their work and personal lives. The standard deviations for each variable are relatively low, indicating consistency in ratings across respondents and a narrow spread of data around the mean.

Level of Job Performance

Table 2. The Descriptive Summary of Job Performance Among Salesperson Employees in an Organization

Variable	Mean	Sd	Description
Work Habits	3.81	0.45	High
Work Skills	3.65	0.51	High
Social Skills	3.99	0.49	High
Overall	3.82	0.38	High

Table 2 presents a descriptive summary of job performance among salesperson employees, focusing on three key variables: Work Habits, Work Skills, and Social Skills. Each variable is evaluated based on its mean score, standard deviation, and description.

The data showed that the job performance among salesperson employees in the organization is rated as "High," with an overall mean score of 3.82 and a standard deviation of 0.38. This indicates that, on average, respondents perceive their job performance across various dimensions to be high. As supported by Ramage (2023), when employees embark on a high job performance standard, they find fulfillment in their roles and are generally more motivated and committed. Satisfied employees demonstrate increased loyalty and dedication, often leading to enhanced productivity. This result further suggests that the salespersons demonstrate high general competence and efficiency in their job. Furthermore, levels of each indicator of the respondents' job performance were obtained. All the mean scores for each variable indicate a high level of job performance among salesperson

employees. It all falls within the "High" category. These scores suggest that respondents perceive themselves to have high work habits, work skills, and social skills, contributing to their overall job performance. The standard deviations for each variable are relatively low, indicating consistency in ratings across respondents and a narrow spread of data around the mean.

Additionally, the social skills had a mean of 3.99 and a standard deviation of 0.49, a high descriptive equivalent. This implies a high level of proficiency in communication and interpersonal interactions among salespersons and others. The work habits indicator had a mean of 3.81 and a standard deviation of 0.45, a high descriptive equivalent. This means salespersons have efficient, productive, and solid work habits. The work skills had a mean of 3.65 and a standard deviation of 0.51, a high descriptive equivalent. This indicates that the salespersons have a consistent and proficient degree of skill in various work-related duties and tasks.

Significant Relationship of Work-life Balance and Job Performance

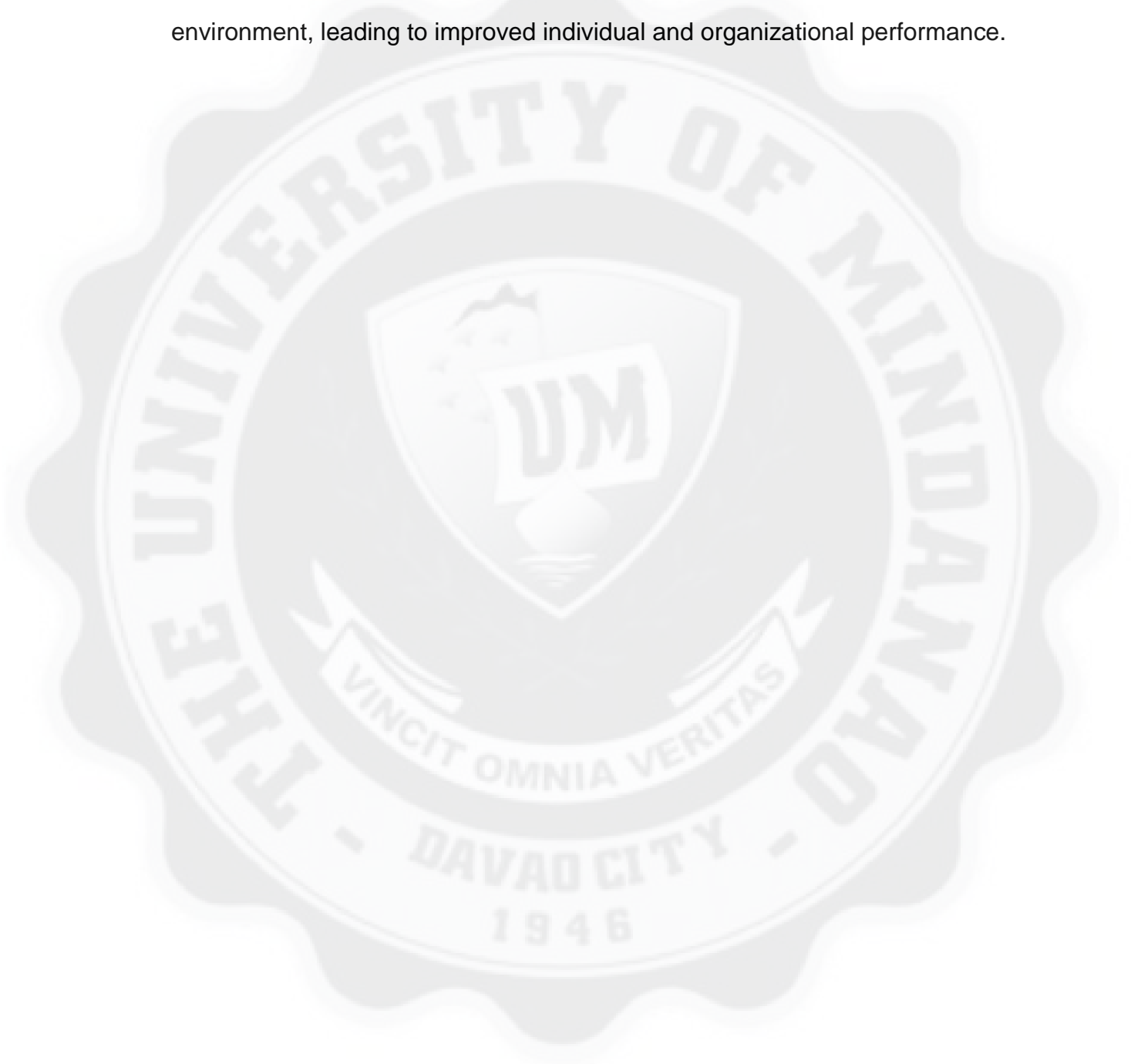
Table 3. Test of a Significant Association between Work-life Balance towards Job Performance in an Organization.

	Work-Life Balance	Job Performance
Correlation Coefficient		0.538
Sig. (2-tailed)		0.002
N		30
Decision on Ho		Reject

Table 3 illustrates the significant association between work-life balance and job performance among salesperson employees. The table displays coefficients, p-values, and decisions regarding the null hypothesis (H_0). The coefficients represent the strength and direction of the relationship, while the p-values determine the significance of the association.

Presented in Table 3 is the overall result of the significant relationship between work-life balance and job performance among salesperson employees in an organization. Test of correlation using Spearman ρ was used to test the null hypothesis, at 0.05 level of significance, that there is no significant correlation between work-life balance and job performance. The table above shows a substantial correlation between work-life balance and job performance with a p-value of 0.002. Therefore, the work-life balance and job performance exhibit a moderate positive relationship, as indicated by a coefficient of 0.538. Thus, there is a significant relationship between the work-life balance and job performance among salesperson employees in an organization, as evidenced by computed overall p-values below the 0.05 level of significance leading to the rejection of the null hypothesis. This implies that employees engaging in work-life balance tend to exhibit higher job performance. Quality time for themselves, their families, and friends helps them fulfill work responsibilities without neglecting their health and personal lives. This reflects the motivation of the employee to explore their potential to show positive work habits, work skills, and social skills within the workplace, ultimately contributing to a more harmonious work environment. This, in turn, the organization promotes smooth operations and reflects positively on the services delivered to customers. As supported by Mangaleswaran and

Thevanes (2018) stated that work-life balance positively influences job performance. A higher work-life balance within a company correlates with enhanced employee job performance. Organizations that recognize and support the importance of work-life balance tend to foster a positive work environment, leading to improved individual and organizational performance.



CONCLUSION AND RECOMMENDATIONS

Based on the findings derived from the results and discussion, the work-life balance among salesperson employees is high. This suggests that most salespeople perceive a seamless integration of their personal interests and professional responsibilities as a significant advantage contributing to their work-life balance. They place substantial value on their work-life balance, recognizing its positive impact on personal and professional growth. Additionally, the assessment reveals that the levels of the three indicators (self-management, stress management, and time management) were also high.

Furthermore, there were high-level job performance results, indicating that the salesperson employees have a high level of job performance and are willing to develop and progress in their work. Contented workers exhibit more commitment and devotion, frequently resulting in greater productivity. Thus, the mean scores for each indicator consistently reflect a high level of job performance among salesperson employees, all categorizing within the "High" range. These scores indicate that the respondents view themselves as possessing elevated work habits, work skills, and social skills, collectively contributing to their overall job performance.

The results of this research supported the findings of Davidson (2019), which concluded that work-life balance, with its indicators, affects the job performance of salesperson employees. Additionally, the work-life balance and job performance exhibit a moderate positive relationship, which indicates

that the null hypothesis was rejected. Therefore, there is a significant relationship between work-life balance and job performance.

The conclusions mentioned above serve as the foundation for the researcher's insightful recommendations to support and promote the benefits for individuals and organizations engaged in this field.

The researchers recommend that organizations implement regular Self-Management Workshops that equip employees with practical strategies for managing time and prioritizing tasks to enhance their self-discipline and organizational abilities. Additionally, offering specialized training programs to develop essential work skills such as product knowledge and customer relationship management will ensure that employees obtain the abilities they need to succeed in their job roles. Further, organizations should enact a Recognition Program to acknowledge and reward employees for consistently demonstrating exceptional self-management practices and work skills improvement in prioritizing tasks, managing their time effectively, and consistently delivering high-quality work. Organizations must offer flexible work arrangements by allowing employees to manage their work schedules. In this way, employees can avoid stress with their time management and be more productive in their work environment, leading to enhanced self-management.

Other than that, the researchers recommend that management create Individual Development Plans focusing on self-management improvement and work skills enhancement, offering personalized coaching and feedback to assist employees in achieving their goals. Management should also provide

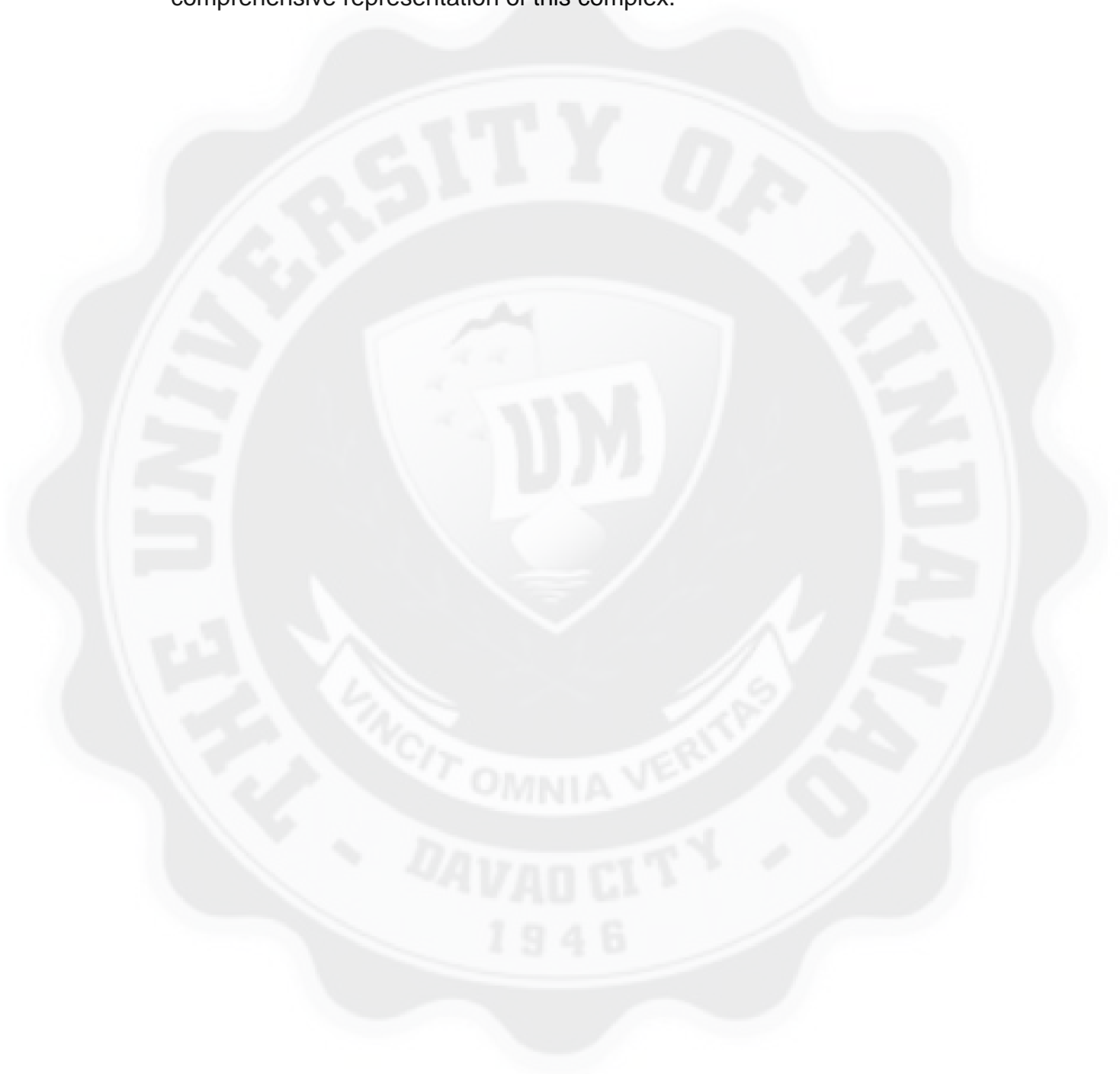
Performance Coaching Sessions to manage self-management challenges and skill gaps. Guidance on setting SMART goals and monitoring progress is also recommended.

In other ways, Human Resource Managers can conduct a Soft Skills Assessment to distinguish the areas where employees can strengthen their self-management and work skills; as a response to the assessment, implement training programs and performance improvement strategies to address the setback effectively. Implementing Career Development Programs can enhance work skills by providing cross-functional training opportunities for employees to build well-rounded skills.

Moreover, employees are encouraged to utilize self-assessment tools to assess their self-management and proficiency in their work skills. This provides direction for enhancing the development areas identified for improvement from self-assessment findings, leading to improved performance and satisfaction in their roles.

Finally, it is recommended that future researchers do further research, particularly in comparing work-life balance between private and public organizations, incorporating variables such as productivity, job outcomes, and service quality. Furthermore, they could investigate management support for salespersons' work-life balance, acknowledging their role's potential need for recognition. Increasing the number of respondents is fundamental for gathering more substantial data to strengthen future research. Additionally, the focus should explore additional factors influencing work-life balance, including career, social, financial, physical, and community well-being.

Expanding the research to include upper-level management and incorporating alternative data collection methods like interviews could further enrich the understanding of work-life balance within organizations and offer a more comprehensive representation of this complex.



REFERENCES

Akinlabi, B., Akpa, V., Egbuta O. & Magaji, N. (2019) Work-Life Balance and Employee Performance: A Study of Selected Deposit Money Banks in Lagos State, Nigeria. Available at: <https://ideas.repec.org/a/arp/tjssrr/2019p1787-1795.html> (Accessed: 1 September 2023)

Alma'aita, A. & Abdullah A. (2021) Impact of Job Characteristics on Job Performance with the Moderating Role of Perceived Supervisor Support: Manufacturing Companies in Jordan. Available at: <https://www.atlantispress.com/article/125954051.pdf> (Accessed: 1 September 2023)

Arman, S. (2022) Linking Work-Life Balance And Implication To Employee Performance Through Job Engagement, Job Satisfaction, And Organizational Commitment To Nurses Generation X. Available at: <https://www.aijbm.com/wp-content/uploads/2022/04/N54123137.pdf> (Accessed: 19 September 2023)

Bhat, A. (2024) Spearman correlation coefficient: Formula + Calculation. Available at: <https://www.questionpro.com/blog/spearmans-rank-coefficient-of-correlation/#:~:text=Spearman%20correlation%20coefficient%3A%20Definition&text=Named%20after%20Charles%20Spearman%2C%20it,association%20between%20two%20ranked%20variables.> (Accessed: 25 January 2024)

Campbell, A. (2023) How to have a good work-life balance. Available at: <https://www.betterup.com/blog/how-to-have-good-work-life-balance> (Accessed: 19 September 2023)

Channell, M. (2023) How Can Adams' Equity Theory Boost Your Team's Motivation? Available at: https://www.tsw.co.uk/blog/leadership-and-management/adams-equity-theory/?fbclid=IwAR3GbPcoHidBfp7UMyprZnBvdm1r9iPL_ud2SIIJ-zUjM93NoCCkvXVTKM (Accessed: 21 September 2023)

Dagooc, E. (2021) Work-life balance remains a struggle for more workers. Available at: https://www.philstar.com/the-freeman/cebu-business/2021/11/11/2140522/work-life-balance-remains-struggle-more-workers?fbclid=IwAR3DVWfs0Lpui9GaRz4IJE-U5Y2g69GplqO-UUK103CPY_zWgZlhe6Uzt0Y (Accessed: 20 September 2023)

Davidson, J. (2019) 6 Tips to Achieve Work-life Balance. Available at: <https://www.mpi.org/blog/article/6-tips-to-achieve-work-life-balance?fbclid=Iw>

AR3BHL2SKoyYj3YpBKF9d06Bc8x9k2M0qHgoq7BT-3Wvd4JV3dwGSkEkk
(Accessed: 15 September 2023)

Eads, A., Garcia, R., Herrity, J., & Lagace, L. (2022) 6 Common Statistical Methods and Tools for Data Analysis. Available at: <https://ca.indeed.com/career-advice/career-development/statistical-methods> (Accessed: 25 January 2024)

Fleetwood, D. (2023) Quantitative Research: What It Is, Tips & Examples. Available at: <https://www.questionpro.com/blog/quantitative-research/?fbclid=IwAR2bYkCPgqnWTD6iiswBxBYkUPJAP8wu8vk5oqDvwaaCkk2N3LZB8F2eonU> (Accessed: 19 September 2023)

Gautam, I. & Jain, S. (2018) A Study of Work-life Balance: Challenges and Solutions. Available at: https://www.researchgate.net/publication/333456881_A_STUDY_OF_WORK-LIFE_BALANCE_CHALLENGES_AND_SOLUTIONS (Accessed: 17 February 2024)

Green, R. (2022) Adams' Equity Theory of Employee Motivation: What Is It? Available at: <https://www.neuroworx.io/magazine/adams-equity-theory-of-employee-motivation/?fbclid=IwAR1G1JYIwxbRd63AI8zkStWChBftjtEXHL0vO3wSKdS4YV4RYc8fopDgiY> (Accessed: 21 September 2023)

Hamidi H. (2014) Relationship Between Work-life Balance Factors and Perceived Employees Job Performance. Available at: <https://ir.unimas.my/id/eprint/4175/1/Relationships%20between%20work%20%20life%20balance%20factors%20and%20perceived%20employees'%20job%20performance.pdf?fbclid=IwAR3QpZdjK0PzOLwdjGZXCaUhrPmatUw9ltDkgzZsFhVEWyKI6BSK3sd2vxk>. (Accessed: 31 August 2023)

Hartmere, B. (2019) Creating a Work-Life Balance and Why It Is Essential for Sales Reps. Available at: <https://mapmycustomers.me/2019/03/26/creating-a-work-life-balance-and-why-it-is-essential-for-sales-reps/> (Accessed: 20 September 2023)

Howington, J. (2023) 1/3 of People Worldwide Say Work-Life Balance Is Harder. Available at: https://www.flexjobs.com/blog/post/13-people-worldwide-say-work-life-balance-is-harder/?fbclid=IwAR3K17eXQxtvikmlbZ_hZCCIFzuF5ZCdUTvDsfGeugjlEzc_I5HG_-hp5g0 (Accessed: 20 September 2023)

Khateeb, F. (2021) Work-Life Balance a Review Of Theories, Definitions And Policies. Available at: https://seaopenresearch.eu/Journals/articles/CMJ2021_I1_3.pdf (Accessed: 15 September 2023)

Lovhaug, S. (2024) 9 Easy Ways To Reduce Your Employee's Overtime. Available at: <https://wheniwork.com/blog/how-to-reduce-overtime> (Accessed: 13 January 2024)

Mangaleswaran, T. & Thevanes, N. (2018). Relationship between Work-Life Balance and Job Performance of Employees. Available at: https://www.researchgate.net/publication/345549193_Relationship_between_Work-Life_Balance_and_Job_Performance_of_Employees (Accessed: 31 August 2023)

Miller, K. (2021). Statistical Treatment of Data. Available at: <https://www.studocu.com/ph/document/rizal-technological-university/bsbamanagement/statistical-treatment-of-data/27664477> (Accessed: 26 January 2024)

Nini, M. (2019). Job performance: Why task and contextual performance matter from an Evidence-based Management perspective. Available at: <https://www.ckju.net/en/dossier/job-performance-evidence-based-management-perspective-why-task-and-contextual-performance-matters/1258> (Accessed: 19 August 2023)

Olech D. (2023) The whole truth about the work-life balance in the life of a salesperson. A myth or a new standard? Available at: <https://www.salesbook.com/blog/sales/work-life-balance-in-the-life-of-a-salesperson-a-myth-or-a-new-standard/> (Accessed: 13 September 2023)

Rumage, J. (2023). What Is Work-Life Balance? Available at: <https://builtin.com/people-management/what-is-work-life-balance> (Accessed: 19 August 2023)

Sanfilippo, M. (2023) How to Improve Your Work-Life Balance Today. Available at: <https://www.businessnewsdaily.com/5244-improve-work-life-balance-today.html> (Accessed: 20 September 2023)

Sianquita, D. & Laguardor, J. (2017). Work-Life Balance and Job Performance Among Employees of a Tertiary Hospital in the Philippines. Available at: <https://research.lpubatangas.edu.ph/wp-content/uploads/2017/06/APJARBA-2017.3.02.pdf> (Accessed: 20 September 2023).

Timely Team (2019) Working overtime: exploitation or opportunity? Available at: <https://timelyapp.com/blog/working-overtime-exploitation-or-opportunity> (Accessed on Sept 15, 2023)

Turner, J. (2023). Employees Seek Personal Value and Purpose at Work. Be Prepared to Deliver. Available at: <https://www.gartner.com/en/articles/employees-seek-personal-value-and-purpose-at-work-be-prepared-to-deliver> (Accessed: 19 August 2023)

Vijayamohan, P. (2023) Purposive Sampling 101: Definition, Types, And Examples. Available at: <https://surveysparrow.com/blog/purposive-sampling/> (Accessed: 19 September 2023)

Wedgwood, J. (2022). The Importance of Work-Life Balance. Available at: <https://thehappinessindex.com/blog/importance-work-life-balance/> (Accessed: 19 August 2023)

Zakharenko, A. (2023) What is a Likert Scale? Available at: <https://aidaform.com/blog/likert-scale-definition-examples.html> (Accessed: 19 September 2023)

APPENDIX A**LETTER TO THE ADVISER**

TO : **Noreen J. Natividad, MBA**
Adviser

FROM : **Vicente Salvador E. Montaño, DBA**
Dean of College

RE : **Appointment as Adviser**

DATE : **September 7, 2023**

Dear Ma'am Natividad:

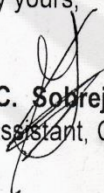
Greetings!

I am pleased to appoint you as **RESEARCH ADVISER** of the research study entitled "**Work-life Balance and Job Performance among Sales Ladies**" by **Batocael, Jealy S., Gules, Irene Mae A., Siason, Dianna Marie** – students under the Bachelor of Science in Business Administration Major in Human Resource Management Program. With your capacity and your mastery in this field of specialization, you are the qualified personnel (OPM 14.03) who will guide them in enhancing and making their Research study a quality one.

Please affix your signature here under to signify your acceptance of the appointment.

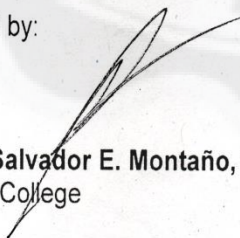
Thank you for your continuous cooperation.

Respectfully yours,



Glendon C. Sobrejuanite, MBA
Technical Assistant, CBAE

Approved by:



Vicente Salvador E. Montaño, DBA
Dean of College

APPENDIX C
SUMMARY VALIDATOR'S RATING

VALIDATOR	RATING	DESCRIPTION
Vicente Salvador E. Montaña, DBA	4.00	Very Good
Glenndon Sobrejuanite, MBA	3.85	Very Good
Overall Mean	3.92	Very Good

Points Equivalent:

Scale	Range	Description
5	4.24 – 5.00	Excellent
4	3.43 – 4.23	Very Good
3	2.62 – 3.42	Good
2	1.81 – 2.61	Fair
1	1.00 – 1.80	Poor

APPENDIX D
LETTER TO CONDUCT THE STUDY
PERMISSION TO CONDUCT STUDY

October 12, 2023

MELANIE LIM ACUESTA
 Mall Operations Manager
 NCCC Mall VP

Dear Ma'am,

Warm Greetings of Peace and Prosperity!

We are Human Resource Management (HRM) students at the University of Mindanao conducting a research study titled "**Work-life Balance and Job Performance among Salesperson Employees in an Organization**". This is in line with our requirements in the subject, Business Research (BAHR 301).

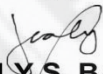
In this regard, we would like to ask permission to allow us to conduct a survey using survey questionnaire with your employees as our respondents. The data we will collect will be used exclusively for our research and will not be used for any other purposes. Rest assured that we will treat their answers with the utmost confidentiality and anonymity.

We are hoping for your favorable feedback on this request.


Thank you!

Sincerely yours,

Noted by:


JEALY S. BATOCAEL
 Researcher


NOREEN J. NATIVIDAD, MBA
 Research Adviser


IRENE MAE A. GULLES
 Researcher


VICENTE SALVADOR E. MONTAÑO, DBA
 Dean, CBAE


DIANNA MARIE D. SIASON
 Researcher

Approved by:

:


MELANIE LIM ACUESTA

APPENDIX D
LETTER TO CONDUCT THE STUDY
PERMISSION TO CONDUCT STUDY

October 12, 2023

GAY VICTORINO B. TALJA
 HR Manager
 Gaisano Mall Bajada

Dear Sir,

Warm Greetings of Peace and Prosperity!

We are Human Resource Management (HRM) students at the University of Mindanao conducting a research study titled "**Work-life Balance and Job Performance among Salesperson Employees in an Organization**". This is in line with our requirements in the subject, Business Research (BAHR 301).


In this regard, we would like to ask permission to allow us to conduct a survey using survey questionnaire with your employees as our respondents. The data we will collect will be used exclusively for our research and will not be used for any other purposes. Rest assured that we will treat their answers with the utmost confidentiality and anonymity.


We are hoping for your favorable feedback on this request.

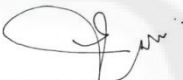
Thank you!

Sincerely yours,

Noted by:


JEALY S. BATOCAEL
 Researcher


NOREEN J. NATIVIDAD, MBA
 Research Adviser


IRENE MAE A. GULLES
 Researcher


VICENTE SALVADOR E. MONTAÑO, DBA
 Dean, CBAE


DIANNA MARIE D. SIASON
 Researcher

Approved by:

:


GAY VICTORINO B. TALJA



College of Business Administration Education

2nd Floor, SS Building
Bolton Street, Davao City
Telefax: (082)227-5456 Local 131

APPENDIX E

LETTER TO THE STATISTICIAN

LETTER TO THE STATISTICIAN

January 25, 2024

JESSON REY F. SABADO, MBA
Faculty
College of Business Administration Education
University of Mindanao

Dear Sir Sabado:

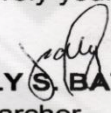
Greetings!

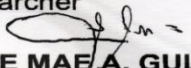
You are chosen to be our statistician for our research study entitled "**Work-life Balance and Job Performance Among Salesperson Employees in an Organization**". We humbly request for your valuable time and knowledge for our work.

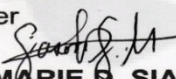
Knowing fully of your expertise along this line, the researchers wish your support and assistance for our work.

Thank you and more power.

Sincerely yours,


JEALY S. BATOCAEL
Researcher


IRENE MAE A. GULLES
Researcher


DIANNA MARIE B. SIASON
Researcher

Noted by:


NOREEN J. NATIVIDAD, MBA
Research Adviser

Conform:


JESSON REY F. SABADO, MBA
Research Statistician

APPENDIX F

CERTIFICATION FROM THE STATISTICIAN

CERTIFICATION FROM THE STATISTICIAN

This is to certify that the research study entitled **“Work-life Balance and Job Performance among Salesperson Employees in an Organization”** by Jealy S. Batocael, Irene Mae A. Gulles, and Dianna Marie D. Siason was statistically analyzed and interpreted.

JESSON REY F. SABADO, MBA

Research Statistician

APPENDIX G
RESULT
The Level of Self-Management of Salespersons

Question	M	Sd	Description
1. I have enough time to make plans, think, and schedule my daily activities or tasks.	4.00	0.83	High
2. I can eat and engage in physical exercises regularly for a healthy lifestyle.	3.27	0.86	Moderate
3. I can spend the time I want on my self-development including treating and taking care of myself.	3.47	0.93	High
4. I get an adequate amount of sleep and rest each day.	3.37	0.85	Moderate
5. I can spend enough time on my endeavors or activities.	2.97	0.89	Moderate
Overall	3.41	0.58	High

The Level of Stress Management of Salesperson

Question	M	Sd	Description
1. My self-esteem and confidence are unaffected, even if I make mistakes most of the time.	3.37	0.96	Moderate
2. I can manage myself when I experience mood swings, difficulty in making decisions, and loss of concentration.	3.63	0.80	High
3. I can still control my anger issues when I'm frustrated at work.	3.50	0.86	High
4. I am still capable of doing my job well, even though I feel worn out or tired and don't get enough rest.	3.70	0.70	High
5. I can maintain my focus even when someone or something upsets or annoys me.	3.47	0.73	High
Overall	3.53	0.58	High

The Level of Time Management of Salespersons

Question	M	Sd	Description
1. I am satisfied with the number of hours worked.	4.13	0.90	High
2. I can take care of my family's needs despite working long hours.	3.37	0.92	Moderate
3. I can schedule my preferred leave of absence supported by my immediate superior.	3.23	1.04	Moderate
4. I can enjoy my day off with my family and friends without worrying about my work responsibilities.	3.63	1.09	High
5. I still have time to go out and maintain my social life, despite the number of hours I spend at work.	3.37	1.06	Moderate
Overall	3.55	0.61	High

The Level of Work Habits of Salespersons

Question	M	Sd	Description
1. I am capable of being on time for work.	4.30	0.75	Very High
2. I can provide regular updates on my work.	3.67	0.66	High
3. I am capable of finishing the task at hand without a lot of supervision.	3.43	0.77	High
4. I can practice self-discipline in my work.	3.70	0.79	High
5. I can show commitment and dedication to the responsibilities given to me.	3.97	0.76	High
Overall	3.81	0.45	High

The Level of Work Skills of Salesperson

Question	M	Sd	Description
1. I can manage the details of the work that has been given to me.	3.70	0.75	High
2. I am capable of showing flexibility (whenever an opportunity comes).	3.77	0.67	High
3. I can show accuracy and thoroughness in my attention to detail.	3.63	0.66	High
4. I can clearly understand how my prior, intervening, and subsequent tasks relate to one another.	3.57	0.77	High
5. I can solve problems by coming up with wise solutions.	3.60	0.89	High
Overall	3.65	0.51	High

The Level of Social Skills of Salespersons

Question	M	Sd	Description
1. I have strong interpersonal skills and the capacity to treat others with dignity and respect, including coworkers and superiors.	4.13	0.77	High
2. I am capable of voluntarily assisting others in performing my duties, actively listening to my coworkers, and learning from their experiences.	4.23	0.67	Very High
3. I can express my gratitude and appreciation for whatever kind of help or support I have received from others.	3.90	0.75	High
4. I can show composure, confidence, and being well-groomed at all times.	4.07	0.69	High
5. I can manage my emotions with maturity.	3.63	0.89	High
Overall	3.99	0.49	High

APPENDIX H
TURN IT IN
**WORK-LIFE BALANCE AND JOB PERFORMANCE AMONG
 SALESPERSON EMPLOYEES IN AN ORGANIZATION**

ORIGINALITY REPORT

15%	9%	8%	6%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

- | | | |
|----------|--|--|
| 1 | www.globalscientificjournal.com
Internet Source | 2%
<i>Glendon C. Sorrellante</i> 7/4/28 |
| 2 | Okiko, Lynet. "Mediating Effects of Moonlighting on the Relationship Between Job Design and Compensation on Job Performance and Work-Life Balance in Selected Universities in East Africa: Basis for Proposed Policies in Moonlighting.", Adventist University of the Philippines, 2021
Publication | 2% |
| 3 | Lee, Bryce. "Work-Life Balance as a Predictor of Job Satisfaction.", Grand Canyon University, 2020
Publication | 1% |
| 4 | Submitted to University of Mindanao
Student Paper | 1% |
| 5 | Submitted to Icba
Student Paper | 1% |

APPENDIX I

GRAMMARLY



Report: WORKLIFE-BALANCE-&-JOB-PERFORMANCE-AMONG-SALESPERSON-EMPLOYEES-IN-AN-ORGANIZATION

WORKLIFE-BALANCE-&-JOB-PERFORMANCE-AMONG-SALESPERSON-EMPLOYEES-IN-AN-ORGANIZATION

fn
 by noreen natividad

General metrics

31,684	4,498	319	17 min 59 sec	34 min 36 sec
characters	words	sentences	reading time	speaking time

Score

98

This text scores better than 98% of all texts checked by Grammarly

Writing Issues

46 Issues left ✓ Critical 46 Advanced

Plagiarism

This text hasn't been checked for plagiarism

APPENDIX J**SURVEY QUESTIONNAIRE
ADAPTED SURVEY QUESTIONNAIRE**

Good Day! We are currently gathering data on “Work-life Balance and Job Performance among Salesperson Employees in an Organization” through survey forms and questionnaires. It would be great if you could make time to participate in this research.

About the Research

As an employee of the sales industry, you are requested to participate in this survey to collect the data and information necessary for analyzing the study on “Work-life Balance and Job Performance among Salespersons in an Organization”. This survey is facilitated by Jealy S. Batocael, Irene Mae A. Gules, and Dianna Marie D. Siason, Business Administration major in Human Resource Management students at the University of Mindanao. This study will provide basis and insights to improve and explore the work-life balance of salespersons in an organization to boost employee job performance.

Data Collection and Privacy

This survey will take about two to three minutes to complete. All your records and information will remain confidential. Your responses in this survey will be used only for research purposes by the researcher.

Research Participation’s Consent

I understand the primary goal of this research; therefore, I consent to participate. The completion of this survey constitutes my agreement to participate.

General Direction: Please answer the form truthfully and completely. Any information you provide here will be treated with the utmost confidentiality. Please answer by checking the provided check (✓) box. One answer only from among the choices is acceptable: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

PART I. WORK-LIFE BALANCE

Instructions: Kindly rate the following statement by putting check (✓) in the appropriate box for each question that correspond with your answer. Use the following scale below.

SELF – MANAGEMENT					
Question/Description	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. I have enough time to make plans, think, and schedule my daily activities or tasks.					
2. I can eat and engage in physical exercises regularly for a healthy lifestyle.					
3. I can spend the time I want on my self-development including treating and taking care of myself.					
4. I get an adequate amount of sleep and rest each day.					
5. I can spend enough time on my personal endeavors or activities.					
STRESS MANAGEMENT					
Question/Description	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. My self-esteem and					

confidence are unaffected, even if I make mistakes most of the time.					
2. I can manage myself when I experience mood swings, difficulty in making decisions, and loss of concentration.					
3. I can still control my anger issues when I'm frustrated at work.					
4. I am still capable of doing my job well, even though I feel worn out or tired and don't get enough rest.					
5. I can maintain my focus even when someone or something upsets or annoys me.					
TIME MANAGEMENT					
Question/Description	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. I am satisfied with the number of hours worked.					
2. I can take care of my family's needs despite working long hours.					
3. I can schedule my preferred leave of absence supported by my immediate superior.					
4. I can enjoy my day off with my family and friends without worrying about my work responsibilities.					
5. I still have time to go					

out and maintain my social life, despite the number of hours I spend at work.					
---	--	--	--	--	--

PART II. JOB PERFORMANCE

WORK HABITS					
Question/Description	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. I am capable of being on time for work.					
2. I can provide regular updates on my work.					
3. I am capable of finishing the task at hand without a lot of supervision.					
4. I can practice self-discipline in my work.					
5. I can show commitment and dedication to the responsibilities given to me.					
WORK SKILLS					
Question/Description	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. I can manage the details of the work that has been given to me.					
2. I am capable of showing flexibility (whenever an opportunity comes).					
3. I can show accuracy and thoroughness in my					

attention to detail.					
4. I can clearly understand how my prior, intervening, and subsequent tasks relate to one another.					
5. I can solve problems by coming up with wise solutions.					
SOCIAL SKILLS					
Question/Description	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. I have strong interpersonal skills and the capacity to treat others with dignity and respect, including coworkers and superiors.					
2. I am capable of voluntarily assisting others in performing my duties, actively listening to my coworkers, and learning from their experiences.					
3. I can express my gratitude and appreciation for whatever kind of help or support I have received from others.					
4. I can show composure, confidence, and being well-groomed at all times.					
5. I can manage my emotions with maturity.					

Thank you for your response. We appreciate your time to complete this survey. We truly value the information you have provided. Your response will

contribute to our research. If you have comments and suggestions, please indicate them below. Thanks again!

Comments and Suggestions:

This research instrument is adapted from one source. Wherein, both work-life balance and job performance questionnaires are adapted from Sianquita, D. and Laguardo, J. (2017). Work-Life Balance and Job Performance Among Employees of a Tertiary Hospital in the Philippines. Available at: <https://research.lpubatangas.edu.ph/wp-content/uploads/2017/06/APJARBA-2017.3.02.pdf?fbclid=IwAR1s7Mnxmd3ICvbTM2knnifTG0Sid4NU4jFXqPifEsxhBZWpMMOFYjW20ro> (Accessed: 20 September 2023). Thank you!





College of Business Administration Education

2nd Floor, SS Building
Bolton Street, Davao City
Telefax: (082)227-5456 Local 131

APPENDIX K

CERTIFICATE OF APPEARANCE

CERTIFICATE OF APPEARANCE

April 11, 2024

To whom it may concern,

Warm Greetings of Peace and Prosperity!

This is to certify that Jealy S. Batocael, Irene Mae A. Gules, and Dianna Marie D. Siason of the University of Mindanao, College of Business Administration Education-Human Resource Management here last January 12, 2024, in NCCC Mall VP of Davao for the data gathering of a study entitled **“Work-life Balance and Job Performance among Salesperson Employees in an Organization”** during break time hour.

MELANIE LIM ACUESTA
Mall Operations Manager
NCCC Mall VP
Davao City

APPENDIX K

CERTIFICATE OF APPEARANCE

CERTIFICATE OF APPEARANCE

April 11, 2024

To whom it may concern,

Warm Greetings of Peace and Prosperity!

This is to certify that Jealy S. Batocael, Irene Mae A. Gulles, and Dianna Marie D. Siason of the University of Mindanao, College of Business Administration Education- Human Resource Management here last January 12, 2024, in Gaisano Mall Bajada of Davao for the data gathering of a study entitled **“Work-life Balance and Job Performance among Salesperson Employees in an Organization”** during break time hour.

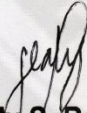
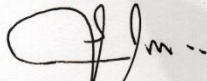
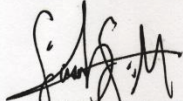


GAY VICTORINO B. TALJA
HR Manager
Gaisano Mall Bajada
Davao City

APPENDIX L**CONSENT TO PRESENT AND PUBLISH RESEARCH STUDY****CONSENT TO PRESENT AND PUBLISH RESEARCH STUDY**

The undersigned gives their consent to their co-author and adviser, **Noreen J. Natividad**, to present and publish their research study entitled, "**Work-life Balance and Job Performance among Salesperson Employees in an Organization**", in local, national or international research conferences, research journals and intellectual property protections. It is the responsibility of the adviser to ensure that the primary authors are given due recognition.

The Researchers,


Jealy S. Batocael
Irene Mae A. Gulles
Dianna Marie D. Siason