

Assessing Work-Life Harmony Among Call Center Representatives: A Comparative Analysis of Motivation Frameworks for Day and Night Shifts in Parañaque City

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How to cite this article: Rodel C. Mendoza, Amelita Catugda (2024) Assessing Work-Life Harmony Among Call Center Representatives: A Comparative Analysis of Motivation Frameworks for Day and Night Shifts in Parañaque City. *Library Progress International*, 44(3), 7976-7986.

ABSTRACT

Work-life balance is the state of equilibrium a person achieves when effectively managing both professional responsibilities and personal commitments. When this balance is lost, it can negatively impact job performance, strain relationships with colleagues, and disrupt home life. This imbalance can lead to decreased productivity, increased stress levels, and a less positive work environment. On the other hand, maintaining a healthy work-life balance benefits both employees and employers by enhancing productivity, improving efficiency, and fostering a positive workplace. Employees who achieve this balance tend to be more engaged, motivated, and satisfied with their work, which ultimately contributes to the overall success of the organization.

The international BPO industry in the Philippines began in 1999 at the former US Air Force base in Clark, initiated by Cyber City. This marked a significant turning point for the Philippine economy, creating new job opportunities and laying the groundwork for economic growth in the years that followed. Since then, the industry has rapidly expanded across the country. In the past seven years, the call center sector has become the fastest-growing industry in the Philippines. Operating on a global scale, the industry is both highly fragmented and fiercely competitive. Key factors driving the Philippines' success in this field include a large pool of graduates with strong English communication skills, government support for IT investments, and a deep understanding of ICT, all of which have propelled the country's advancements in computer systems and performance.

This study aims to examine the work-life balance of call center agents working both night and day shifts. The primary goal is to determine whether there are significant differences in work-life balance between night shift and day shift employees. The research uses a Descriptive Correlation Method and focuses on key aspects of work-life balance such as Health/Exercise, Family/Friends, Leisure, and Finances, while also exploring how shift type and gender influence these factors. Before the study began, the proposed questionnaires were reviewed and validated by experts in the field. Following this, permission was obtained from various call centers in Parañaque City to conduct the research within their organizations. Once permission was granted, the questionnaires were distributed to the participants, along with an introductory letter. After collecting the responses, the completed questionnaires were analyzed. Demographic information was examined using Frequency and Percentage Distribution, while the T-Test was used to identify significant differences in work-life balance between the different shifts.

The results of the study revealed that the demographic profile of respondents shows a higher proportion of female call center agents (52.5%) compared to male agents (47.5%). The majority of respondents (77.5%) are within the age range of 31-35, indicating that most are in their mid-career stage. Additionally, 85% of respondents are single, and 75% do not have any dependents. Regarding employment status, 75% of respondents are regular employees. The study also assessed the work-life balance profile of respondents based on their shift type. The analysis indicated that there were no significant differences between night shift and day shift employees in most aspects of work-life balance, except for leisure activities. Finally, the study examined whether there is a significant difference in work-life balance based on gender, finding that female respondents scored higher in work-life balance components related to family/friends, health/exercise, and finances compared to their male counterparts.

Chapter 1

THE PROBLEM AND ITS BACKGROUND

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

Introduction

Every employee today encounters challenges with conflicting work schedules, especially working parents. This struggle is often intensified for working mothers and fathers, who may unintentionally bring their professional duties into their home life. For those with workaholic tendencies, finding personal time becomes nearly impossible, as work frequently intrudes on their personal lives. Achieving work-life balance is particularly difficult when job demands involve varying hours, making it challenging for employees to align their professional and personal commitments. It's important to understand that work-life balance does not mean an equal division of time between work and home. Rather, it refers to a harmonious state where individuals manage their primary responsibilities at work alongside their personal life, allowing for fulfillment in both areas. Balancing both professional and personal life can boost employee morale. When an employee or manager fails to balance their career and personal life, they are likely to become exhausted, stressed, sick, and emotional due to the conflicts between the two.

The modern workforce has seen a significant rise in dual-income families and single parents, leading to a higher number of working mothers—over 75% of whom work full-time. This shift has created a societal expectation for parents to excel both in their careers and home life, often resulting in feelings of isolation and stress. Many parents report that juggling these roles can hinder their ability to be effective at work and at home, with nearly half expressing that their job makes it harder to be a good parent. Flexibility in work arrangements, such as remote work options and adjustable hours, can alleviate some of these conflicts. However, despite the availability of family-friendly policies, many employees still face difficulties in utilizing them due to workplace cultures that may not fully support such arrangements. Ultimately, fostering a supportive environment that acknowledges the complexities of work-life balance is crucial for the well-being of employees and their families.

The BPO industry, also known as the call center sector, is the fastest-growing industry in the Philippines. It is highly sought after due to its attractive starting salaries, abundant career opportunities, favorable work environment, and the vast number of available positions.

The study explored the work-life balance of call center agents in Parañaque City. Achieving work-life balance is challenging for anyone, but it is particularly difficult for call center agents due to their unique work culture. They face irregular schedules, such as rotational shifts, and must interact with various personalities, whether in person, over the phone, or online, which can add to their stress. When individuals are stressed or physically exhausted, whether from work or personal issues, their performance suffers. Considering these stress-related factors, maintaining a balance between job performance and personal life is not easy and requires significant effort.

Work-life balance is important not just for employees, but for employers too. When employees struggle to maintain balance and stability, the quality of the company can suffer. According to an article by Lulg (2007), “best practices of work-life balance should start at home and will directly influence an individual’s performance at work. This approach also strengthens the relationship between employers and employees, bringing mutual benefits.

Statement of the Problem

The study seeks to assess the work-life balance of night shift and regular shift call center agents.

1. What is the demographic profile of the respondents referring to

1.1. Age

1.2. Gender

1.3. Shift (Day or Night)

1.4. Marital Status

1.5. Number of Dependents (Depending on the marital status)

2. What is the Work-Life Balance profile of the respondents?

2.1. Family/Friends

2.2. Health/Exercise

2.3. Leisure

2.4. Money

3. Is there a significant difference between male and female's work-life balance profile?

Hypothesis

Ho: There is no significant difference between the work-life balance profile of the day shift and night shift employees.

Conceptual Framework

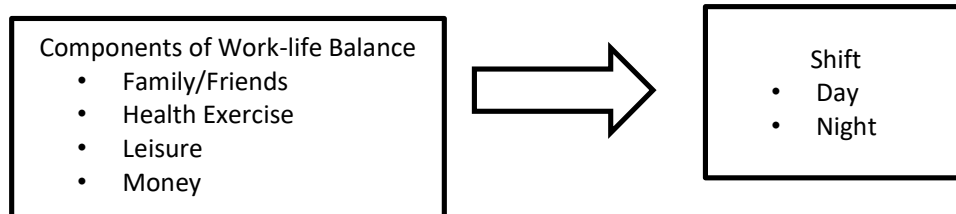


Figure1 The shift of the respondents having a relationship with the components of Work-Life Balance

Figure 1 Illustrates the two categories of respondents in the study and the elements of work-life balance that were the focus of the research. This study seeks to examine the respondents' work-life balance and determine if there are significant differences between the two shifts concerning various aspects of work-life balance.

Scope and Limitation

This study concentrated on respondents aged 18 and above, without distinguishing by gender, employment status, or number of dependents. Participants were categorized into two work shifts: Day Shift and Night Shift. The research explored various dimensions of work-life balance, including health/exercise, family/friends, leisure, life purpose, finances, and work. However, it specifically focused on health/exercise, family/friends, leisure, and finances.

The study excluded factors such as tenure, religion, salary, and other variables that could affect the respondents' work-life balance. The focus was specifically on call center employees in Parañaque City.

Significance of the Study

This study could benefit the following:

Students: This research is not only relevant to employees but also beneficial for students, particularly those involved in both academics and extracurricular activities. Students who maintain a work-life balance can manage both areas effectively and thrive.

Call Center Agents: This study emphasizes the significance of work-life balance for call center agents, whose job nature differs from traditional office roles. It will help them understand and enhance their work-life balance, leading to better job performance and an improved quality of life.

Future Researchers: This study can serve as a resource for future researchers investigating related topics.

Human Resource Management of BPO Industries: This research will aid HR managers in organizing and managing employees, not just call center agents, by promoting work-life balance and boosting overall job performance and quality of life.

Aspiring Call Center Agents: Those considering a career in the telecommunications industry will find this research valuable. It offers insights into the industry's culture, the advantages and challenges, and the necessary adaptability to schedule and lifestyle changes.

Definition of Terms

Call Center Agent -A person who is usually employed in a BPO with the primary function of answering inbound and outbound calls and they are the respondents for this study.

Family/Friends. It is the component of work-life balance which deals with an individual's relationship between co-workers, family members and friends. Health/Exercise. The component of work-life balance that deals with the physiologic well-being of an individual which may affect his performance and it deals with the lifestyle of an individual

Leisure. This refers to the free time that an individual has away from work

Money - Money as the monetary component of work-life balance (e.g. salary, wages, savings)

Work-Life Balance - When both professional and personal lives are flexible or balanced

REVIEW OF RELATED LITERATURE

This chapter focuses on reviewing existing studies related to the topic. The conceptual literature includes studies and expert opinions on the self-esteem and interpersonal relationships of senior high school students. The research literature is a collection of studies by various experts and researchers that are relevant to this study.

Work-Life Balance

According to Dalton, Hoyle, and Watts (2011), work-life balance involves a flexible arrangement between one's professional and personal life. Factors like irregular work schedules (such as call center hours and night shifts), heavy workloads, and stress from deadlines, combined with personal issues like sick children, demanding parents, and insufficient income, significantly impact a worker's overall well-being. The mismatch between these areas affects a worker's psychological, emotional, and physical state, often leading to a negative outlook on life.

Philippine BPO Industry

The Philippines remains a highly attractive destination for offshore voice BPO services, commonly known as call centers. The country boasts a large pool of English-speaking professionals, low labor costs, and a robust telecommunications infrastructure. Over the past seven years, the BPO sector has been one of the fastest-growing industries in the Philippines. In 2010, revenues were projected to reach \$12.2 billion, reflecting a five-year compounded annual growth rate of 38%. This impressive growth has positioned the Philippines among the top five BPO locations globally, according to the British Philippine Outsourcing Council.

Quality of Work Life

According to Casio (2010), there are two main perspectives on what constitutes quality of work life. The first perspective focuses on objective organizational conditions and practices. This includes policies that promote from within the organization, democratic supervision where employees have a say in decision-making, active employee involvement in various processes, and ensuring safe working conditions. These elements are seen as foundational to creating a positive work environment.

The second perspective, on the other hand, emphasizes employees' subjective experiences and perceptions. It suggests that quality of work life is about how employees feel regarding their safety and satisfaction at work. This includes having a reasonable work-life balance, where employees can manage their work responsibilities alongside their personal lives. Additionally, it involves opportunities for personal growth and development, allowing employees to advance their skills and careers while feeling valued and fulfilled.

Casio further elaborates that achieving a good work-life balance means giving employees the autonomy to make decisions about their job objectives and work environment. This empowerment enables them to determine how they can most effectively produce goods or provide services, leading to a more engaged and productive workforce. By addressing both the objective conditions and subjective perceptions, organizations can create a holistic approach to enhancing the quality of work life for their employees.

Work-Family Conflict

According to Khatib (N.D), people juggle multiple roles in their lives, such as being parents, friends, managers, employees, and children, among others. Each of these roles comes with its own set of responsibilities and expectations. When the demands of professional and personal life clash, it can lead to conflicts, making it challenging for individuals to fulfill both sets of obligations.

There are two main types of role conflicts: work-to-family conflict and family-to-work conflict. Work-to-family conflict occurs when work demands interfere with family needs. For example, long working hours or jobs that require frequent travel can prevent individuals from spending quality time with their families or attending to family responsibilities.

On the other hand, family-to-work conflict happens when family demands hinder work responsibilities. This can include situations like household conflicts or parenting duties that require attention, making it difficult for individuals to focus on their work tasks. Balancing these roles effectively is crucial to maintaining harmony in both professional and personal life.

Work-Life Benefits

According to Work Life Solutions (2010), many leading companies are now implementing work-life balance programs to help employees achieve a better balance between their professional and personal lives. These programs offer several key benefits.

Firstly, they help reduce stress, absenteeism, and health costs. High stress levels and frequent absenteeism, often caused by heavy workloads and family commitments, can significantly lower an individual's performance. Work-life balance programs provide employees with the support they need to meet both their professional and personal goals, thereby reducing these issues.

Secondly, these programs improve staff morale and engagement. When employees practice work-life balance, they can focus better on their tasks, feel more motivated, and experience greater job satisfaction. High morale among staff leads to increased commitment and higher quality performance.

Thirdly, work-life balance programs can enhance customer satisfaction. When employees have flexible work arrangements, their communication with customers and coworkers improves, leading to better service and collaboration.

Fourthly, these programs can reduce costs. Research indicates that work-life balance initiatives can lead to financial savings for companies, particularly in terms of office rental and utility costs, thanks to telecommuting options.

Lastly, work-life balance programs improve recruitment, retention, and reduce turnover. They help employers attract and retain talented employees by making it easier for them to manage both their professional and personal responsibilities. This benefits both the employees and the organization as a whole.

Quality of Work Life versus Work Life Balance

Quality of Work Life refers to the overall quality of the relationship between an employee and their workplace. It encompasses various aspects such as job satisfaction, work environment, and the balance between work and personal life.

On the other hand, Work Life Balance is about an individual's ability to manage their work and personal responsibilities with minimal conflict, leading to greater contentment. It involves finding a harmonious balance where both professional and personal needs are met, allowing individuals to feel fulfilled in both areas of their lives.

According to the Journal of Exclusive Management Science (2014), achieving a good work-life balance means that employees can effectively juggle their job duties and personal commitments, resulting in a more satisfying and productive life overall.

Leisure as Time

Hurd and Anderson (N.D) describe leisure as time free from obligations, whether those obligations are paid work, unpaid work, or essential tasks like sleeping and eating. Essentially, leisure time is the remaining time that a person has after fulfilling these necessary duties. There is some debate about the productive use of leisure time. Some people argue that leisure time should be used productively, while others view it as any time not spent working. However, it's important to note that only a small portion of time away from work is truly free from other obligations. For instance, activities like sleeping and eating are essential for human survival and cannot be considered leisure.

Leisure time, therefore, is the period when individuals can engage in activities they enjoy and find fulfilling, without the pressure of work or other essential tasks. This time is crucial for relaxation, personal growth, and overall well-being.

Leisure as Activity

Hurd also pointed out that leisure can be understood as the activities people choose to do in their free time. These are non-work-related activities that don't involve necessary maintenance tasks. Leisure activities can include things like relaxing, engaging in hobbies, playing sports, or playing a musical instrument.

Hurd's definition focuses on the nature of the activities themselves rather than the feelings they evoke in the person doing them. This means that while some people might not consider certain activities as leisure, others might see them as fitting the criteria perfectly. For example, reading a book or playing an instrument might be seen as leisure by some, even if others don't view them that way.

Performance Management

Noe (2010) describes performance management as a key strategy for gaining a competitive edge. It's a process where managers ensure that their employees' outputs, actions, and tasks align with the company's goals. By

focusing on employee performance, companies can identify their strongest and weakest team members. Evaluating employee performance helps in achieving operational excellence and fostering the development of the workforce.

Equity Theory

According to Kleiman (2000), Stacey Adams' Equity Theory suggests that fair treatment motivates employees to work harder. When people feel they are treated unfairly, they are more likely to feel unmotivated and dissatisfied. In this theory, "inputs" refer to what employees believe they contribute to the company, such as effort, skills, and work. "Outputs," on the other hand, are what employees perceive they receive in return, like promotions, salaries, bonuses, raises, and benefits.

Shift Work

According to the Canadian Centre for Occupational Health and Safety (2015), shift work is common in technical processing workplaces. Many workers find that shift work disrupts their family and personal lives. Conflicts at home or personal life issues can lead to serious health problems like chronic fatigue, gastrointestinal disorders, and high stress levels. However, some employees prefer shift work because it gives them more free time.

Synthesis

The review of related literature and studies provided the researcher with a wealth of information and insights that closely align with the objectives of the current study. A key area of focus was work-life balance, which involves juggling the demands of one's professional responsibilities while maintaining a satisfying personal life. This concept has become increasingly significant with the rapid expansion of the BPO industry. Over the years, as business hubs have flourished and evolved, the BPO sector has grown in tandem, extending its reach with new branches and creating a myriad of opportunities. This growth has not only led to a surge in job openings but has also underscored the critical need for achieving a balance between work and personal life in the dynamic and often high-pressure environment of the BPO industry. The evolving nature of this sector demands that employees, particularly those in call centers, find ways to manage their time effectively to avoid burnout and ensure long-term success in both their careers and personal lives.

Respondents of the Study

The study focused on call center agents who worked both day and night shifts. These participants were selected using a Convenience Sampling Technique, which involves choosing the most readily accessible data sources available at the time. This approach allowed for the inclusion of agents who were immediately available, providing a practical means of gathering relevant information for the study.

Statistical Treatment of Data

Problem 1: Frequency and Percentage Distribution

Problems 2 to 3: T-Test was used to test the hypotheses

Chapter 3

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

This chapter outlines the data collected by the researcher to address the following specific question:

Problem 01. What are the characteristics of the respondents in terms of age, gender, marital status, number of dependents, shift patterns, and employment status?

Table 1.1 Profile of the respondents according to age.

Age	Frequency	Percentage
18-20	4	10.0
21-35	31	77.5
36 and above	5	12.5
Total	40	100%

Table 1.1 reveals that most respondents are between the ages of 21 and 35, making up 77.5% of the sample with 31 individuals. The next largest group is those aged 36 and older, accounting for 12.5% with 5 respondents. Meanwhile, the age range of 18 to 20 includes 4 respondents, representing 10.0% of the total.

Table 1.2 Profile of the respondents according to gender.

Gender	Frequency	Percentage
Female	21	52.5
Male	19	47.5
Total	40	100%

The table above shows that the majority of respondents in the study are female, with 21 individuals (52.5%), while males account for 19 respondents (47.5%). According to a 2012 survey by the Philippine Statistics Authority, more than half of the call center workforce in 2010 was made up of female workers.

1.3 Profile of the respondents according to marital status.

Marital Status	Frequency	Percentage
Married	5	12.5
Single	34	85.5
Others	1	2.5
Total	40	100%

Table 1.3 shows the marital status of the respondents. Most are single, totaling 34 individuals (85.0%). Married respondents number 5 (12.5%), while one respondent, identified as a single mother, falls into the "other" category, making up 2.5% of the sample.

Table 1.4 Profile of the respondents according to number of dependents

No. of Dependants	Frequency	Percentage
1	8	20
2 TO 3	2	5
None	30	75
Total	40	100%

The table above displays the number of dependents reported by the respondents. Out of 40 participants, 30 (75%) have no dependents, 8 (20%) have one dependent, and 2 (5%) have between 2 and 3 dependents.

1.5 Profile of the respondents according to shift

Shift	Frequency	Percentage
Day	20	50
Night	20	50
Total	40	100

As stated in the scope of the study, the researcher will get equal number of respondents from both the day and night shift of Accenture and Teleperformance.

1.6 Profile of the respondents according to employment status

Row Labels	Frequency	Percentage
Contractual	10	25
Regular	30	75
Total	40	100

The table above outlines the employment status of the respondents. It shows that 30 respondents (75%) are regular employees, while 10 respondents (25%) are on a contractual basis.

Problem 2: What is the Work-Life Balance profile of the respondents?

Table 2.1 Work-Life Balance profile of the respondents according to FAMILY/FRIENDS.

WLB Component	Factor	Mean	P(T<=t) one-tail	P(T<=t) two-tail
Family/Friends	Day	10.5	0.248108826	0.496217652
	Night	10.9		

Table 2.1 compares the two work shifts in relation to the first component of work-life balance: family and friends. For the night shift respondents, the average score is 8.66, whereas for those on the day shift, the average score is 7.94.

Table 3.4 Work-Life Balance profile of the respondents according to Leisure

WLB Variable	Factor	Mean	P(T<=t) one-tail	P(T<=t) two-tail
Leisure	Female	9.52381	0.465059	0.930118
	Male	9.578947		

The table above displays the work-life balance profile of respondents with respect to leisure. Female respondents have an average score of 9.52, while male respondents have a slightly higher average of 9.57.

Chapter 4

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter provides a summary of the findings, conclusions, and recommendations drawn from the study. It also includes suggestions for future research, highlighting potential areas to explore further based on the current study's results.

Summary

This study aimed to explore the effects of work shifts on the work-life balance of call center agents. Specifically, it sought to answer the following questions:

1. What is the demographic profile of the respondents?
2. Are there significant differences in work-life balance between employees working day shifts and those working night shifts?
3. Are there distinct differences in work-life balance between male and female employees?

The research identified and analyzed various aspects of work-life balance, including relationships with family and friends, health and exercise, leisure activities, life purpose, financial stability, and job responsibilities. The study focused on 40 participants, evenly split with 20 from Teleperformance and 20 from Accenture. Using a Descriptive Correlation Method, the study examined how the key components of work-life balance—Health/Exercise, Family/Friends, Leisure, and Financial Well-being—are influenced by work shifts and gender. Data was gathered through a Work-Life Balance questionnaire, developed by the researcher and validated for its relevance and accuracy. The questionnaire included statements related to the four primary components of work-life balance, providing insights into how different work shifts and gender impact these areas.

Major Findings

Based on the collected data, the following key findings have emerged:

1. The demographic analysis of the respondents indicates a higher number of female call center agents (52.5%) compared to male agents (47.5%). A significant majority of respondents (77.5%) are aged

between 31 and 35, suggesting they are in the mid-point of their careers. Additionally, 85% of the respondents are unmarried, and 75% do not have any dependents. The majority of respondents (75%) are employed on a regular basis.

2. In relation to the second research question, which explores the work-life balance profile of respondents according to their shift type, the study found no significant differences between day and night shift employees in most areas of work-life balance, except for leisure time. This finding suggests that while general work-life balance metrics are similar across shifts, leisure activities are more prominent among night shift workers. (Refer to Tables 2.1-2.6 for detailed breakdowns.)
3. Regarding the third research question about gender differences in work-life balance, the study revealed that female respondents reported higher average scores in aspects related to family/friends, health/exercise, and finances compared to their male counterparts. This indicates that women may experience a better balance in these areas. (See Tables 3.1-3.6 for specific data.)

Conclusions

Based on the key findings, the following conclusions are drawn:

1. In terms of work-life balance and work shifts, employees on night shifts appear to place a higher value on their leisure time compared to those on day shifts. Hurd and Anderson (ND) define leisure time as periods free from obligations, work, or tasks. Several factors may account for these results: employers often offer more leisure programs or incentives for night shift workers, acknowledging the difficulties of working non-traditional hours. Additionally, night shift employees typically receive night differential premiums, which boost their disposable income for leisure pursuits. To gain a deeper understanding of these findings, the researcher suggests conducting qualitative research, such as focus groups or interviews, in future studies.
2. Apart from leisure time, there are no significant differences between day and night shift employees in other aspects of work-life balance. This may be attributed to how employers manage employee lifestyles or various socio-cultural factors. Additional research is necessary to clarify these findings and investigate the underlying causes.
3. The study discovered that women generally experience a better work-life balance regarding family/friends and finances. This might be due to women's nurturing tendencies and cultural values in the Philippines that place a high importance on family time. To confirm these results, the researcher recommends further studies, particularly those employing focus groups or interviews.

Recommendations

Based on the findings of the study, the following recommendations are proposed:

1. Organizations, regardless of whether they offer night shifts, should introduce additional programs designed to help employees achieve a balanced and rewarding life. It is essential to go beyond standard benefits by offering flexible work hours and wellness initiatives to support overall health and well-being. These programs could include options like remote work, mental health resources, and fitness activities that contribute to employees' personal satisfaction and professional productivity.
2. Achieving a balance between work and personal life requires effective prioritization of needs. Time management strategies and life coaching sessions can serve as valuable resources for employees striving to manage their responsibilities more efficiently. Additionally, employees should feel encouraged to openly discuss their work-life balance challenges with their managers and seek guidance when necessary. Creating a supportive environment where employees can openly communicate about their difficulties and receive appropriate support is crucial for fostering a balanced and productive workforce.
3. For a more comprehensive analysis, the researcher recommends expanding the sample size and validating the questionnaire with feedback from at least 15 qualified experts. Incorporating a qualitative research component alongside the quantitative survey could also strengthen the study's findings. Qualitative methods, such as interviews or focus groups, could provide deeper insights into the nuances of work-life balance and enrich the overall research outcomes.

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