

**WORK-LIFE BALANCE AND JOB SATISFACTION OF CALL CENTER  
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**ABSTRACT**

This research examines the relationship between work-life balance and job satisfaction among call center agents in Davao City by determining which predictor best influences job satisfaction. The researchers used a quantitative approach which involved the survey of a total of 122 call center agents. Adopted survey questionnaire was the research instrument used in gathering the data, utilizing statistical methods such as Mean, Pearson Product Moment Correlational, and Linear Regression.

Results reveal a significant relationship between work-life balance and job satisfaction, with a significant influence of work environment and workplace relationships in improving job satisfaction. These findings highlight the importance of a supportive work environment and positive social dynamics in enhancing job satisfaction and employee retention. The study aims to provide insights for BPO firms to develop strategies that improve work-life balance, boost employee satisfaction, and ultimately enhance productivity and retention rates.

**Keywords:**

Work-Life Balance, Call Center Agents, Job Satisfaction, Graveyard Shift

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**INTRODUCTION**

The increasing prevalence of job dissatisfaction in the BPO industry has become a pressing concern, affecting employee retention and overall productivity. Despite the industry's rapid growth and reliance on a diverse workforce, many employees report feelings of burnout and disengagement, often linked to excessive workloads and insufficient work-life balance (Hasyim & Bakri, 2025).

Job satisfaction is a critical aspect of organizational psychology, serving as a cornerstone for understanding employee motivation, employee engagement, and overall well-being in the workplace (Baxi, et. al, 2024). According to Dziuba, et al (2020), a satisfied employee devotes himself to work, performs orders better, cares for others and for himself. He feels safe in the enterprise. Yustina and Valerina (2018) found that when people are satisfied with their employment, it feels less like labour and more like play. Getting up and going to work each day is easier for people who enjoy what they do. Stress has detrimental effects on work performance, psychological wellness, and physical health; both are mitigated by feeling appreciated and appreciated at work. Furthermore, satisfied workforces are more productive and enthusiastic in their work (Katebi et al., 2022, Muhammad et al., 2022).

Lack of job satisfaction among call center agents is one of pressing issues caused by several factors such as heavy workload, emotional stress, limited career opportunities, and lack of management support. Workers in the BPO industry often face time pressures, static tasks, and poor mental health from catering a variety of customers, some

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which can cause burnout (Deery, 2020; Lomas et al., 2018). Further, limited career growth and negative perceptions of value add to the feelings of stagnation (Osborn et al., 2019). Lack of recognition, poor management support, subpar compensation, and job insecurity further exacerbates this situation (Choi et al., 2022; Roberts & Miller, 2019; Tan & Nguyen, 2020).

The essential part is that work-life balance and job satisfaction contribute to affecting employee performance, that give emphasis on the need for the companies to give top priority to initiatives that can promote a positive work environment and a healthy work-life balance (Manoto, et. al., 2024). Through this, Mushtaq, et al (2024), maintaining the equilibrium between personal and professional life can lead to improved job satisfaction and decreased levels of workplace stress.

This research is intended to examine the correlation between work-life balance (in terms of Self health, Family and friends, Relationship with colleagues and Work management, and Work environment) and job satisfaction (in terms of Sense of Work achievement, Remuneration of satisfaction, Work and Colleague Support and Promotion Opportunity) among call center agents, how organizational interventions contribute towards the well-being and performance of the employees. Through analysis of the determinants of job dissatisfaction and what interventions can be implemented to foster a healthy work environment, this study hopes to serve as input for BPO firms in order to improve employee retention, productivity, and overall job satisfaction.

### METHODOLOGY

The study was done through quantitative approach with the conduct of a survey through questionnaires to collate data about the work-life-balance and job satisfaction among more than 100 call center graveyard shift agents of the BPO industry throughout the Philippines (mostly in Davao City). The researchers administered the survey utilizing online forms and secured the consent of the said employees prior to the survey. The statistical tools used in this paper are Mean, Pearson Product Moment Correlation and Linear Regression.

### RESULTS AND DISCUSSION

The findings of this study underscore the significant correlation between work-life balance and job satisfaction among call center graveyard shift agents. As evident in Table 1, the level of work-life balance among call center agents is notably influenced by their relationships with colleagues and management, as well as the work environment. These aspects emerge as major contributors to achieving a balanced work life. Table 2 further highlights that job satisfaction is largely dependent on the support received from superiors and colleagues, with work appreciation also playing a considerable role.

**Work-Life-Balance.** Presented in Table 1 is the level of work-life-balance among call center agents in terms of self-health, family and friends, relationship with colleagues and management and their work environment which revealed high levels as reflected with a mean of 4.70. Subsequently, they disclosed high level for indicators Relationship with Colleagues and Management and Work Environment as manifested in a mean score rating of 5.06 and 5.20 described as high respectively. However, call center agents revealed a moderate level of work-life-balance in terms of Self-health and Family and Friends, as shown in a mean score rating of 3.98 and 4.54 respectively. The overall total being high indicated that these aspects are crucial for call center agents' work-life balance.

These findings corroborate with Mareki (2024), that achieving balance between personal and professional life improves health, productivity, and organizational commitment. Similarly, the moderate score for Family and Friends may be due to time constraints. Kalliath et al. (2018) emphasize that family support fosters emotional resources that benefit work performance. In contrast, strong workplace relationships reflect the importance of social support in achieving balance. As Oludayo and Omonijo (2020) highlight, support from colleagues and management must be intentional and grounded in trust. The high score in the Work Environment also supports Marecki's (2023) view that a positive, supportive environment enhances job satisfaction and loyalty.

Indicator	SD	Mean	Descriptive Level
Self Health	1.35	3.98	Moderate
Family and friends	1.42	4.54	Moderate
Relationship with Colleagues and Management	1.30	5.06	High
Work Environment	1.08	5.20	High
<b>Overall</b>	<b>1.07</b>	<b>4.70</b>	<b>High</b>

*Table 1. Level of Work-Life-Balance among Call Center Agents*

**Job Satisfaction.** Presented in Table 2 is the level of job satisfaction among call center agents which revealed a moderate level as reflected in the mean score of 3.59. Among the indicators, Colleague Support received the highest rating of mean with 3.90 suggesting that agents generally feel supported by their peers. This was followed by Sense of Work Achievement with a mean rating of 3.80, Work Support with a mean of 3.66, and Superior Satisfaction with a mean rating of 3.47, all falling within the moderate level respectively. On the other hand, Remuneration Satisfaction got a mean rating score of 3.38 and Promotion Opportunity with a mean score rating of 3.33 were both rated low, indicating dissatisfaction with pay and career advancement prospects.

Indicator	SD	Mean	Descriptive Level
Sense of Work Achievement	0.89	3.80	Moderate
Remuneration Satisfaction	1.07	3.38	Low
Superior Satisfaction	1.14	3.47	Moderate
Work Support	0.91	3.66	Moderate
Colleague Support	0.96	3.90	Moderate
Promotion Opportunity	1.10	3.33	Low
<b>Overall</b>	<b>0.82</b>	<b>3.59</b>	<b>Moderate</b>

*Table 2. Level of Job Satisfaction among Call Center Agents*

These findings support Smith and Jacobs (2021), who emphasized that employees who find their work meaningful and feel a sense of accomplishment are more engaged and committed. Likewise, Adriyanto (2021) highlighted that strong peer support enhances job satisfaction, and González-Morales et al. (2020) found that organizational and supervisory support reduces stress and promotes a healthier work environment. On the other hand, Roberts and Miller (2019) stressed that fair and adequate compensation is essential in recognizing employees' efforts and managing the emotional demands of the job. Similarly, Lee et al. (2024) emphasized that opportunities for promotion contribute to job stability and motivation. These findings suggest the need for improved compensation and career growth opportunities to enhance overall job satisfaction among call center agents.

**Relationship between Work-Life-Balance and Job Satisfaction.** Table 3 shows that there is a significant relationship between work-life-balance and job satisfaction as revealed in the r-value of .720\*\* with a p-value of .000 which is lower than .05 level of significance. Self health, family and friends, relationship with colleagues and management, and work environment are significantly related with job satisfaction as disclosed in the r-values of .522\*\*, .544\*\*, .658\*\*\* and .696\*\*, respectively. Their corresponding p-values are lesser than .05 level of significance. This implies that job satisfaction among the call center graveyard agents is dependent on their work-life-balance wherein the more work-life-balance is achieved, the job satisfaction increases. This is affirmed by Mandagi and Wijono (2023) that work-life-balance tends to affect several employee considerations including that of job satisfaction. Organizations offering support systems that induce well balanced work and life affects employees' sense of satisfaction and commitment to their jobs.

In addition, all the indicators of work-life-balance contributed to a positive relationship to the job satisfaction of the respondents. Thus, there is a significant relationship between the two variables: work-life-balance and job satisfaction. This implies that having work-life-balance increases the employees' satisfaction towards their jobs

and instills in them a sense of contentment in the system they currently have covering several aspects of their work environment including interpersonal relationships, compensation and support.

Work-Life-Balance	Job Satisfaction						
	SWA	RS	SS	WS	CS	PO	Overall
Self Health	.494** (.000)	.506** (.000)	.433** (.000)	.517** (.000)	.206* (.023)	.404** (.000)	.522** (.000)
Family and friends	.558** (.000)	.472** (.000)	.372** (.000)	.514** (.000)	.371** (.000)	.408** (.000)	.544** (.000)
Relationship with Colleagues and Management	.641** (.000)	.548** (.000)	.444** (.000)	.510** (.000)	.506** (.000)	.582** (.000)	.658** (.000)
Work Environment	.757** (.000)	.571** (.000)	.436** (.000)	.618** (.000)	.462** (.000)	.601** (.000)	.696** (.000)
<b>Overall</b>	<b>.725** (.000)</b>	<b>.628** (.000)</b>	<b>.502** (.000)</b>	<b>.643** (.000)</b>	<b>.458** (.000)</b>	<b>.591** (.000)</b>	<b>.720** (.000)</b>

**Table 3. Significant Relationship Between Work-Life-Balance and Job Satisfaction among Call Center Agents**

Legend:

SWA- Sense of Work Achievement

RS- Remuneration Satisfaction

SS- Superior Satisfaction

WS- Work Support

CS- Colleague Support

PO- Promotion Opportunity

Table 4 presents the result of the regression analysis. It can be seen in the table that the Work Environment as factor of work-life balance emerged as the most significant predictor of job satisfaction, with a p-value of .001, followed by Relationship with Colleagues and Management with a p-value of .003, which are lesser than .05 level of significance, suggesting that a supportive, well-managed work setting and healthy workplace social dynamics significantly enhances how satisfied employees feel in their roles. In contrast, Self Health and Family and Friends did not show a statistically significant influence on job satisfaction, as their p-values (.078 and .379, respectively) exceed the .05 threshold. Further, the R-squared value of .554 implies that work-life balance influences job satisfaction by 55.4%. The variance of 44.6% is attributed to other factors not covered in this study. These findings support the view of Marecki (2023) and Oludayo & Omonijo (2020) that a positive work environment and healthy workplace relationships are critical factors contributing to job satisfaction. For call center agents working night shifts, the quality of their immediate work setting and interpersonal dynamics within the workplace appear to outweigh personal health and social life when it comes to job satisfaction.

Work-Life-Balance	Job Satisfaction		
	Beta	t-value	p-value
Constant	.687	2.707	.008
Self Health	.095	1.775	.078
Family and friends	.047	.883	.379
Relationship with Colleagues and Management	.181	3.004	.003
Work Environment	.268	3.352	.001
R Square = .554 or 55.4%			
F-value = 36.400			
P-value = .000			
JS=.687+.095SH+.047FF+.181RCM+.268WE			

**Table 4. Significant Influence of Work Life Balance on the Job Satisfaction among Call Center Agents**

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In addition, the **F-value of 36.400** and a **p-value of .000**, which is less than the 0.05 level of significance. This suggests that the combined indicators of work-life balance have a significant effect on the job satisfaction of the respondents. As can be deduced from Table 4, job satisfaction can be predicted using this particular equation:  $JS = .687 + .095SH + .047FF + .181RCM + .268WE$

### ACKNOWLEDGEMENT

The call center graveyard shift agents who participated in the study and shared their valuable experiences are much appreciated by the researchers. We would particularly like to thank Dr. Gaudencio Abellanos of the University of Southeastern Philippines for his immense support and guidance throughout the project. This study was successfully accomplished due to the help of peers, academic advisors, and everyone else who gave support and suggestions.

### CONCLUSION

The research established that work-life balance was important for influencing the job satisfaction of call center graveyard shift agents. In particular, the work environment and relationships with management and peers were the most crucial drivers of job satisfaction. Agents reported dissatisfaction with pay and opportunities for career progression, though typically having good levels of social interaction and support in the workplace. The findings emphasize how critical a positive and efficiently managed work environment is for enhancing employees' overall job satisfaction and well-being.

### RECOMMENDATION

To boost employee happiness, BPO companies must give high importance to having a happy work environment and improving relationships with their peers. Initiating wellness programs, offering flexible working hours, recognizing employee achievements, and enhancing inner communication are some real measures. Those areas of dissatisfaction that have been pointed out must also be tackled, e.g., by providing clear professional development avenues and improved pay packages. These initiatives will facilitate long-term organizational performance, reduced attrition, and improved staff morale.

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