

Work Life Balance As Mediator Between Counterproductive Work Behavior And Turnover Intention Among Employees Working In A BPO Company In Metro Manila

Sarah Jane N. Santos, Rosalia T. Caballero

University of Santo Tomas, Graduate School,
España, Manila, Philippines
sjsantos.28@gmail.com

Graduate School of Social Science and Education, University of Santo Tomas,
España, Manila, Philippines
Sally.Caballero@netship-ph.com

Abstract: Work provides earnings for everyday living but maintaining a balanced and healthy lifestyle while working is challenging. This study aims to identify the mediating effect of Work Life Balance on the relationship between Counterproductive Work Behavior and Turnover Intention among employees working in a BPO company in Metro Manila. A quantitative research design and mediation analysis was used in this study. Data were collected from 156 permanent employees using a researcher-made demographic questionnaire and standardized questionnaires. Based on the findings, the employees are experiencing struggle balancing their work and personal life, still commit few minimal negative behaviors and average response from the employees showed intent to leave the organization. It was also revealed that counterproductive work behavior significantly predicts turnover intention. The mediation analysis results also showed that WLB is a significant mediator between CWB and TOI. Mediation suggests that the influence of counterproductive work behavior and turnover intention is weakened by work life balance. This implies that whenever the employees are able to balance their work and personal life, CWB decreases. Thus, WLB is also instrumental in minimizing the employees' turnover intention. These findings were utilized as basis for the creation of a retention program to enhance work life balance and minimize employee turnover.

Keywords: BPO, Counterproductive Work Behaviors, Mediation, Mediator, Turnover Intention, Work life Balance

Introduction

Work is important and plays a significant role to a person's life. Every individual is expected to work and has the right to choose the type of work they wish to pursue. Having a job is crucial for people to survive and it also gives meaning to a person's life for it provides earnings for everyday living and it is also one of the reasons why individuals are able to afford leisure such as their hobbies, travels and other activities. With the world's current state, the pace of change is speeding up as the society creates new inventions and makes new innovations. The general environment including how employees give meaning to work is transforming expeditiously. According to Moore and Sampino (2014), the new generation of employees today specifically the millennials who are born from year 1980s to 1990s work for purpose and not for the pay check. This new group of employees is more aggressive to work and at the same time they are also aiming to live their lives to the fullest. They want fulfillment at work, at home and in everything they do and want to pursue. Unlike the Baby Boomers (born from 1946-1964) and Generation Xers (born from 1965-1979) who are much more motivated to their jobs and salaries, millennials place importance on their incomes but at the same time, desires to live a balanced life. Money is only secondary for them. They seek meaning and direction in life and many of them are confident about their skills and career potentials (Moore & Sampino, 2014). In a few years, the Baby Boomers and Generation Xers will reach their retirement. This means that millennials will start to take over most of the population in the workplace while another set of generation will enter the business. These generation includes

those who were born between year 2000 to year 2010 and are called "The Generation Z" (Ubl, Walden and Arbit, 2017). They also seek for balanced life, purpose and meaning in life and at work. However, unlike millennials, this new age group seeks for deeper purpose, passion and impact in their existence (Mercurio, 2017). One of the things the new generations really want from their employers is flexibility in which health and wellness are as important as job performance. Since the millennials and Generation Z are expected to be the workforce of the future, business leaders should give attention to their future workforce because as much as they want a better job, they also want a balanced work and personal life. Decades ago, there were only few popular industries to work. These include the manufacturing, agriculture, mining and petroleum sector. These types of industry usually require employees to perform manual labor or mostly physical work that involves minimal output considering the world population and demand from consumers. On the other hand, there are new other industries at present such as accommodation and food services, automation, IT/computer industries and business process outsourcing which not only require physical labor and working in extended hours but also demand new skills and professional expertise to offer to the organizations. Business process outsourcing (BPO) is the most common type of outsourcing services in which the provider takes responsibility for the whole process. BPOs are responsible for movement of a business process from the inside of the organization to external service providers. This occurs when an organization turns over a particular process to another organization so that they can focus on a particular process

(Krstic & Kahrovic, 2015). BPO in the Philippines started its first call center in 1992 and as of 2016, there are already 851 registered BPO companies across the country (Zoleta, 2018). According to A.T Kearney Global Services Location Index (2017), the Philippines is now rank 7 in the world's top outsourcing companies worldwide. The BPO in the Philippines is the top foreign exchange earner next to OFWs bringing in more than 1 billion revenues to the market and the largest contributors to the country's GDP (Zoleta, 2018). BPO has been in demand to most unemployed applicants considering the fast and easy employment which only requires at least a High School Diploma. According to Contact Center Association of the Philippines, there are 1.4 million Filipinos who are working in the BPO as of 2018 (CCAP, 2019). The Philippines has been establishing itself as one of the favorite destinations for outsourcing services and has recently overtaken India as the leading provider of business process outsourcing (Srivastava 2010, as cited in Hechanova, 2017, p. 198). However, despite of providing higher pay compared to other industries, the BPO industry in the Philippines still suffers from high attrition rates ranging from 30% to 80% as of 2011 (Prestibero, et. al, 2016). Aside from the new generation of employees and new types of industries, maintaining a healthy lifestyle while working is challenging especially now that people are in a digital world. The humanity are in a civilization where technology and innovation has influenced human empowerment and people are in the new era of a powerful influence of greater modernization that transforms our society and human behavior to a whole new level. The effects of these advancements influenced how people view other people's opinions in politics, business, school and personal life. The new tools on how individuals interact with each other such as mobile phones, laptops and social media applications has been a great comfort to easily communicate in an instant. This lets people reach out to any individual everywhere in the world and also make business transactions without difficulty; even most of the opportunities are reachable in an instant. One example on this is the marketing industry today where consumers can purchase and deliver thru online transaction. Little did the people know that this digital technology may make people's life easier, faster and always on the edge but it is also one of the big causes and sources of stress, pressure and health issues (Eyre, 2017). According to Wedgwood (2018), because people get more connected through technology and social media, it is becoming more and more difficult to separate work from our personal lives. Having balance between personal and work life is now very important to every employee. Work life balance is about being able to do what one wants, enjoy and experience new things while staying committed to the job. Work life balance enables individuals to have time and energy between family, work, health and leisure (Heathfield, 2018). For a person to achieve WLB there must be support from employers specifically the leaders and human resources personnel because they impose policies, procedures and expectations of employees in the work place. If an employee does not have a balanced life, their performance and output at work are affected. Having a balanced work life also reduces the stress of personnel at work that results to better performance and output expected from them. Nowadays, flexibility is one of the most important concerns of every employee considering the traffic situation and other personal events happening to an individual everyday (Heathfield, 2018). There are a lot of

things to consider in an organization to be an effective employer. Aside from providing a good salary, it is important that the management know the needs of their employees. At first, having a high salary can be motivating to some, but people will always look for something that will make them strive for more. Organizations should also have a culture that will serve as a foundation for the development of company values and behaviors among employees. Individuals respond differently to employee engagements and leader empowerments. If employees do not feel motivated to be involved, this may result to employee's counterproductive behavior. This happens when employees intentionally behave inappropriately against the organization which could have cascade negative effects to the members of the organization. The most common problem with this behavior is absenteeism, tardiness and interpersonal problems. These can eventually affect the performance of the team members and bottlenecks the process in the organization. Aside from these, there are also other forms of counterproductive behavior such as stealing, gambling, favoritism, discrimination, gossiping, harassment, substance abuse and bullying (Ilac & Salvosa as cited in Hechanova, 2017, p.177). Counterproductive behavior in the workplace can occur anytime. This inevitably affects the organization's stability in terms of corporate performance and can damage the financial state of the business. These behaviors commonly occur in any type of situation and industry and it is unavoidable. The Philippines is no exception to this. As compared to other Western countries, Filipinos are collectivist when working and they tend to give higher importance to interpersonal relationships and consider their colleagues as friends and even as family members. The counterproductive behavior of Filipinos in the Philippine organizations involves interaction with other people that may affect social relationships. The most prevailing counterproductive behavior in the Filipino workplace is tardiness, absenteeism, gossiping and favoritism and internet use (Ilac & Salvosa as cited in Hechanova, 2017, p.183). Since Filipinos are social relationship orientated and value "pakikisama", counterproductive behavior may lead to high turnover intention among the staff members and the management when such concern is not addressed. Besides, turnover intention is likely to happen when employees considers quitting their job and intends to quit the organization, whether or not the management plans to remove the employee in the company. Yamazakia and Petchdeem (2015) claimed that this process starts when the employee thinks of leaving the organization, searches for a new job and finally engages to the intention to leave the organization. This is also an important issue to many organizations because this may happen voluntarily or involuntarily and has great impact not only in the business' productivity, expenses and overall performance but also to the efficiency of employees' performance (Yamazakia & Petchdee, 2015). Given the challenges that employers are facing, they should implement employee discipline and labor-management relations guided by a program to help the organization deal with these kinds of issues.

Significance of the Study

As quoted by the American author Studs Terkel, " Work is about a search for daily meaning as well as daily bread; for recognition as well as cash; for astonishment rather than torpor; in short, for a sort of life, rather than a Monday to

Friday sort of dying.” (Hechanova, Calleja & Villaluz, 2017). Each individual has their own perception of work and has their own reasons as to why they choose their career path. Work life balance is a big concern in the global workforce and there are different views and understanding about this concept, depends on the situation and disposition of the individual. People often thought about work life balance as pleasure rather than privilege. In our current society, it is becoming a trend to have more freedom and satisfaction in life while working but just as the saying goes, “one can’t have the best of both worlds”. Bird (2003) gave some points as to how work life balance is not what we thought it was: first, work life balance does not actually mean an equal balance of personal life and work life, second, a person’s perception of WLB today will be probably different in the next few days and third, there is no perfect balance for an individual to strive for, it is different for everyone because of the differences in own priorities and life itself. Since the society is in the digital era, the concept of WLB has already progressed and will still continue to develop as it also adapt to the perspective of the new generation we have right now. The millennials are changing the workforce as people progress in society and they are a driving force behind the workplace change that causes a decrease in the percentage of engaged employees (Steinhilber, May 2017). Most companies are focused on how to improve the process of their organization. Specifically companies focus on increasing profit by using new tools and gadgets to make the process easier, on putting up new departments that focus on technology and innovation (IT, HRIS, etc.) and attracting more employees, consumers and business partners in order to expand in the industry. More so, the organizations tend to overlook the needs of their employees to be effective and efficient at work. It is important to give attention and priority to the well-being of the staff members to avoid and minimize potential problems in the future. For any relationship to be successful there is a process, partnership and effort to make it effective. In the corporate industry, employees are important to the success of organizations and the success of the organization depends on the performance of employees. The employee’s performance is also dependent on how the organization cares about them and how the management gives importance to their employees. There are lots of studies and researches conducted about job performance, job satisfaction, organizational commitment, and other productive behaviors such as organizational citizenship behavior and employee engagement. Most researches focused on the positive effects and dispositions in the corporate industries. Thus, the current researcher emphasizes the importance of giving attention to the negative behaviors and observes how this affects the organization. Another thing to consider is the increasing number of population throughout the world. The workforce will have more workers in the future and there will be a tight competition in the market between employees and employers. At present, only few companies can provide a sustainable workforce to their employees due to lack of budget while some companies demand overtime, shifting schedules and assign more work load that may consequently influence employee's turnover intention and counterproductive behavior. This research was conducted to further study, understand and discover the significance of work life balance as it mediates between counterproductive work behavior and turnover intention of employees working

in a BPO Company. This paper serves as supplementary research to many studies about the mentioned topics in the global business but more importantly to the Philippine industry. The researcher believes that it is also necessary to give importance to this negative behavior and put into action the results of the study in the employee discipline. Most of the researchers are focused on the performance of employees and it is time to give emphasis on the possible reasons why employees act as such. Work life balance, counterproductive work behavior and turnover intention can happen in any organization regardless of company size. This paper would not only benefit the human resource personnel but also the BPO Industry and Contact Center Association of the Philippines, particularly the employees, members of the organization and even the businesspersons and executives. This would provide them information and learning about the possible issues in the organization. It may likewise help in increasing awareness on how to prevent and manage such concerns. Finally, the findings of the study is beneficial to the future human resources who are involved in developing programs and tools to improve employee satisfaction, engagement and behavior. This research can also be used as basis for organizational development in the Philippines to help human resource personnel create workplace management programs in their respective organizations. Furthermore, this would also be a great contribution in the field of Psychology in the Philippines most especially in the Industrial Organizational Psychology by providing them further study on work life balance, counterproductive work behavior and turnover intention.

Scope and Limitations

This study aimed to test the relationships of counterproductive work behavior with turnover intention and work life balance as its mediator in a BPO Company in Metro Manila. The study is focused on profiling the respondents by means of age, sex, civil status, number of children and educational attainment and the standardized surveys were utilized for measuring the variables. This study however, is only limited to one small-scale organization specifically located in Bonifacio Global City, Taguig. The respondents are all rank and file contact center representatives with at least one year work experience and already a regular employee. The researcher selected the participants using purposive sampling technique and personally conducted the data gathering procedure in the company. The participants who are qualified have at least one year work experience, permanent employee of the organization, contact center representative with age range from 20 to 37 years old, with no gender preferences. Likewise, the participants were given a personal data sheet to gather necessary information needed for the study and standardized questionnaires to measure the three variables. On the other hand, the work life balance and counterproductive work behavior scales that was used in this study have other dimensions to measure aside from the WLB and CWB in general and the results are still presented for reference but the main focus of this study is the over-all measure of WLB and CWB. Moreover, this research does not go beyond studying the relationship of WLB, CWB and TOI among other nationalities such as American, Chinese, Indian and the like.

Review of the Literature

1.1 Millennials

The immediate rise of the technology from the 20th to 21st century has affected the life and work of people around the globe. The improvement in transportation to the invention of internet have progressively changed the lives of everyone as people can easily transfer from one place to another, and can communicate thru internet in an instant. These changes have affected the workforce trading industry due to the emergent diversity and pop culture (Calisphere, 2018). This occurrence will continuously change the lives of everyone and will certainly shape the future of the younger generations as well as the corporate industry. According to London Business School (2017), millennials are the generation who entered the job market during the last global recession in 2007. This recession is the reason why millennials work hard. Getting ahead are important to them because when they enter middle age, they expect to establish a sense of stability in their lives. This is also the generation that still lives with their parents. Compared to the previous age group, millennials see themselves as family-oriented who are also preparing to have their own. This age group saw how their parents struggle to provide for the family and to balance their own personal life and work. Millennials are the first globally connected generation and many of them are interested to explore life outside their comfort zones. They are eager to go outside their boundaries and push over their limits just to find value in life (Gratton, 2017). Millennials have been exposed to different events in the environment that plays a vital role in shaping their attitudes, behavior and values at work. Work values as defined by Lyons (2014) is the generalized beliefs about the relative desirability of various aspects from work including pay, autonomy and working conditions and work-related outcomes such as accomplishment, fulfilment and prestige. It points out what is important or desirable to individuals in their working lives (Lyons as cited in Kuron, et. al, 2014). The shift from university setting to work environment is very critical to the millennials because they will now enter a new dimension where they have no idea of its reality. In school, they were assisted to prepare for corporate world by teaching them about what it is like to be in the office, what to expect during interviews and how to sell your image in the business. But the universities do not teach students how to deal with the real events happening such as politics, deadlines and dealing with the colleagues and bosses. What millennials have in mind is to work and get paid and yet they only have limited knowledge about the price of being an employee (Moore and Sampino, 2014). Kuron, Lyons, Schweitzer and Ng (2014) explained that work values of Baby Boomers and Generation X shifted as they transition to the workplace. This is related to the generation theory which explains that people of every generation is affected by such transition due to human developmental processes that go with age and "growing up" which may also evolve over time. It is expected that the work values of each generation will change as they switch from school to work as well as when they gain experience at work (Kuron, Lyons, Schweitzer and Ng, 2014). A new life stage called "emerging adulthood" has been introduced and accepted in the changing societal and cultural experiences in developing countries (Arnett, 2000; Rindfuss, 1991 as cited in Kuron, et al. 2014) as individuals are free to explore and experiment in life. In career development theory, self-

exploration is a vital process in an individual's career development (Super, 1990; Savickas, 2002 as cited in Kuron, et al. 2014). In addition, Kuron, Lyons, Schweitzer and Ng (2014) conducted a survey to 906 millennials (born between 1980 and 1994) who just entered the workforce and gained experience in the industry. They used Work Values Survey to examine if these values vary in different life stages of career. They found out that millennials placed importance to five work values such as interesting work, achievement, good co-workers, work collaboration and salary. They may also be attracted to organizations whose environment are collegiate, provides interesting work and work life balance, job security and can also be retained through good pay. Based on the results of Kuron and colleagues (2014) survey, millennials' work values have no significant difference in terms of school-to-work-transition. This contradicts the previous study by Moore and Sampino (2014) about Baby Boomers and Generation X whose work values shifted as they transition to work. Their results suggest that millennials are different from the Baby Boomers and Generation X because they maintained their stability in terms of work values even when they gained experience in the future. Their findings also suggest that the employers and human resources would need to give attention to their recruitment strategies and employee engagement program to attract fresh graduates and retain their current employees in the workplace. The recruitment team, on the other hand, also need to strategize their approach to emphasize the job characteristics and set proper expectations to the candidates in terms of salary and company culture (Kuron, Lyons, Schweitzer & Ng, 2014). One of the recommendations made by Kuron and colleagues (2014) is for the human resource team to focus on salary package for those candidates who have work experience as this might help them retain competent employees. millennials, in general, can be satisfied by holiday hours, flexi-time, telecommuting, flexible work hours and vacation time. The researchers also found out that millennials' work values might slightly change as they enter the workforce. Though it will be challenging for employers to prioritize these, the management should at least consider a few of these factors for employee retention because millennials will eventually grow up and settle down in their careers. However, they will not discontinue searching for the right company who will give them satisfaction and meaning in life (Kuron, Lyons, Schweitzer & Ng, 2014). The leaders of the business should also be supportive of their staff by making them feel important, by knowing what is also important to them and also by making employees feel they are needed in the organization. In this kind of business world, it is also important to have good leadership attitude. Leadership is not just giving directions on what an employee should do. Instead, leaders should mentor and support, should help people develop their skills and should lead employees in the path they want to grow. Leaders should guide employees at work in the same way parents discipline their child at home and as teachers impart knowledge to students in school. Based from a research conducted by Lee, Willis and Tian (2018), empowering leaders are much more effective to make the employees engaged and are much more influential to the behavior of the members of the organization. They have more creative and helpful employees who are committed to work, who can demonstrate initiative and generate novel ideas for the team. Though empowerment

helps to motivate employees, this does not always lift the performance of employees because additional responsibilities and challenges at work may burden the members of the team which may result to an increased level of job stress (Lee, Willis and Tian, 2018). On the other hand, leaders in the Eastern culture who were perceived as empowering by their employees had a bigger effect on the performance of their staff as compared to the leaders in Western cultures. This result is supported by the fact that employees in the high level position in countries such as China, India and Korea are expected to help their subordinates while the rank and file employees are expected to be loyal and compliant to their leaders. On the contrary to the Western countries such as US and Europe, they prefer minimal supervision and independence from their leaders (Lee, Willis & Tian, 2018).

1.2 Work Life Balance

The term work life balance is defined by Pasamara and Alegre (2014) as the individual's perception that work and non-work activities are compatible and promotes growth in accordance with individual's life priorities. Shankar and Bhatnagar (2010), defined work as paid employment while life is defined as everything outside of the formal employment. Thus, WLB should not only mean balance between work and family but also between work and the rest of outside activities. On the other hand, Parkes and Langford (2008) also defined WLB as an individual's ability to meet non-work responsibilities and activities aside from both work and family commitments. Through the years, work life balance has been a worldwide concern in the context of employment and right now, the concern is more intensified due to digital age. The present work situation as manifested by the fast pace environment, intense pressure, constant deadlines, changing demographics, increased use of technology and the co-existing virtual workplace have contributed to work life balance as a core issue in human resource development (Shankar & Bhatnagar, 2010). Moreover, Clark 2001 as cited in Pasamara and Alegre (2014) also defined work life balance as steadiness of satisfaction and good functioning at work and home with minimal conflict. Work-family conflict is considered to be a significant source of stress and the perception of balancing work and family life which refers to the progression of both areas (Pasamara and Alegre, 2014). On the other hand, Shankar and Bhatnagar (2010) defined work life conflict as an intermediate state in a continuous process of creating harmony between work, family and personal life. According to the researchers, balance in life can be experienced differently and each individual can experience work life conflict yet still have the work life balance depending on how it is perceived by the person. If the individual do not consider the number of hours spent working or even still working when at home, they may still experience work life balance (Shankar and Bhatnagar, 2010). Previously, the apprehension in WLB was mostly focused on women because they provide family care but as time changes the situation, single parents, working women, dual-career couples, young individuals and even fathers are already involved and in need of balanced life and work. Both men and women nowadays are in demand of a higher quality of life and work-life balance solutions (Pasamara & Alegre, 2014). The growth in the world's living standards has made individuals strive and in need for better work environment,

improved family and personal life and now is the generation where employees want it all (Shankar & Bhatnagar, 2010). Decades ago, work family conflict is associated with stress and job burnout that resulted to a shift from work friendly environment policies in consideration to working women especially with their own families. The terms work-family balance, work-family conflict and work-family integration are focused only to women with families. The focus on single employees and those without family responsibilities are limited compared to those who have family. Work life balance is a much more comprehensive concept that requires attention not just for married, with children or working mothers but also to any working individual (Shankar & Bhatnagar, 2010). It was stated in one of the researches conducted that work life balance has gained a lot of attention and importance in the workplace and has gone beyond the women strategic solution. Research evidence in WLB has been demonstrated when Kellogg Company first introduced the practice of structured work life program by providing four to six hour shift in replacement to eight hour daily shift. This movement was followed by other companies such as Merck, Deloitte and Touche and IBM where they started to modify their company policies, procedures and benefits. This movement also focused the attention on the male workforce and began providing work-life benefits to them not just only women (Dizaho, Salleh & Abdulah (2017). Here in the Philippines, Alinsunurin, Albao, Bayabos and Bayugo (2015) conducted a study in Letran-Calamba to determine if there is a relationship between quality of work life and level of stress in the institution. They randomly selected 20 employees in different divisions and administer a survey exam before and after ISO certification. The results showed that before the ISO certification, the employees' level of stress was low. This moderately increased after few months of certification while maintaining good quality of work and increasing their overall assessment in performance. The researchers concluded that job stress level and quality of work has significant relationship (Alinsunurin, Albao, Bayabos & Bayugo, 2015). In the present situation, millennials are ready to sacrifice their work life balance even for a short term causes and are even willing to relocate to other parts of the world just to reach their career goals. Aside from work flexibility and the feeling of being wanted, salary is also important to them and appreciates having more instant bonuses and perks (Kultalahti & Viitala, 2014). In a qualitative research conducted by Kultahati and Viitala (2014), they utilized the Method of Empathy-Based Theories in which the methods used is new in the business and was piloted to a total of 252 millennial respondents via electronic form thru social media. In the study, the respondents read a script of both positive and negative themes and were asked to individually react by reciting or writing an explanation about it. The researchers found out that the respondents prefer having flexibility in working hours, methods and other work arrangements can also be a source of motivation at work (Kultalahti & Viitala, 2014). Furthermore, findings also indicate that millennials are actually willing to sacrifice some of their free time but expects some rewards like additional time off and additional bonuses in exchange. They want to be given enough workload, time and resources to accomplish their tasks at the same time have a balanced life in hobbies, health, family and friends. The findings also show the significance of continuous learning and development at work, interesting and challenging tasks, social relations to

colleagues and superiors, flexibility on timetables, working hours and work life balance are motivational factors to employees. On the contrary, there are also some negative factors that are associated with work life balance such as lack of sleep, insufficient time for self and health concerns. Results also indicate that pay is not one of the important issues in having balance work and life (Kultalahti & Viitala, 2014).

1.3 Work Life Balance and Counterproductive Work Behavior

Counterproductive work behavior is a manner of coping among employees working in an organization. It is defined by Shoss, Jundt, Kobler and Reynolds (2016) as purposefully do work incorrectly or slowly, come to work late, steal from the organization or behave in rude and disrespectful ways to others. According to Hai and Tziner (2014), counterproductive work behavior is any intentional behavior on the part of an organizational member viewed by the organization as contrary to its legitimate interests. Moreover, CWB was also considered as actions that intend to harm the organization or the members of it (Cohen, Panter & Turan, 2013). The counterproductive work behavior can also be categorized into two parts: the CWB-O referring to the organization that manifest behaviors such as theft, sabotage or withheld effort and CWB-I/P referring to individual members that manifest hostile behaviors interpersonally or towards other members (Beauregard, 2014). Previously, CWB was categorized into six parts and behaviors are unethical and a threat to the organization and its members. These behaviors are: a) abuse towards others (e.g. starting or continuing a damaging or harmful rumor at work; being nasty of rude to customers), b) production deviance (e.g. purposely doing work incorrectly or purposely doing work slowly), c) sabotage (purposely wasting employer's materials, supplies or property), d) theft (stealing something belonging to the employer, putting in to be paid for more hours than you work) and e) withdrawal (coming to work late without permission or saying you are sick when you aren't). It was argued by some researchers that CWB and other unethical behavior have different paradigms. CWB is considered as the violation in the organization where the unethical behavior is a violation in societal norms and harming other individuals are considered a moral violation (Cohen, Panter & Turan, 2013). In a study conducted by Beauregard (2014), she examined the impact of fairness perceptions regarding WLB initiatives on the employees' performance of counterproductive work behavior. This work life balance initiatives aims to assist in employee's work responsibilities and non-work commitments. Research shows that when these initiatives are valued by employees, it enhances perceived organizational support, affective commitment to organization, employee attitudes and performance. These depend on their perception of how fair the initiatives are. Employees may also tend to behave in a counterproductive manner if they believe that the processes in distributing the work life balance initiatives are unfair (Beauregard, 2014). The investigator conducted a mixed method approach involving the use of quantitative and qualitative method and gathered data from 250 public sector employees in UK. The study focused on perfectionism with two constructs, the maladaptive and adaptive perfectionism because there is a strong theoretical link between fairness perceptions and counterproductive work behavior.

Perfectionism was treated as moderator in this study because its constructs are characterized by the emotional responses to disappointing outcomes. The emotion-centered model of voluntary behavior stipulates that personality helps determine whether job stressors may lead to CWB, because some individuals will be more emotionally reactive than others. To measure the constructs, the researcher used a subscale by Slaney revised by Almost Perfect Scale (Beauregard, 2014). Based on the results, there was no significant correlation between maladaptive perfectionism and CWB-I/P. The researchers concluded that maladaptive perfectionism is only associated with counterproductive work behavior when triggered by environmental factors such as injustice. When employees are faced with work life balance initiatives, they will appear more likely to respond in aggressive behavior toward organizational members where these members are those who failed to attain high performance. On the other hand, individuals who are high in adaptive perfectionism are less likely to show poor self-defeating behaviors (Beauregard, 2014). Furthermore, Shoss et. al (2014) said that the counterproductive work behavior is not simply a reaction to negative workplace experiences but rather a volitional choice to respond to the events. They also presented that the negative affect arising from stressors can stimulate intentions to engage in behaviors that individuals expect in reducing the CWB (Shoss, Jundt, Cobler & Reynolds, 2015). Navarro, Llorens, et al conducted a study that aims to develop and test a model for the moderating role of Leader Member Exchange in the relationship between envy and counterproductive work behavior. The main issue is when an employee feels envy towards his colleague; he is likely to use counterproductive work behavior as revenge. The data were collected from 225 Spanish employees from public and private organizations and were analysed using a Path Technique. Envy was defined by Vecchio (1995) as a pattern of thought, emotions and behavior that result from an employee's loss of self-esteem in response to an obtainable outcome that one strongly desires. It is a universal emotion that damages relationships because it can result to malevolent behavior in the workplace. On the other hand, counterproductive behavior is defined as actions directed towards the other members of the organization that triggers threat, nasty comments and other ridicule behavior (Navarro, Llorens, et al, 2018). Based on the previous researches, envy is actually an antecedent of counterproductive work behavior. However, in the most recent researches on envy, it was stated that envy is not informative enough to address the concerns of the managers and other executives with regards to their subordinates' emotions towards work. It has been discussed that envy is perhaps the result of the manager's behavior towards the other members of the team. They explained that leaders may have both high and low quality relationships with employees. A high quality relationship involves the exchange of both resources and social support with each other whereas the low quality relationship only involves the role indicated on the job description. The researchers also mentioned that healthy organizations require managers who are flexible in doing both high and low quality relationship and this can only happen depending on the ownership of the company (Navarro, Llorens, et al, 2018). Navarro, et al used a questionnaire that measures envy, counterproductive work behavior and leader member exchange. The results showed that the relationship of envy and CWB was not moderated by leader-member exchange

theory (LMX) in the private sector while it showed a significant relationship in the public sector. They concluded that LMX is a key factor in healthy organizations and that envy predicts counterproductive behavior. Thus, when an employee feels envy, the person is motivated to engage in negative behavior. However, this research also shows that reducing employees' CWB can result to healthier organizations (Navarro, Llorens, et al, 2018).

1.4 Work Life Balance and Turnover Intention

There are a lot of issues and concerns that human resources are facing nowadays, especially now that people live in a fast pace environment and majority of the employees want everything in an instant. One of the serious issues that HRD is facing is the Labor Turnover that causes negative impact not only on the business but also on the performance of the employees. Individuals working in long hours may experience burnout and exhaustion may lead to turnover intention. This employee turnover should be addressed immediately because it may also lead to organizational problems such as loss of productivity, recruitment cost and loss of qualified employees (Azharudeen & Andrew, 2018). Turnover intention was defined by Sousa-Poza and Henneberger 2002 as cited in Agarwal and Sajid 2017, p.3, as "the reflection of the subjective probability that an individual will change his or her job within a certain time period". Turnover intention is the step ahead of actual turnover. It is the process of cognitively thinking, properly planning and the desiring to leave a job (Agarwal & Sajid, 2017). On the other hand, employee turnover was also defined by Alatawi (2017) as a complicated and continuous issue that affects the stability of the organizational climate, performance, productivity and retention of qualified employees. It is the rotation of workers around the labor market, between organizations, jobs and occupation, conditions of employment and unemployment (Alatawi, 2017). According to Agarwal and Sajid (2017), the actual turnover has more practical implications as compared to 'turnover intention', because the intention to leave the organization are known, while turnover can lead to various damage in the organization by having direct and indirect costs, decreased service to the client, decreased morale, lack of commitment of the remaining employees and increased rate in absenteeism. Job stress and burnout are one of the reasons of employee turnovers and the authors found that turnover intention is positively correlated with negative affectivity, workload, exhaustion and cynicism. Job overload is also one of the significant predictors of turnover intentions by understaffing, staff shortages and unrealistic task criteria (Deery, 2008). It has been a continuous discussion that job stress and turnover intention plays a vital role in an individual deciding to leave the organization. In a study conducted by Gustafson 2002 as cited in Deery 2008, p.2, it was confirmed that low salary and the opportunity of better pay plays an important role in deciding to leave the organization. However, another research confirms that mentoring and training also plays a role in an employee's decision making (Deery, 2008). Achieving work life balance is now being considered by the researchers as one of the factors affecting turnover intention. The issues about work life balance is the long work hours, exhausting work and stress coming from dealing with different people at work (Deery, 2008). Another factor to consider is the psychological contract that is formed as soon as the

employee enters the organization where it already influences his or her duration of employment in the organization. Psychological contract is defined by Kultalahti and Viitala (2015) as an individual's belief shaped by the organization, regarding promissory and reciprocal obligations. This is determined by how well the organizations fulfil its promises to the employees which also influences the employee's feelings and attitudes (Kultalahti & Viitala, 2015). In a study conducted by Huang, Lawler and Lei (2007), they found out that the quality of life is not related to employee's turnover intention while highly relative pay and benefits are those reported related to employee turnover. Another study conducted by Batt and Valcour (2003) found out that high salary is related to the employee turnover intention but the presence of career development and training has an impact to the employee's decision-making (Huangm Lawler & Lei, 2007). Furthermore, in a study conducted by Alatawi (2017) where the researcher measured the turnover intention and its relationship to transformational leadership style, his findings show that there is no relationship between the two and are not linked with turnover intention. On the contrary, there have been some findings that also indicate that transformational leadership is relatively linked to turnover intention (Alatawi, 2017). In another study conducted by Azharudeen and Andrew (2018), the researchers separated turnover intention and measure them into three parts: a) thinking of quitting (whether someone thinking of leaving from organization or not), b) intention to search (whether someone has intention to search alternative employment but no intention to transfer) and c) intention to quit (whether someone has intention to leave from current employment or no intention at all). Results showed that emotional exhaustion and employee turnover has been identified as strongly influenced by fatigue, strain, frustration, hard work and stress (Azharudeen & Andrew, 2018). Moreover, there are researchers who also found out that the employee's intention to leave the organization can be reduced by creating and implementing proper management policies and procedures, good employment opportunities, harmonious labor-management relations, timely payments and effective leadership but in contrast, turnover intention also increases because of stress, work family conflict and inflexible work policies (Agarwal & Sajid, 2017). Another finding suggests a strong in-role performance, innovativeness, organizational citizenship, commitment and trust in the workplace lessen the intention to quit of the employees (Kultalahti & Viitala, 2015). Here in the Philippines, Cementina, Pangan and Yabut (2005) conducted a research to know if there is a relationship in employee satisfaction with work life balance programs on job stress levels, commitment and turnover intention. They conducted their study to call center agents whose jobs are during night and accepting a lot of calls. Their results showed that work life balance programs are not correlated with job stress levels but are positively correlated with commitment. On the other hand, work satisfaction did not correlate with work life balance and turnover intention. Labrague, Gloe and colleagues conducted a descriptive cross-sectional study in Samar, Philippines. The researchers determined the factors that influenced the Filipino nurses to leave their jobs and migrate to the Middle East. This study explores the Filipino nurses' job satisfaction and job stress with the intent to leave the organization. The data were gathered from a total of 166 registered nurses from nine hospitals in Samar which is considered as the second largest

island the country. Nursing turnover has been a never ending issue across different parts of the world and some have their own reasons why they have high attrition (Labrague, Gloe, et al, 2018). In the Philippines, the job itself requires an individual to possess skills in order to be a highly skilled nurse or could be because of the economic status of the country where the government failed to provide better benefits to the employees. When there is a high turnover in nurses, it attributes to the high incidence of medical errors, adverse patient events and low quality of patient care. High attrition also affects the morale of those who are left in the organization because they are required to work for longer hours which eventually affect their productivity as well. In the study conducted by the researchers, standardized instruments were used to gather data such as Job Satisfaction Index, Job Stress Scale and Turnover Intention Inventory Scale. The researchers were able to identify the factors known to influence the high turnover rate of Filipino Nurses. Job satisfaction and job stress were strongly predicted over turnover intentions in the nurses. In addition, they found out that younger nurses have the highest rate of attrition compared to 45 years old and above (Labrague, Gloe, et al, 2018). In a study conducted by Bacud (2005), 337 customer service representatives from two BPO companies were tested between their work life balance and turnover intention. The results show that work-life conflict is significantly related to turnover intention. It appears that there are differences in age (young and old), young respondents reported to have more conflict than the older workers. However, the top retention factors were reported to be company growth, compensation and work life balance (Bacud, 2005, as cited in Hechanova, 2017, p. 178). The human resource development team has a big role in diminishing the rates of turnover intention of their employees by focusing on improving the job satisfaction and commitment of the organizational members. The methods and style of recruitment can also be improved to minimize the increasing level of turnovers, the work life balance initiatives also improves employee retention, however, it depends on the management how its effectiveness will result to the welfare of its organizational members, and lastly, the training quality that the management provides was positively related to increase the intention to stay of the staff members (Deery, 2008).

Synthesis

Work life balance is one of the considered trends in the workplace industry, it is achieved by having both balance at work and personal life. Meaning, even while an employee is working, he or she can still give time on hobbies, family and other activities without being burnout by work. Most research suggests that WLB may lead to counterproductive work behavior and turnover intentions, though there were also other studies that contradict to that statement. In this study, the researcher identified work life balance as mediator between counterproductive work behavior and turnover intention.

Theoretical Framework

Work Life Balance

The Spill-over Theory. The Spill-over Theory suggests that employees carry the feelings, emotions, attitudes, skills and behaviors that they establish at work and also in their family and personal life. This theory focuses on multidimensional

aspect of work and family relationship where an individual's experiences in one role affects the other and may result to positive or negative experience (Kumar & Janakiram, 2017).

Counterproductive Work Behavior

Social Equity Theory. The Social Equity Theory is one of the most prominent social exchange theory by Adam (1965) which suggests that individuals who feel unfairly treated will seek amendments. Employees who are dissatisfied with the fairness of the employer, with honesty and comprehensiveness of the explanation provided may still reciprocate to CWB such as arriving to work late without permission, reducing effort to complete tasks, unauthorized taking breaks and may engage in giving bad remarks about the superior or organization (Beauregard, 2014).

Turnover Intention

Expectancy-Confirmation Theory. The expectancy-confirmation theory was proposed by Vroom (1964), suggests that people enter the organization with expectations and values. If these are met, they will likely remain a member of the organization. However, if these are not met, negative behaviors such as absenteeism and turnover intention will occur. Furthermore, Daly and Dee (2006) identified the ECT as one of the fundamental theories at the heart of turnover and retention research. In addition, Rathakrishnan (2016) supports that turnover intention may be associated with the expectations of employees on issues like rewards, training, working condition and recognition whereas the management should evaluate and satisfy the expectations of their employees to be considered as retention strategy (Ngo-Henha, 2017).

Conceptual Framework



Figure 1. The hypothesized relationship framework of work life balance mediating between counterproductive behavior and turnover intention among employees. Based on the related literature and theories presented, the conceptual framework suggests that work life balance and counterproductive work behavior is a factor influencing the turnover intention. Furthermore, to substantiate the findings, the socio-demographic profile of the respondents was also tested for their relationship with work life balance. Second, the researcher looked for the relationship of work life balance to counterproductive work behavior and turnover intention. Third, the researcher then sought if work life balance (mediator) mediates between counterproductive work behavior (predictor) and turnover intention (outcome).

Research Questions

Through the years, employee retention is a concern in the corporate industry. Time is running and the drift in millennial and generation Z employees is paving the way. It is the management's responsibility to prepare for the present and future generations in the workplace. This research targets to discover the role of work life balance between counterproductive work behavior and turnover intentions of employees, specifically the millennials in the BPO Company. In relation to this, the following research questions were formulated:

1. What is the socio-demographic profile of the respondents in terms of age, sex, civil status, number of children and educational attainment?
2. What is the level of the following variables specified below:
 - 2.1 Work life balance as measured by WLB survey;
 - 2.2 Counterproductive work behavior as measured by CWB survey and;
 - 2.3 Turnover Intention as measured by TOI survey
3. Is there a significant relationship between socio-demographic profile of the respondents and Work Life Balance?
4. Is WLB a significant mediator between CWB and TOI?
 - a. Does CWB significantly predict TOI?
 - b. Does CWB significantly predict WLB?
 - c. Do CWB and WLB significantly predict TOI?
5. Based on the findings of the study, what is the proposed employee retention program?

Hypotheses:

H1: There is a significant relationship between socio-demographic profile of the respondents and work life balance

H2: There is a significant prediction between CWB and turnover intention

H3: There is a significant prediction between CWB and WLB

H4: There is no significant prediction between CWB, WLB and turnover intention

H5: Work life balance significantly mediates counterproductive work behavior and turnover intention

Research Design

A quantitative research design and mediation analysis was used in this study to measure the relationships of the three variables: work life balance, counterproductive work behavior and turnover intention among employees. The descriptive research design seeks to describe the current status of the variables thru their mean and standard deviation, while the correlational research design seeks to determine the extent of relationship between the variables using statistical data (Strangor, 2011). Moreover, the researcher conducted a mediation analysis to know if work life balance is a mediating factor between counterproductive work behavior and turnover intention. This answered and provided explanation on the research questions and hypothesis presented in chapter two of this study.

Subjects and Study Site

The selection of the participants was carried out using the purposive sampling technique based on a criteria set by the researcher from a total of (156) one hundred fifty six Contact

Center Representatives ages at least (20) twenty years of age to (37) thirty seven years old only, with no gender preference. The purpose of the age selection is to focus on millennials who already have work experience and presently takes a large population in the business world. The age range is based on the millennial description of Moore and Sampino (2014) where millennials are born from 1980s to 1990s. The respondents are limited only from a BPO company in Metro Manila with at least (1) one year work experience. The respondents should be currently working, a regular employee and have been staying in the company for at least (6) six months. The respondents should also be residing in Metro Manila, should be working in the Philippines for the past 5 years and must be a Filipino citizen. The participants were validated and selected thru the researcher-made demographic questionnaire and those who did not qualify are excluded in the study. There are a total of (250) two hundred fifty set of questionnaires distributed but only (156) one hundred fifty six met the criteria. There are (94) ninety four sets of questionnaires that were discarded because of incomplete information, the respondents are under 20 years old and 38 years old and above, they have not reached at least one year work experience, they are a seasonal employee, they are still under probation and they worked abroad in the last 5 years. Furthermore, this research did not include studying the relationship of WLB, CWB and TOI among other nationalities such as American, Chinese, Indian and the like.

Research Instrument

The instruments used by the researcher were the Work Life Balance Scale, Counterproductive Work Behavior Checklist and Turnover Intention Scale. The investigator also used a researcher-made checklist or demographic form to get the important details such as age, sex, civil status, number of children and educational attainment of the respondents and to also gather some useful information needed for further documentation and exclusion of participants in the study.

Work Life Balance Scale. The work life balance scale was first developed by Fisher in 2001 and was originally a 21-item scale designed to measure the employees' perception of work life balance. However, Hayman modified the scale in 2005 and simplified it to 15-item scale (Smeltzer, et. al., 2016). The researcher used Jeremy Hayman's (2005) version of work life balance questionnaire which is a 15-item Likert scale which he also retained the other three dimensions: Work Interference with Personal Life (WIPL) items 1-7, Personal Life Interference with Work (PLIW) items 8-11 and Work/Personal Life Enhancement (WLPE) items 12-15. A sample item "Personal life suffers because of work" with a response of a seven point scale (1= Not at all, 4= Sometimes and 7= Always) has a Cronbach's alpha of .86. The total work life balance was calculated by adding the scores from the three dimensions (Kaushar & Parmar, 2019).

Counterproductive Work Behavior Scale. The counterproductive work behavior checklist was developed by Paul Spector in 2006 to measure the negative behavior of employees in the organization. The CWB Checklist is a 45-item Likert scale and is categorized into two subscales which are CWB-O which means counterproductive work behavior towards organization and CWB-P which means counterproductive work behavior towards the person. A sample item in this instrument is "Purposely wasted your

employer's materials/supplies". The response made for the test is based on a five point scale (1= Never, 3=Once or twice per month and 5= Everyday) has a Cronbach's alpha of .85. To score the CWB Complete Checklist, sum all the responses from the 45 items while in getting the scores for CWB-O (items from 1-10, 13-19 and 22-25) and CWB-P (items from 11, 20-21 and 26-44), calculate the total score of each subscales (Spector, et al., 2005).

Turnover Intention Scale. The turnover intention scale was developed by Gert Roodt in 2004 to measure the turnover intention of employees working in an organization. Roodt's first version of TIS is a 15-item questionnaire with a Cronbach's alpha of .91. In 2013, he modified the first version and simplified it to 6-item scale which has only .80 Cronbach's alpha. The researcher used the first version of turnover intention scale (15-item Likert questionnaire) based from the reliability of the test and to further collect a more detailed response based from the questions. A sample question from the 15-item scale "How often have you considered leaving your job?" can be answered by a response using a five point scale (1= Never, 3=Once or twice per month and 5= Everyday) (Roodt & Bothma, 2013). Unlike the WLB and CWB scales, TIS has no subscales or dimensions. To get the scores, the answers should be calculated by getting the total scores from all items but numbers 10, 11 and 14 should be reversed first. To enhance the reliability of the turnover intention, it is recommended by the author to administer the survey after six months of accepting the position in the company (Roodt & Bothma, 2013).

Data Gathering Procedure

Prior to the gathering of data, the researcher first asked permission from the author if their questionnaires can be used in a study here in the Philippines. After getting the permission, a pilot testing (N=15) was done to a BPO company. The pilot testing results showed that the three main instruments are valid and reliable to use in the Philippines where WLB has a Cronbach's alpha of .77, CWB has a Cronbach's alpha of .95 and TIS has a Cronbach's alpha of .73. The researcher then looked for a target BPO company where the survey can be administered and also sought an approval from the ethics committee before pursuing with the distribution of the survey. The following standard procedures in conducting a research was followed and observed:

1. The researcher distributed a letter to a number of BPO companies seeking an approval to conduct a survey administration and if they can participate in the study. Along with this, the researcher was also able to comply with the requirements of the ERC board.
2. After getting an approval from the ERC and the BPO Company, the researcher had a meeting with the HR Manager and discussed the procedure and the possible schedule of survey administration. The respondents were identified and data administration was scheduled depending on the shift of the respondents.
3. During the actual administration and before the survey was distributed, a short introduction and briefing was conducted. The researcher introduced herself and gave short information about the study, its confidentiality, its significance in the BPO industry and in the Philippines as well. The informed consent was also discussed and

the respondents were also informed whether they are not comfortable participating, they have the option to withdraw.

4. After the respondents accomplished the forms, they were asked to surrender the questionnaires to the administrator as soon as they finished answering everything. The researcher checked the forms if there are incomplete details and asked the respondents to fill in the blanks. Afterwards, the researcher gave the respondents a token of appreciation for their participation in the study. The tests have no time limit though it has been observed that all the questionnaires were accomplished within 15 to 30 minutes maximum.
5. Once the researcher was done with all the scheduled survey administration and collection, the questionnaires were sorted based on the exclusion criteria set by the investigator.
6. After which, encoding of data was performed. Next, the data were calculated, tabulated and analyzed through SPSS, Excel and R.

Ethical Considerations

Ethical considerations are observed in this study. Before the administration of the study, a letter was given to the Company CEO and HR Manager. The confidentiality, privacy and the subject's right to participate has been a priority. Informed consent form was given to those who joined the assessment, which comprises the purpose and benefit of the study being conducted, the risks, confidentiality and procedures have also been discussed. During the administration, no respondent withdrew from participating. However, in case participants withdraw at any point in time in the study, their data will be excluded from the study. It is also rest assured that the information given and entrusted by the participants to the researcher will be kept confidential. Moreover, the researcher also obtained the test authors' approval of the use of survey tools needed for the study. The investigator directly asked permission from the author and was granted exclusively for the purpose of the study. A copy of sample questionnaires was not included in this study to avoid the reader's familiarity. A sample of the questionnaires can be found on the electronic journals on the web.

Data Analysis

The data gathered were analyzed thru different statistical programs such as Statistical Package for Social Sciences (SPSS), Microsoft Excel and R Software for Statistical Computing. Data were tested at .05 level of significance.

Percentage, Frequency, Mean and Standard Deviation –

this descriptive statistical tool specifically the frequency and percentage were used to illustrate the respondents' profile in terms of age, sex, civil status, number of children and educational attainment. Through the mean scores, the variables were described according to its levels while the standard deviation shows how far the set of scores from the mean average of the data.

Pearson Product Moment Correlation – this statistical treatment was used by to identify any relationship between the socio-demographic profile of the respondents and work life balance. This Pearson Correlation was used to measure the strength of linear association between the variables and

the degree to which a relationship is linear (LaerdStatistics, 2019).

Multiple Regression Analysis – this statistical treatment was used to predict the value of a variable based on the value of two or more other variables (LaerdStatistics, 2019). Work life balance and counterproductive work behavior are the independent variables used to predict the value of the dependent variable turnover intention. Regression analysis is one type of methods of estimation used before conducting mediation.

Mediation Analysis- the purpose of mediation analysis is to see if the influence of the mediator is stronger than the direct influence of the independent variable (Statistics Solution, 2019). This statistical treatment is intended to identify if work life balance, which is the mediator variable, mediates between the counterproductive work behavior and turnover intention. In conducting mediation analysis, multiple regressions have been done to check if there is ground for mediation.

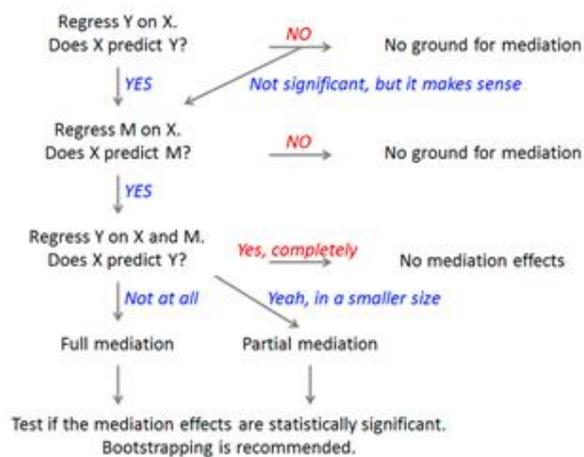


Figure 2. Flowchart for Mediation Analysis (Barron and Kenny, 1986 as cited in University of Virginia, 2019).

Results and Discussions

This chapter contains the results of the statistical treatment and analysis based from the data gathered by the researcher. The interpretation and discussion are divided in response to the research questions and were supplemented by related studies and literatures.

Socio Demographic Profile of the Respondents

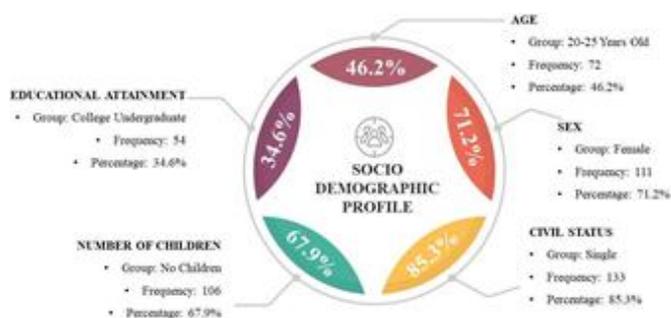


Figure 3. Summary of Demographic Profile of Respondents

Figure 3 shows the summary of frequency and percentage distribution of the demographic profile of the respondents.

Data were collected thru researcher-made questionnaire for the demographics and standardized questionnaires for the variables. Two hundred fifty respondents participated in the study and out of the 250, only 156 questionnaires are valid based on the criteria set by the researcher. Thus, the final number of respondents included as participants is 156. Their age ranged from 20 to 37 years old. The age range was considered based on the current young working generation, which are the millennials. Although there are different published articles about the specifics of the age group, the researcher considered the age range based from the study of Moore and Sampino (2014) states that millennials were born from 1980s to 1990s. Millennials are actually the new set of employees who are more aggressive to work and earn money and at the same time, also aim to live their lives to the fullest. They are the generation who works not only for the pay check but also for purpose in life (Moore and Sampino, 2014). Based on the results, 46.2% (N=72) of the respondents are ages 20 to 25 years old, 36.5% (N=57) are ages 26 to 31 years old while the least number of respondents are ages 32 to 37 years old with 17.3% (N=27). More than half of the population are women with a percentage of 71.2% (N=111) while male respondents are only 28.8% (N=45). Out of the 156 participants, 85.3% (N=133) are single, while only 14.7% (N=23) from the total respondents are married. 67.9% (N=106) were reported to have no children yet, 16% (N=25) has one child, 10.9% (N=17) has 2 children, 4.5% (N=7) has 3 children and only one of the respondents has one child, .6%. Through the years, there is a continuous increase in the employment rate of women as we progress. According to Johnston and Johnson (2017), compared to the previous century we now have more working women than men. There is an influx in the percentage of working women from 20% in the 1900s increased to 59% in 1998 (Johnston and Johnson, 2017). In addition, the most number of respondents according to educational attainment category were college undergraduates with a percentage score of 34.6% (N=54). Since the participants are from a BPO company, it is anticipated that there will be a large number of respondents who are college undergraduate. The most common qualification in the BPO Industry is that the candidate should at least have a High School Diploma because the standard skills required are computer literacy and should be able to speak, converse and understand the English language. On the other hand, 15.4% (N=24) of the sample were high school graduates. In the BPO company where the participants were sampled from, the qualifications are different for each account requirements and this is the reason why some employees are high school graduate, are vocational course graduates or are undergraduate and college graduate.

Level of Work Life Balance

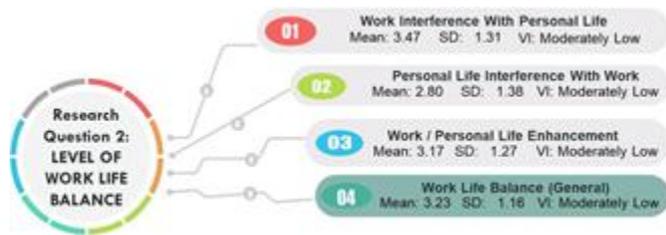


Figure 4. Level of Work Life Balance

The instrument used to measure the work life balance of the respondents is a standardized questionnaire adapted and modified by Jeremy Hayman (2005). The 7 point- Likert scale has other three dimensions to measure aside from the over-all work life balance which are: Work Interference with Personal Life (WIPL) with a mean score of 3.47, Personal Life Interference with Work (PLIW) with a mean score of 2.80 and Work/Personal Life Enhancement (WPLE) with a mean score of 3.17 which also revealed moderately low levels. The table shows the scores and verbal interpretation of the other three dimensions although this research is only focused on the general work life balance of the respondents. The results indicate that the respondents have a moderately low level of work life balance with a mean score of 3.23 and a standard deviation of 1.16. Their results also showed an average total score of 50, total raw score of 150 and 47.65% of the respondents answered that they have a moderately low level of work life balance. This means that the employees may tend to feel less happy; less contented with their lives and their work or personal life has a negative effect on each other. This also signifies that the respondents are challenged in balancing their work and private life. Since the majority of the respondents are college undergraduates, it can be said that the reason why they got moderately low in work life balance is because they were not able to do what they want such as finishing their degree. They are not able to enjoy and experience new things while they are committed to their jobs. These respondents studied to fulfil their dreams to become nurses, engineers or to be in a business management positions but ended up working in a BPO because of the high pay and easy entry. Considering the respondents' age, which ranged from 20-25 years old, they are described as millennials and belonging to the new age group who seeks for deeper purpose, passion and impact in their existence (Mercurio, 2017). Thus, it can be deduced that some negative factors are associated with the concept of work life balance such as lack of sleep, insufficient time for self and health concerns contributed to the poor work life balance of employees since they are in graveyard shift. It was also indicated that pay is not one of the important issues in having balance between work and personal life (Kultalahti & Viitala, 2014). The results also showed that the respondents suffer, have neglected personal needs, put their personal life on hold and missed personal activities all because of work. Since this study is conducted in a BPO company and the respondents are call center agents, most of

the time they are on-call with a client and many customers are on hold and waiting in line, there are instances that the employees are taking over time, taking less breaks and not taking their breaks at all because they are not allowed to transfer the call or end it sooner. Moreover, the shift schedule also affects how they are able to balance their work and personal life such as that when filing a leave, there are low chances of approval due to the expected volume of calls in the BPO industry. This explains why respondents got the highest mean score of 3.96 on the item on "miss personal activities because of work". Looking at the lowest score of the respondents, it says "my work suffers because of my personal life" got a mean score of 2.65 which indicates that the employees work life or performance are not affected by their personal lives. This is in contrast to the item number 1 which states that "personal life suffers because of work" with a mean score of 3.54. One of the things the new generations really want from their employers is flexibility where health and wellness is as important as job performance. Work life balance according to Susan Heathfield is a perception of individuals that enables them to have time and energy between family, work, health and leisure (Heathfield, 2018). Filipinos are naturally hardworking, family-oriented and many are supporting their families and providing education are a great motivation for them (Terry, 2014). A study revealed that working in graveyard for a long period of time is associated in increased risk to having heart problems, cancers, obesity and metabolic problems. This would also increase the risk of mental illness such as depression and can affect the employee's work performance (National Sleep Foundation, 2019). In fact, based on the answers of the respondents, they obtained the highest score in "missed personal activities because of work" which also brings a negative impact to the employees emotionally.

Level of Counterproductive Work Behavior

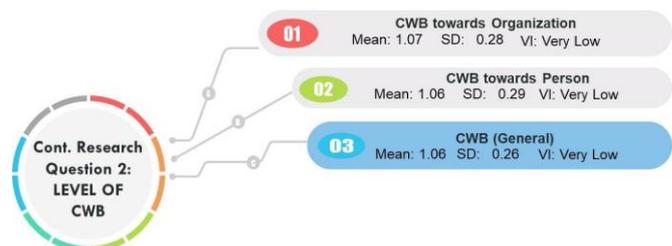


Figure 5. Level of Counterproductive Work Behavior

The instrument used to measure the Counterproductive Work Behavior of the respondents is a standardized questionnaire developed by Paul E. Spector (2005). The tool measures abuse towards others, production deviance, sabotage, theft and withdrawal. The researcher used the complete CWB-C 45-item Likert scale with two other subscales which measures the counterproductive work behavior towards organization and towards person. CWB is defined as intentional behavior to harm the organization and its members (Spector, 2005). Similar to Work Life Balance, this research is only focused on the general counterproductive work behavior of the respondents and the results of dimensions are shown for reference. Figure 5 illustrates that the respondents' level of counterproductive behavior is very low with a mean score of 1.07 for CWB towards the organization, mean score of 1.06 for CWB towards person

and a mean score of 1.06 for the total or general CWB. Their results also showed an average total score of 1, total raw score of 225 and 57% of the respondents answered that they have a very low level of counterproductive work behavior. This may indicate that the respondents do not have or no intention to damage the organization and its members. On the contrary, high scores in counterproductive work behavior mean that there might be a high tendency that the employees are causing damage to the organization. Furthermore, motives and injustice were reported to be a potential cause of negative behavior in the organization and according to Roscigno and Hodson (2004), provided the evidences, CWB can occur in different organizational conditions (Spector, Fox, et. al. 2005). Moreover, the most common counterproductive work behaviors committed by the employees are tardiness, absenteeism and absence without official leave or quitting without permission. This means that even though the respondents do not have intentions to harm the organization, negative behavior in the company still exists and inevitable. The table above also shows that the employees got the most answered item number 3 which indicates "complained about insignificant things at work" with a mean score of 1.97. The insignificant things at work were most likely the other complaints, requests and demands of the customers to the employees that causes extended call hours of the employees. The other refers to events or circumstances that cause employees to be pulled out from work such as being called out by the HR Department because of the employees' missing requirements in SSS, Pag-ibig, Philhealth, etc. The second most answered item is coming to work late without permission with a mean score of 1.67 while the third is about daydreaming rather than working with a mean score of 1.64. The participants also answered most to item number 4 which indicates telling people outside the job what a lousy place the office is and being nasty or rude to a client or customer both with a mean score of 1.60. The employees being nasty or rude to a client in the BPO industry usually happens because sometimes the clients say foul or bad words to the contact center representative most especially at times where the customer's issue is not addressed immediately. Because this is strictly prohibited in the industry, it can be assumed that this mostly happens after the client call. Based on the study conducted by Omatoyo, Olubusayo, Olalekan & Adenike (2015) work place deviance or counterproductive work behavior arises whenever an employee perceive that they are mistreated or when they are deprived of some rights or employee benefits (Omatoyo, et. al, 2015). As mentioned in the review of literature, Kuron, Lyons, Schweitzer and Ng (2014) conducted a survey to millennials who just entered the workforce and who already gained experience in the industry. They found out that millennials placed importance to five work values such as interesting work, achievement, good co-workers, work collaboration and salary (Kuron, Lyons, Schweitzer & Ng, 2014). The employees might be giving more importance to their colleagues since

the company is promoting a family culture in their organization. Thus, this might be one of the reasons why the respondents have low level of counterproductive work behavior.

Level of Turnover Intention

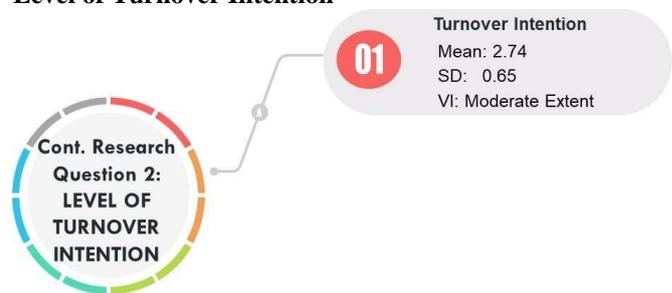


Figure 6. Level of Turnover Intention

In measuring the turnover intention of the respondents, the researcher used a 15- item Likert scale developed by G. Roodt (2004). This measures the extent to which an employee intends to leave and stay in the organization and this should be used to measure after six months the employee has accepted the position in the company (Bothma & Roodt, 2013). The results show that the respondents have a moderate extent of leaving the organization with a mean score of 2.74 and standard deviation of .65. Their results also showed an average total score of 42, total raw score of 75 and 56.30% of the respondents answered in moderate extent of intention to quit their organization. It is known that working in a BPO company or call center requires flexibility of schedule. Typically the employees are required to be in graveyard or rotational shift to cater the company's customers who are largely based in the US, Europe and Australia. Aside from the shifting schedule, the employees' also have nonstandard work hours to cope with work volume, pressure to create incident reports or quota and the employees' interaction with irate customers might have caused them stress and pressure at work (Tustin, 2010). Turnover Intention is the desire of the individual to leave the company and is also considered as coping strategy of the employees to escape their situation (Petriglieri, 2011 as cited in Bothma & Grootd, 2013). To further understand the reasons why the respondents' have a moderate extent to quit, the researcher identified the highest mean scores among the itemized results of the respondents. Turnover intention and the reasons why employees leave the organization is constant and inevitable, this happens to every industry and any company but this can be addressed to lessen and be avoided. Table 4.2.3a indicates that the employees got the highest mean score on item number 9 which states "how often do you think about starting your own business?" with a mean score of 3.49 and standard deviation of 1.28. Surprisingly, based on the itemized result, the employees are more likely to leave the organization wanting to put up their own business this is because of concerns in balancing work and private life. In the present generation, setting up your own business whether big or small has become a trend in the Philippines since the current generation has a lot of opportunities and possibilities in today's way of living. Aside from this, due to some challenges in having shifting schedule, poor public transportation, extensive traffic and pollution and the desire to finish their education, the

employees are set to thinking of having their own business especially when they know that they can also earn the same amount of money they are getting from the company when they put up a business. In addition, setting up your own business whether big or small has been becoming a trend in the Philippines since the current generation where internet and social media is readily accessible and available anytime, anywhere has given a lot of opportunities and opened up a lot of possibilities in today's way of living. Additionally, the availability of cheap couriers where they provide pick up at your place to next day door-to-door delivery has contributed to the preference of having a small business. The second highest score from the turnover intention results is "how often do you daydream about getting another job that will better suit your personal needs?". From the CWB results, it was mentioned that one of the respondents' counterproductive work behavior was daydreaming rather than working. This may mean that the employees are daydreaming of getting another job. This explain that since applying in a BPO company is easy compared to other industries because they only require at least high school graduates which resulted to a big number college undergraduates working in the industry. Because of poverty, instead of finishing their degrees at school, majority of the respondents chose to work to provide for themselves and for their families even knowing that there will be other better opportunities for them after finishing school. Thus, even college graduates are starting their career in the BPO industry since the sector has been a large provider of employment even to degree holders employing more than 600,000 since 2011 (Reese & Soco-Carreon, 2013). The third highest score from the turnover intention results is "To what extent do the benefits associated with your current job prevent you from quitting your job?". It can be implied that the current benefits of the company is not sufficient for the employees to stay in the company or there might be other better benefits that the employees may get from other employer. The respondents, who are millennials, are the first globally connected generation and many of them are interested to explore life outside their comfort zones. They are eager to go outside their boundaries and push over their limits just to find value in life (Gratton, 2017). Most of the organizations tend to overlook the needs of their employees which center on being effective and efficient at work. It is important to give attention and priority to the well-being of the staff members to avoid and minimize potential problems in the future.

Relationship of Socio Demographic Profile of the Respondents and Work Life Balance

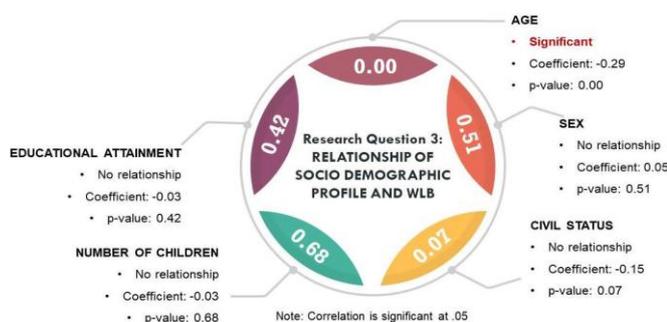


Figure 7. Relationship of Socio Demographic Profile and Work Life Balance

Table 4.3.1 demonstrates the relationship of socio-demographic profile of the respondents with work life balance. It specifies that work life balance has no significant relationship to the socio-demographic profile of the respondents such as sex, civil status, no. of children and educational attainment since the computed p-values are greater than .05 level of significance. However, the table shows that only age is negatively correlated to work life balance at .05 level of significance but has a weak correlation at -0.29, accepting the first hypothesis. This means that as the age decreases, work life balance increases. Since the correlation is weak, there is a low possibility of having a relationship between age and WLB which may imply that there is possibly no specific group or category when there should be a balance between work and personal life. Considering the working age of the present generation and majority of the respondents of this research are ages 20-25 years old. On the other hand, there are more working millennials in the corporate industry that prioritizes personal development and work life balance (BizEd, 2015). Millennials are also the age group of working individuals who are keen to having work flexibility, occasional work from home and likes to shift their working hours (Ellis, 2013). This supports the results of the study conducted by Kazmierka and Stankiewicz (2016) which they investigated whether the age of the employees determines their work life balance. The respondents ages from 18 to 70 years old. The results showed that the oldest group of workers which is from 35 years old and above believe that they are achieving a balance between work and private life. While the younger group provided a more negative response in terms of work life balance which implies that a positive assessment of work life balance varies depending on the age group and older employees may tend to have more balanced work and private life than those of the younger ones (Kazmierka and Stankiewicz, 2016). In addition, there are also other literatures stating that gender correlates to WLB, which negates the results shown above. However, in a study conducted by Kaushal and Parmar, they found that age and gender is associated with work life balance. The study states that men have a minor conflict in work life balance compared to women who reported to experience a greater role in balancing work and family life because men are supposed to provide financially for their family while women are supposed to nurture their household (Kaushal and Parmar, 2019). Based on the results, majority of the respondents are women (71.2%) and there are more single respondents (85.3%) than those who are married. And even the results reported a high number of respondents who have kids, it still show no significant relationship to work life balance. The educational attainment does not also have a relationship to work life balance. Poverty has been an inevitable issue in the Philippines. According to Luo (2018) that in 2015, the country's poverty rate fell to 21.6% and has declined more rapidly up to this day. This causes more malnutrition, lack of resources, poor health care and low education (Luo, 2018). This outcomes to younger individuals opted to delay finishing their education to provide for them and for their families to be able to live a decent life and to achieve a more meaningful life ahead. Furthermore, all of the dimensions in the socio demographic profile do not have any relationship to work life balance except for the age, for the reason that the profile and background of the company where the nature of work not only focuses on voice calls but also in

chat and email. This means that the levels of stress and work management of employees maybe considered being acceptable as compared to other BPO companies whose services are purely voice calls.

Work Life Balance as Mediator between Counterproductive Work Behavior and Turnover Intention

- a. Step 1: Does CWB significantly predict TOI?
- b. Step 2: Does CWB significantly predict WLB?
- c. Step 3: Does WLB and CWB significantly predict TOI?

To find out if work life balance is a significant mediator between counterproductive work behavior and turnover intention, regression analysis was conducted to further check and confirm the multicollinearity of the variables. The researcher followed the steps of Barron and Kenny (1986) in mediation analysis which includes three sets of regression prior to proceeding to mediation analysis. Details are presented below for references.

Table 1. CWB predicts TOI

STEP 1: Does CWB (X) predict TOI (Y)?					
	Multiple R	R Square	Adjusted R Square	Std. Error of Estimate	
	0.19	0.04	0.03	0.45	
	Sum of Squares	df	Mean Square	f	p
Regression	1.2	1	1.2	5.82	0.02
Residual	31.63	154	0.21		
Total	32.83	155			
Coefficients of Multiple Linear Regression					
Variable	Std. Error B	Coefficients	t	p	
Intercept	2.45	0.17	14.81	1.99	
CWB	0.30	0.13	2.41	0.02	

Note: Correlation is significant at .05

The table shows above that the predictor variable (CWB) has significant relationship to the outcome variable (TOI) with a p-value of 0.02, accepting the second hypothesis. This means that counterproductive work behavior predicts turnover intention. For every unit increase in the turnover intention rating, the counterproductive work behavior rating also increases with a coefficient estimate of 0.13. However, only 4% of the variation in the dependent variable (TOI) can be explained by the independent/ predictor variable (CWB). In a study by Cohen & Turan (2012), they examined the guilt proneness and counterproductive work behavior of 443 full-time employees via questionnaires. According to their study, guilt proneness is a characteristic which is categorized by a tendency to experience negative feelings about one's own misconduct and CWB was rarely conducted by individuals with high guilt proneness as compared to those individuals with low guilt proneness. In addition, they included turnover intention as one of the job variables to discover if it correlates with CWB. The results revealed that CWB is a predictor of turnover intention. It explains that the participants with higher turnover intention are most likely to commit negative behaviors (Cohen & Turan, 2012).

Table 2. CWB predicts WLB

STEP 2: Does CWB (X) predict WLB (M)?					
	Multiple R	R Square	Adjusted R Square	Std. Error of Estimate	
	0.25	0.06	0.06	0.89	
	Sum of Squares	df	Mean Square	f	p
Regression	8.08	1	8.08	10.11	<0.001
Residual	122.97	154	0.8		
Total	131.05	155			
Coefficients of Multiple Linear Regression					
Variable	Std. Error B	Coefficients	t	p	
Intercept	0.36	2.33	7.13	3.56	
CWB	0.25	0.79	3.18	<0.001	

Note: Correlation is significant at .05

The results show above that the predictor variable (CWB) has significant effect to the mediator variable (WLB) with a p-value of <0.001, accepting the third hypothesis. This is statistically significant at 0.05 level of significance and with a coefficient estimate of 0.79. Furthermore, only 6% of the variation in the mediator variable (WLB) can be explained by the independent/predictor variable (CWB). The results above also confirms the study conducted by Beauregard (2014) which was also mentioned in chapter 2 of this research, where she examined the impact of fairness perceptions regarding work life balance initiatives on the employees' performance of counterproductive work behavior. Research shows that these initiatives valued by employees enhances perceived organizational support, affective commitment to organization, employee attitudes and performance depends on their perception of how fair the initiatives are. It is found that the employees may also tend to behave in a counterproductive manner if they believe that the processes in distributing the work life balance initiatives are unfair (Beauregard, 2014).

Table 3. WLB and CWB predicts TOI

STEP 3: Does WLB (M) and CWB (X) predict TOI (Y)?					
	Multiple R	R Square	Adjusted R Square	Std. Error of Estimate	
	0.4	0.16	0.15	0.44	
	SS	df	Mean Square	f	p
Regression	5.23	2	2.66	14.51	<0.0001
Residual	27.59	153	0.18		
Total	32.83	155			
Coefficients of Multiple Linear Regression					
Variable	Std. Error B	Coefficients	t	p	
Intercept	0.18	2.03	11.35	4.89	
WLB	0.04	0.18	4.73	<0.0001	
CWB	0.12	0.16	1.32	0.19	

Note: Correlation is tested at .05 level of significance

Third regression analysis was performed to check if the predictor variable (CWB) and mediator variable (WLB) together have an effect on the outcome variable (TOI) ratings. Further checking the individual p-values, it can be seen that at 0.05 level of significance, the effect of counterproductive work behavior is not statistically significant with a p-value of 0.19, accepting the fourth hypothesis. This means that by adding the mediator variable in the equation, this completely removes the effect of the independent/predictor variable (CWB) on the dependent variable (TOI). This indicates that WLB fully mediates CWB and TOI. Based on the steps of mediation analysis, full mediation happens when both predictor and mediator variable does not predict the outcome variable.

Table 4. Mediation Analysis

Mediation Analysis					
		Estimate	95% CI Lower	95% CI Upper	p-value
Mediation/ INDIRECT: Total- Direct Effect	ACME	0.14	0.03	0.36	0.02
Direct Effect (CWB, WLB and TOI)	ADE	0.16	-0.06	0.37	0.19
Total Effect (CWB and TOI)	Total Effect	0.3	0.06	0.53	0.02
	Prop. Mediated	0.47	0.13	1.21	0.04

After the steps prior to mediation, it can now be tested whether the mediation effect is significant or not. The table shows the indirect effect (denoted by ACME or Average Causal Mediation Effect) is the difference of the total effect (the coefficient estimate when only CWB was regressed with TOI) and the direct effect or the coefficient estimate of the independent variable (CWB) when the mediator variable (WLB) was added to the equation. At 0.05 level of significance, this indicates that the mediation effect of WLB between CWB and TOI is statistically significant at 0.02, accepting the fifth hypothesis. Based on the results shown, this implies that work life balance is a significant mediator between counterproductive work behavior and turnover intention, accepting the last hypothesis. Work life balance points out that an individual's roles at work or work load have an impact to the person's life outside work. This illustrates neglecting own personal needs and not being able to maintain or achieve the kind of personal life an individual perceives because of work (Nyberg, et. al, 2018). A longitudinal study of work interference personal life and turnover, the researchers found out that this strongly predict turnover intention and also may lead to stress and depressive symptoms. Employees' mental health has limited investigations though an increased risk of employees having low energy, feeling sad and lack of interest in things may also lead to turnover (Nyberg, et. al, 2018). In a research conducted by Ahuja, Chudoba, Kacmar, McKnight & George (2007) about work life balance, findings suggests that work family conflict which may also interrupt the work life balance of employees may contribute to stress among the members of the organization that brings impact to their intention to stay in the company (Presbitero, et. al, 2016). Thus, work life balance does not actually mean an equal balance of personal life and work life. A person's perception of WLB today will be probably different in the next few days and lastly, there is no perfect balance. It is different for everyone because of the differences in own priorities and life itself (Bird, 2003). Furthermore, counterproductive work behavior is not merely just a reaction of an individual to negative experiences but rather an impulsive choice. (Shoss, Jundt, Kobler & Reynolds, 2016). Whenever the employees experience unhappiness or frustration in life and/or at work, they have a tendency to commit withdrawal behavior towards their co-workers. There are evidences which suggest that employees are most likely to engage in counterproductive work behavior because they believe this will make them feel better, they wanted to be equal with their co-workers in response to the negative workplace events (Shoss, Jundt, Kobler & Reynolds, 2016). Moreover, turnover has been an increasing issue globally and a significant number of employees are leaving their jobs for better opportunities. This caused most organizations to

modify and improve their human resources development and policies to minimize their attrition rate and to also attract competitive workers. There is evidence that employees who expects and experience progress and growth in their careers will definitely stay longer in the company or organization (Nawaz & Pangil, 2016). Another study conducted by Batt and Valcour (2003) found out that high salary is related to the employee turnover intention but the presence of career development and training has an impact to the employee's decision-making (Huangm Lawler & Lei, 2007). For that reason, this study determines that work life balance is one important factor to minimize counterproductive work behavior and turnover intention among employees in the BPO Company. The researcher endorses that management should focus on providing a balanced work and personal life to their employees by establishing a work life balance policy in their organization. Based on the findings, it is important that the organization give priority to work life balance of their employees in order to lessen the increasing attrition rates because millennials will eventually grow up and settle down in their careers; they will not discontinue finding the right company who will give them satisfaction and meaning in life (Kuron, Lyons, Schweitzer & Ng, 2014). When they want to settle down in their careers, they will likely choose an organization who gives importance to their growth and well-being.

Proposed Employee Retention Program

Since work life balance significantly mediates between counterproductive work behavior and turnover intention, the researcher suggested an employee retention program to enhance the WLB of the BPO employees and to minimize their intent to leave the organization. The researcher created programs based on the findings of this study and considered the needs of the respondents who participated in this study. Moreover, the objectives, target / planning, expected results or outcome, eligibility, timeframe and department in-charge are also identified. The programs can be successfully implemented depending on the current available budgets of the organization while the other programs can be executed immediately or can also be considered in the future. According to Presbitero (2016), aside from the pay package and benefits such as bonuses and HMO insurance, health club membership is also attractive to employees when it compares favorably with the other current practices in the industry (Presbitero, et. al. 2016). This is the purpose why the researcher came up with the following programs considering these are not common in the BPO Industry. This employee retention program will enable the members of the organization to meet their goals and expectations inside and outside the company and to be more productive at work. This structure provides objectives and guidelines that the management can consider in order to achieve an effective balanced work and home life among the employees. The scope of this policy equally applies to all BPO employees most especially to all agents in the Operations Department. This policy has set of provisions whereas requirements and qualifications are indicated in the programs for the eligibility of the said project. The employee assistance program is composed of school scholarship, hooray bazaar, plotting of leaves, coaching sessions and conflict management training. This would help the employees manage their existing work and personal problems that might have impact on their work performance. Scholarship program is one factor to attract

employees to stay in an organization and also help them finish their studies. This is not common in the BPO Industry because of high attrition risks but this would be instrumental to increase work life balance and to lessen attrition since most of the respondents are undergraduates. This will also require the company to provide enough budgets. If ever this will be implemented, qualifications and rules should be applied. This can be offered to employees who are graduating students, who are on their thesis or there are few units left before they graduate but they should be in the company for at least 2 years and they should have very good work performance. This can be arranged internally with the executives, operations department and human resources. Since the top reason of the respondents' intent to leave the company is to put up their own business, to address this concern, the company should support the employees to earn more income. The management should allow their people to sell thrift clothes and memorabilia, food and drinks, etc. as per approval by the management. With the Hip, Hip, Bazaar! program, the management is also responding to address the reason as to why employees leave the organization. Another is the plotting and approval of leaves whenever an employee has to take time off from work. In the company, the workers have a total of 15 combined vacation and sick leaves. The employee leave should be used within a year because it will not be carried over the next year. It is a challenge whenever an employee files for a leave because of the conflict of the schedule with other members of the organization. By having a policy on scheduling a leave, this would give fair chances to employees and avoid bias. Furthermore, being in a long call most of the time, engaging with irate customers and dealing with challenging issues to address and to solve puts a lot of pressure to the employees. Moreover, there are situations where their benefits such as leaves are not granted because of lack of manpower whenever there are high volumes of calls coming in (Reese & Soco-Carreon, 2013). These results to poor personal life experience that will likely to affect the performance of the employees and worse, it will likely to affect their behavior and intention to leave the organization. Next, having coaching sessions would address the employee's performance and challenges they experience at work. Employee's career plans and goals should also be talked about in order the management would know how they will be able to help their employees grow, to know the outlook and future plans of their organization. This would also address or allow the employees to voice out concerns (such as insignificant things at work) or other work related issues to avoid in the future. Lastly, the conflict management training is proposed to address the counterproductive work behavior of the respondents which states "being nasty or rude to clients or customers". Though the CWB level of the employees are very low, negative behaviors in the workplace is inevitable and this should be addressed to also protect the image of the client and the company. Since the Company already have trainings on how to handle customers, it is best to focus on conflict resolutions. This would also help the employees lessen the number of their recorded bad calls, improve their performance and lift their morale.

In the Conflict Management Training, the following topics should be discussed:

A. Conflict Management:

- Avoidance, accommodation, reaction, compromise, collaboration
- Effective and ineffective handling of complaints

B. Identifying Conflict/ Sources of Conflict:

- Active Listening; the agents should identify situations that require conflict avoidance
- Communication differences, cultural differences, personal differences, client/ customer inconvenience

C. Communication, Positive Response and Treatment:

- Agents should think creatively, offer preemptive solutions or use proper communication "Thank you for your patience, we are sorry for the hassle".

D. Develop Negotiating Strategies: Bargaining

- Identify available resources, primary motivation and interest, always begin and end in a positive way, address problems not people, seek superior assistance

E. Ethical and Unethical Behavior:

- What is right and what is wrong
- Respect, be assertive and show empathy or concern

F. Techniques to Manage Anger and Discrimination

- Self-awareness
- Boost Morale
- Stress Management
- Responses to positive and negative feedbacks
- Practice professionalism and etiquette

The wellness program is created to address the health and wellness of the employees working in the BPO Company through Yoga, Gym or Zumba Classes. This would promote less stress environment in the organization and is expected to promote camaraderie among employees at the same time minimizing stress or tension due to work. It was previously mentioned that health club membership is one factor in attracting the employees to stay in the organization. There are few BPO companies who are giving gym discounts to their employees as part of rewards but the researcher suggests having an in-house yoga-gym-zumba room in the organization would be more attractive to retain employees in the organization and this would also lessen the expenses of the company as compared to providing gym membership. In a study conducted by Dwivedi and colleagues (2015), they found out that yoga improves the perceived quality of life and at the same time lowers the anxiety and depression which also explains that yoga can be a way to minimize counterproductive work behavior (Dwivedi, et. al., 2015). This would enhance the employees' wellness as well as interaction with co-workers. This can be a huge project at first as only little equipment is needed such as weights (dumbbells, kettle bells and ball), mats and mirror. Expensive and big equipment such as treadmill, bike, etc. are not needed provided that there should be available trainings

or programs that employees can choose from. Classes must be scheduled and the schedule must be headed by one of the employees. Lastly, practicing mental health awareness is not common in the BPO Industry. Since the mental health bill had just recently passed in the Philippines, it is best to start working on the awareness of mental health in the workplace and begin it by providing a talk or seminar to bring awareness and understanding to everyone. In fact, being in a different shift or schedule (graveyard) increases the risk of mental illness such as depression which can affect the employee's work performance (National Sleep Foundation, 2019). This can improve the Psychological well-being of employees, minimize their stress and frustrations and this would also create a great culture for everyone who is part of the organization. Lastly, the employee rewards and benefits program was created to provide new incentives to attract the employees to stay longer in the company. This was also created to address the results in TOI scale where the employees third top answer was "to what extent do the benefits associated with your current job prevent you from quitting your job?" in which they answered in moderate extent. Anniversary tokens are already common to most organizations but the researcher suggests giving the employees yearly gifts with motivational statements as part of the employees' recognition and incentives would help lessen the turnover intention. It was observed that the companies are giving tokens only to those who are three or five years tenured and those who stayed in the company for a year were left out. It was mentioned in the previous discussions that counterproductive work behavior are committed when employees think that they are being treated unfair that would result to turnover. Thus, yearly anniversary tokens is suggested to be given to all employees with motivational statements such as "Part of the ABC Company since 2016" or "I am a Contact Center Rockstar", etc. In addition, providing a retirement plan is not also common to most companies and providing this program would increase loyalty to the members of the organization because this would give them security that when they retire, the company has provided them benefits as payback for their service through the years. This would also attract the employees to stay in the organization and aim for possibly growth and promotion in the future. On the other hand, load allowances and other employee perks are also beneficial to make the employees stay because it would make them feel happy and contented by these benefits available for them and for their families. Furthermore, according to Lombos (2012) the attributes that Filipino job seekers look for company in a company aside from career and learning opportunities are salary, next is health insurance, leaves, lones, retirement, educational assistance, car plan, gym membership, bonuses, gadgets and flexible working conditions (Lombos, as cited in Hechanova, 2017, p.75). Lastly, these programs will not be successful if not be properly cascaded to the employees especially to the new hires. According to McKinsey and Company (2001), recruitment in the present generation is different from the previous ones because recruiting today is more comparable to selling or marketing your company. Therefore, recruiting messages are important factors to include positive attributes of the company through various sources such as media and other recruiting methods (Hechanova, 2017). The researcher proposes providing a formal and extensive orientation and on-boarding procedure to new hires of the organization. Though this is already being

practiced in BPOs, not all companies are able to provide enough information and setting of expectations to the new hires. According to Half (2018), the on-boarding or orientation process contributes to the retention of the employees (Half, 2018).

Summary and Conclusion

Every individual is expected to work and working in a call center puts pressure in every employee since the company is a fast paced industry and contact center representatives have a target performance score every day. The new generation of employees today specifically the millennials are more aggressive to work and at the same time they are also aiming to live their lives to the fullest. This research was conducted to further study, understand and discover the significance of work life balance as it mediates between counterproductive work behavior and turnover intention. The variables being studied is supported by several theories such as spill-over theory (WLB), social equity theory (CWB) and expectancy-confirmation theory (TOI). The researcher used standardized questionnaires to measure each variable and conducted the study to 156 call center agents in a BPO Company in Metro Manila. Since work life balance, counterproductive work behavior and turnover intention is emergent in the present industry, the main objective of this research is to find out if work life balance is effective to avoid the existing negative behaviors and to help lessen the increasing rate of turnover intention in the BPO Industry. The majority of the respondents are ages 20-25 years old, female, single, no children and were undergraduates. The results revealed that the employees' level of work life balance is moderately low which may imply that the employees are having difficulty balancing their work and personal life. This is because of the graveyard shift where the employees are working in the evening and are asleep during the day. The level of counterproductive behavior of the respondents is very low which indicates that they have no intention to damage the organization. The result is favorable to the company's management knowing the level of CWB of their employees are very low and it is actually acceptable to have minimal negative behaviors in any organization. In addition, the level of turnover intention of the respondents is in moderate extent while the mediation results show that work life balance is a significant mediator between counterproductive work behavior and turnover intention that led to the proposal of employee retention programs. With this, it is expected that the Company's turnover intention rate and attrition risk if not to be put on hold, decrease its rate. It is also expected that there will be an increase in the productivity of the workers and produce happier employees in the company. For that reason, it can be concluded that there is no specific group or category when there should be a balance between work and personal life. It is the right of every individual to live their lives how they want it to be and to also have a balance between private life and work because people do not live just to work. Work life balance is one important factor to minimize counterproductive work behavior and turnover intention among employees.

Recommendations

This study, specifically the variables work life balance, counterproductive work behavior and turnover intention was supported by sufficient amount of evidences and can be done through various ways and concepts. These recommendations

may be essential for the improvement of this research for future investigation. Based from the results of the study, the following recommendations are formed:

1. The data were limited to only one BPO Company in Metro Manila and it is recommended to conduct a study in different BPO companies across Metro Manila or Regions to have a larger population. If the study will still be exclusive in one BPO company, it is recommended to conduct the research in a large scale BPO with different sites or branches in order to have more diverse sample for future research.
2. The socio-demographic profile of the respondents was limited to age (20-37yrs old), sex, civil status, number of kids and educational attainment. It is recommended to investigate or make a comparative research between male and female, millennials and generation Z, young and old or with children and no children in order to explore and expand more the results of the topic.
3. The data gathered were only collected from contact center representatives, thus, it is highly encouraged for future research to conduct the same study in different departments and positions in the BPO Industry. Moreover, it is also suggested to make this kind of research to different industries in the Philippines such as manning, manufacturing, airline, hotels and resorts, semi-conductors, etc. to widen the exploration of work life balance, counterproductive work behavior and turnover intention among different industries across the country.
4. This study only used questionnaires and brief interview with an HR Personnel as means of data gathering. It is recommended for future research to conduct focused-grouped discussion to enhance and supplement the data and results of the study.
5. The study focused only in the general work life balance and counterproductive work behavior of the variable. Hence, it is recommended to include the variables' other dimensions as contributing factors. This might give complex results and profound discussions about the topics and will give the readers a better understanding of the issues on hand.
6. Another recommendation for this study is to focus on the turnover intention of the respondents. It is suggested to make a research about the actual turnover in the industry which is the limitation of this investigation.
7. If this study will be conducted, future researches are recommended to include depression in addition to CWB and TOI variables. Alternatively, a research on "Perceived Work Life Balance as mediator between Level of Employee Depression and Turnover Intention among Contact Center Representatives" can also be conducted in the future. Based on a study mentioned in the discussion, poor work life balance has been one of the most prevalent causes of attrition in the present generation.

The researcher highly encourages the BPO Company and other organizations of the same industry to implement and utilize the proposed employee retention program enhancing the work life balance of the employees to minimize the intention of the contact center representatives to leave the organization. Hence, it is also recommended to conduct an extensive evaluation

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Author Profile



Sarah Jane N. Santos, MAPsy

Sarah received the B.S. Psychology and A.B Guidance and Counseling degrees in Psychology from St. Scholastica's College, Manila in 2012 while she received the Master of Arts in Psychology major in Industrial Psychology from Pontifical and Royal University of Santo Tomas, Manila, Philippines in 2019. From 2012 -2017, she works in the Business Process Outsourcing Industry in the Philippines specifically in Recruitment and Talent Acquisition.



Rosalia T. Caballero, PhD

Sally received the Doctorate in Psychology from Pontifical and Royal University of Santo Tomas, Manila, Philippines. She is a member of the faculty in UST Graduate School of Psychology and was given prestigious awards by the University. She was given the "Saint Antoninus Outstanding Alumni Awardee" for she was an outstanding, renowned, and peer-respected UST Graduate School alumnus. She was also given the "Distinguished Faculty Award" for exemplifying the highest standards of teaching and scholarship for the last five academic years at the UST Graduate School. At present, she is currently the President and Managing Director of Netship Management in the Philippines.