

Globalization as a Component of the Job Demands-Resources Model on Employee Work-Life Balance in an American BPO in the Philippines

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RESEARCH ARTICLE

Abstract

Background: The sense of control that employees experience when they are able to remain competent and efficient in the workplace while enjoying a healthy personal life with enough time for leisure activities is referred to as work-life balance. In the workplace, while employees must remain focused and efficient amidst numerous tasks, it is imperative that they maintain a degree of satisfaction and contentment with regard to their personal life.

Objective: This study aimed to examine the effect of globalization on employees' work-life balance in an American BPO situated in the Philippines. This was examined by testing whether the data obtained from Company X followed the Job Demands-Resources Model (J D-R Model).

Methodology: Data were collected by administering an online survey using convenience sampling. Categorical Principal Component Analysis (CatPCA) was used for easier interpretation of the linear combinations of categorical variables. Cronbach's Alpha tested the reliability of the data. Bivariate relationships were then explored using the bivariate Pearson Correlation. Finally, the Path Analysis was utilized to determine how significant and to what degree the causal relationships are among the variables being investigated.

Results: The study has proven that the J D-R model is a promising framework to establish the relationship between globalization and work-life balance. The data gathered in this study revealed that employees who were provided with increased job resources experienced job satisfaction that resulted to positive work-life balance. Likewise, a decrease in burnout is significantly related to work-life balance. Although globalization is not significantly associated with work-life balance, it is significantly correlated with role conflict, a component that is related to exhaustion.

Conclusion: Globalization has no direct effect on the work-life balance of employees working in Company X.

Keywords: *work-life balance, globalization, job demands, job resources, job satisfaction, burnout*

Introduction

Significant changes have taken place in the workplace over the last four decades. The advancement in the use of information technology, organizational restructuring, variations in work schedules and arrangements, as well as the globalization of many industries, have drastically transformed the nature of work in many organizations [1]. Undeniably, these changes have greatly influenced employee health and well-being. According to the World Health Organization (WHO), health is "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity" [2]. Many studies suggest that failure to reach an effective work-life balance can be damaging to one's health.

Work-life balance is "the ability to experience a sense of control and to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure" [3]. In the workplace, while employees must remain focused and efficient amidst numerous tasks, it is imperative that they maintain a degree of satisfaction and contentment with regard to their personal life. Big companies usually provide work-life balance programs that address the needs of their employees to manage time and energy between work and other areas of their life effectively. However, Guest argued that the term 'work-life balance' is in itself a contradiction. Given the changing nature of people's basic necessities and obligations, as well as their dynamic nature at different stages

of life, the management of their daily activities will never be constant [4]. In other words, work-life balance does not mean that one dedicates the same number of hours for each of his or her various work and personal activities. Instead, one fulfills family and work commitments at the same time, and this may vary for each individual because he or she has different roles and priorities in life [5].

The Levin Institute defines globalization as the “process of interaction and integration among the people, companies, and governments of different nations driven by international trade and hastened by information technology” [6]. This process has its effect on environment, culture, political systems, economic development, and physical well-being in societies around the world [6]. It has influenced the work environment over the past two decades and changed the patterns and demands of work which have placed extra demands on employees [7]. Various western studies, which have utilized unemployment rates to indirectly assess globalization, have found that increased unemployment rates increases stress while lowering life satisfaction [8]. Meanwhile, the pressure of globalization in the Philippines can be seen in the adoption of Western practices. While the need for business competitiveness rapidly calls for new and advanced technology, downsizing and mergers force employees to deal with higher job demands, consequently resulting to change in culture and perception of employees.

Long working hours, intense work pressure, highly demanding jobs, and the use of advanced technology have posed a challenge to employees to maintain work-life balance [4]. At present, job seekers do not only consider high remuneration and career advancement in making employment decisions; rather, they are increasingly taking into account how well their current or potential employers support work-life balance. Maintaining the high morale of employees can be of tremendous benefit to the company since employees would likely be more productive, may take fewer leaves, and become more loyal to the company. Presently, work scenario is characterized by intense pressure, constant deadlines, changing demographics, increased use of technology, and virtual workplace. In the Philippines, this is evident in the business process outsourcing (BPO) industry, which refers to the “delegation of service-type business processes to a third-party service provider,” that has become a major contributor to the country's growth and development [9]. In 2015, the Philippines replaced Mumbai (in India) as the second-ranking BPO destination and has maintained its high position as a worldwide outsourcing destination in 2017. Moreover, the growth in the Philippine BPO sector has hit a

government revenue target of US \$25.5 billion and employed 1.4 million people in 2017 which contributed to about nine percent of the country's GDP growth in the same year [10].

The framework of this study initially built on Sauter and Murphy's Multi-level Work Organization Model that captures how the link among external context factors (globalization), organizational context factors (supervisory practices), and work context factors (job characteristics) influence employees' psychosocial health [11]. However, the researcher primarily adopted the Job Demand-Resources (J D-R) framework to model the effects of globalization. The J D-R model shows the relationship among the various variables namely, 'Globalization', 'Job demands', 'Job resources', 'Burnout', 'Job satisfaction', and 'Work-life balance'. Job demands include “any physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological effort or skills” [12]. On the other hand, job resources “refer to those physical, psychological, social, or organizational aspects of the job that reduce job demands, help achieve work goals, and stimulate personal growth, learning, and development [12].”

With globalization, employees are exposed to more psychological factors that can threaten their work-life balance as organizations focus more on profit and survival. Due to increasing job demands, employees are expected to work harder and deal with higher emotional demands, which could result in psychological health problems. Moreover, as a result of globalization, employees become interdependent from other people. Meanwhile, the changing nature of work also puts the burden on employees to perform multiple tasks, which may lead to increased feelings of confusion (e.g., role conflict) along with increased emotional and psychological demands [8].

There had been no published studies that examine the direct effect of globalization on work-life balance in developing countries, particularly in the Philippines. The few studies that have indirectly touched this issue are frequently undertaken within the western context, including Belgium, India, and Sri Lanka, and are focused on either the effects of globalization or work-life balance alone. The closest study was conducted by Idris, Dollard, and Winefield in Malaysian workplaces which supported the idea that external factors influence work conditions, as well as employee health and job satisfaction [8]. In this regard, this study aimed to examine the effect of globalization on employees' work-life balance in an American BPO situated in the Philippines. This main objective was examined by testing whether the data obtained from Company X followed the J D-R Model. In

doing so, the relationships among the variables included in the J D-R Model, such as 'Globalization', 'Job demands', 'Job resources', 'Burnout', 'Job satisfaction', and 'Work-life balance', were also explored. This study aimed to influence further research on this topic that will benefit Philippine-based multinational organizations.

Methodology

In view of time constraints, confidentiality restrictions, and the paperless policy of the company under study, the researcher administered an online survey using convenience sampling from the pool of employees of Company X. Only individuals belonging in the rank-and-file category were qualified as research participants. The survey instrument was created via Google Docs. It is a free web-based application in which survey questionnaires can be created, accessed, and tallied online. Respondents can easily access the survey from any computer or mobile device so long as they have an internet connection. The respondents were informed about the survey by sharing the link of the survey via Facebook Messenger. It is important to note that the researcher stated in the consent form and information sheet that the respondents' participation in this research study is completely voluntary (i.e. as research participants, they have the right to withdraw from the online survey anytime), and that their responses will remain completely confidential and their identity anonymous. The researcher set a time duration of two weeks for the survey to remain posted online.

The respondents accomplished a structured questionnaire to determine the impact of globalization in their work-life balance. In the first part of the questionnaire, the respondents were asked to rate different items using a five-point Likert Scale with the options 'strongly agree', 'agree', 'neutral', 'disagree', and 'strongly disagree'. This part is composed of 30 items covering the topics related to globalization, organizational support, supervisory support, co-worker's support, autonomy, psychological demands, emotional demands, role conflict, job satisfaction, exhaustion, and work-life balance. Table 1 below provides a summary of the variables and measures that are relevant to the study.

The second part included a 10-item question about the demographic information of the respondents (i.e. gender, age, marital status, number of children, living type, educational level, years of service in the company, department or unit, working hours per week, and travel time to workplace). The instrument was pre-tested to ten rank-and-file employees from another BPO company.

Table 1. Variables and measures used in the study

Variables	Measures
Globalization	As scored by the respondent in three specific questions in the survey instrument
Organizational support	As scored by the respondent in five specific questions in the survey instrument
Supervisory support	As scored by the respondent in three specific questions in the survey instrument
Co-worker's support	As will be scored by the respondent in two specific questions in the survey instrument
Autonomy	As will be scored by the respondent in two specific questions in the survey instrument
Psychological demands	As will be scored by the respondent in two specific questions in the survey instrument
Emotional demands	As will be scored by the respondent in two specific questions in the survey instrument
Role conflict	As scored by the respondent in three specific questions in the survey instrument
Job satisfaction	As will be scored by the respondent in two specific questions in the survey instrument
Exhaustion	As scored by the respondent in three specific questions in the survey instrument
Work-life balance	As scored by the respondent in three specific questions in the survey instrument

Principal Component Analysis

Principal component analysis (PCA) is a dimension-reduction procedure which allows for easier interpretation of the linear combinations of the original variables in the data. In this study, this procedure was utilized to come up with a scoring mechanism devoid of the assumption that each question has the same weight. In other words, the PCA procedure provided weights for each question according to their perceived importance based on variability explained.

The principal components Y_1, Y_2, \dots, Y_k are as follows:

$$\begin{aligned}
 Y_1 &= \mathbf{a}'_1 \mathbf{X} = a_{11}X_1 + a_{12}X_2 + \dots + a_{1p}X_p \\
 Y_2 &= \mathbf{a}'_2 \mathbf{X} = a_{21}X_1 + a_{22}X_2 + \dots + a_{2p}X_p \\
 &\vdots \\
 Y_p &= \mathbf{a}'_p \mathbf{X} = a_{p1}X_1 + a_{p2}X_2 + \dots + a_{pp}X_p
 \end{aligned}$$

In this study, however, only the first principal component Y_1 was extracted since it was only used as a statistically sound scoring mechanism for globalization, organizational support,

supervisory support, co-worker's support, autonomy, psychological demands, emotional demands, role conflict, job satisfaction, exhaustion, and work-life balance statements.

Categorical Principal Component Analysis (CatPCA) was specifically used since the variables were measured in the ordinal scale. CatPCA is a type of PCA that is used when the variables are categorical, that is measured in nominal or ordinal scale. Compared to the abovementioned PCA, CatPCA has fewer assumptions, which means it does not assume linear relationships among numeric variables and it also does not assume that the data follows a multivariate normal distribution.

Cronbach's Alpha

The Cronbach's Alpha tests the reliability or internal consistency of a set of items used in a scale. Reliability refers to the extent to which a given measurement is consistent in measuring a given concept. If the Cronbach's Alpha is high, then most of the items probably measure the same underlying concept. This is computed by:

$$\alpha = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum_{i=1}^k \sigma_{y_i}^2}{\sigma_x^2} \right)$$

where k – number of scale items

$\sigma_{y_i}^2$ – variance associated with item i

σ_x^2 – variance associated with the observed total scores

The resulting α coefficient of reliability has a value from 0 to 1. If the scale items are mutually independent of each other then $\alpha = 0$. On the other hand, if all items are related to each other, then α will approach 1 as the number of scale items increases. This means that if the Cronbach's alpha is high, then most of the items probably measure the same underlying concept. The choice of α is arbitrary, but most researchers mention a minimum α coefficient between 0.65 and 0.8. An α coefficient higher than 0.8 is wanted, while an α coefficient lower than 0.5 is generally unacceptable.

Correlation

Bivariate relationships were explored in this study. The bivariate Pearson Correlation produces a sample correlation coefficient, r , which measures the strength and direction of linear relationships between pairs of continuous variables [13]. This is defined as:

$$r_{x,y} = \frac{\text{cov}(x,y)}{\sqrt{\text{var}(x) \cdot \text{var}(y)}} = \frac{\sum_{i=1}^n x_i y_i}{\sqrt{(\sum_{i=1}^n x_i)(\sum_{i=1}^n y_i)}}$$

where x and y are the variables under study, and n is the sample size. The Pearson Correlation is tested for significance, with hypotheses

Ho: The correlation between x and y is equal to 0.

Ha: The correlation between x and y is not equal to 0.

Path Analysis

Path analysis is a straightforward extension of multiple linear regression. Its aim is to provide estimates of the magnitude and significance of hypothesized causal connections between sets of variables [14]. According to Wuensch, it is used to determine if the data at hand fits well with a particular (*a priori*) causal model [15]. Pedhazur further explained that path analysis combines qualitative information with quantitative interpretation by using theory-based path diagram and path coefficients, respectively, in the examination of relationships among the variables [16]. Thus, to accomplish the main objective of this study, the path analysis was used to confirm if the J D-R model (Figure 1) is applicable to the data obtained from Company X.

To construct a path diagram, the names of the variables are written and an arrow is drawn from each variable to any other variable it affects. By doing this, one is able to distinguish between input and output path diagrams. An input path diagram is one that is drawn beforehand to help plan the analysis and represents the assumed causal connections that are predicted by our hypothesis. On the other hand, an output path diagram represents the results of a statistical analysis and shows what was actually found [14].

Results and Discussion

Company X is a multinational BPO company that began operations in the Philippines in 1961 and has then expanded into a fully integrated franchise. It is now composed of investment banking, treasury services, as well as investor services. It launched the Global Service Center (GSC) in Manila in 2005 to provide a wide variety of strategic support to other lines of business, particularly in *Consumer and Community Banking and Corporate and Investment Bank*. Currently, it operates in two Philippine cities namely, Metro Manila and Metro Cebu. The Metro Manila-based GSC office of Company X was the subject of this study. Due to stringent company rules, no other information about its profile was divulged aside from those data that are posted in its company website.

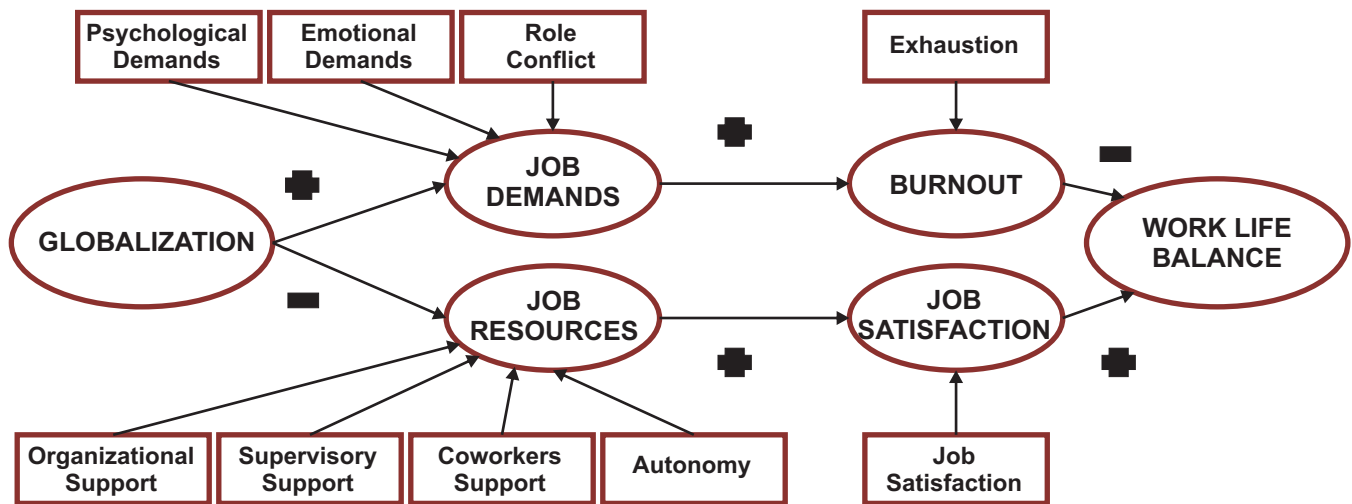


Figure 1. Input Path Diagram of the J D-R model showing the assumed causal connections predicted by the hypotheses

Descriptive Statistics

A total of 59 rank-and-file employees working in Company X voluntarily participated in the online survey. The tables below summarize the descriptive statistics for the demographic questions in the survey. The respondents for this survey are aged 23 to 49 years (as seen in Table 2), with the average age roughly around 32 years. The respondents' average year of service to the company is approximately five years. Based on their response, the weekly working hours range from eight to 80 hours with a mean of 37.38 hours. However, the response

The pool of respondents was 66.1% female and 33.9% male (as seen in Table 3), with 91.5% reaching college level and 8.5% master's level. Majority or 62.7% are single while 35.6% are married or in a domestic partnership. One respondent is separated. Most of the respondents do not have children (62.7%) which is the same percentage as those who are single. In addition, most of the respondents live with their family (nuclear – 30.5%; extended – 30.5%) or are living alone (27.1%).

Table 2. Demographic information of respondents from Company X in the actual survey

	Min	Max	Mean	Standard Deviation
Age	23	49	32.47	5.429
Years of service	1.0	10.0	4.905	2.8773
Weekly working hours (in hours)	8	80	37.38	14.695
Travel time to work (in hours)	.00	10.00	1.5300	1.34694

'below 20 hours' was deemed incorrect since the respondents are full-time employees of the company. With sound adjustments, the average weekly working hours of respondents is slightly above 40 hours (or 43.16 hours to be exact). All the variables are approximately symmetric except for the travel time to work because one respondent gave an answer of '10 hours' for this question. When this response is filtered out, the travel time for work is also nearly symmetric.

Summary of Responses for Likert-Scale Questions

Most of the statements have an average rating of at least '3' which is equivalent to 'neutral' to 'strongly agree', with exceptions on the statements concerned with 'Role conflict' and 'Exhaustion'. The statements on 'Co-worker's support' and 'Supervisory support' were given the highest ratings with 4.27.

Dimension Reduction and Reliability Test

Using CatPCA, each subsection of the questionnaire (i.e. 'Globalization', 'Organizational support', 'Supervisory support', 'Co-worker's support', 'Autonomy', 'Psychological demands', 'Emotional demands', 'Role conflict', 'Job satisfaction', 'Exhaustion', and 'Work-life balance') is now represented by a single value—the first principal component. From the results of the CatPCA, we can say that the usage of the first principal component is enough since the variability explained by most first principal components for the eleven subsections are greater than 70% which is considered high. Specifically, the variability explained is detailed in Table 4.

Table 3. Demographic information of respondents from Company X in the actual survey

	Frequency	Percent
Gender		
Female	39	66.1
Male	20	33.9
Total	59	100.0
Educational level		
College	54	91.5
Masters	5	8.5
Total	59	100.0
Marital status		
Married (or in a domestic partnership)	21	35.6
Separated	1	1.7
Single	37	62.7
Total	59	100.0
Number of children		
0	37	62.7
1	13	22.0
2	5	8.5
3	4	6.8
Total	59	100.0
Living type		
Alone	16	27.1
Extended family (other relatives)	18	30.5
Living with parents	1	1.7
Nuclear family (spouse and children)	18	30.5
With friend	1	1.7
With husband only	1	1.7
With my sister	1	1.7
With parent and siblings	1	1.7
With parents	2	3.4
Total	59	100.0

Table 4. Percentage of Variability Explained per Subsection in the Categorical Principal Component Analysis of the Survey

Subsection	% of Variance Explained
Job satisfaction	88.487
Work-life balance	87.277
Globalization	87.148
Supervisory support	82.730
Exhaustion	82.227
Emotional demands	81.749
Autonomy	81.504
Co-worker's support	75.561
Psychological demands	74.084
Role conflict	57.999
Organizational support	45.170

Table 5. Measure of Reliability (Cronbach's Alpha) per Subsection in the Survey

Subsection	Cronbach's Alpha
Work-life balance	0.927
Globalization	0.926
Supervisory support	0.896
Exhaustion	0.892
Job satisfaction	0.870
Emotional demands	0.777
Autonomy	0.773
Organizational support	0.697
Co-worker's support	0.677
Psychological demands	0.650
Role conflict	0.638

All subsections capture the information needed based on the variability explained except for 'Organizational support' and 'Role conflict' which have less than 60% variability explained. However, for a preliminary study like this one, those results are quite high.

The instrument was pre-tested among ten rank-and-file employees from another BPO company. The reliability or internal validity of the questions was measured using Cronbach's Alpha based on the principal components obtained using CatPCA. The Cronbach's Alpha for each subsection is summarized in Table 5.

All of these Cronbach's Alphas are within the acceptable Cronbach's Alpha of 0.6. This means that the questions under these categories ('Globalization', 'Organizational support', 'Supervisory support', 'Co-Worker's support', 'Autonomy', 'Psychological demands', 'Emotional demands', 'Role conflict', 'Job satisfaction', 'Exhaustion', 'Work-Life balance') measure the same underlying concept well.

Table 6. Summary of the relationships obtained using Correlation between Variables under study

Variables	Correlation Coefficient	Significance	
Globalization	Organizational support	-0.197	Insignificant
Globalization	Supervisory support	-0.202	Insignificant
Globalization	Co-worker's support	0.020	Insignificant
Globalization	Autonomy	-0.051	Insignificant
Globalization	Psychological demands	-0.138	Insignificant
Globalization	Emotional demands	0.124	Insignificant
Globalization	Role conflict	0.292**	Significant
Globalization	Job satisfaction	0.017	Insignificant
Globalization	Exhaustion	0.130	Insignificant
Globalization	Work-life balance	-0.212	Insignificant
Psychological demands	Exhaustion	-0.60	Insignificant
Emotional demands	Exhaustion	0.327**	Significant
Role conflict	Exhaustion	0.251*	Significant
Organizational support	Job satisfaction	0.474***	Significant
Supervisory support	Job satisfaction	0.415***	Significant
Co-worker's support	Job satisfaction	0.375***	Significant
Autonomy	Job satisfaction	0.384***	Significant
Exhaustion	Work-life balance	-0.526***	Significant
Job satisfaction	Work-life balance	0.502***	Significant

Note: ***p-value < 0.01, **p-value < 0.05, *p-value < 0.10

Bivariate Analysis

The bivariate analysis is a preliminary test conducted prior to the path analysis. Here, correlations of the variables with 'Globalization' were noted, as well as the necessary correlations for the path analysis. The bivariate relationships are important to be explored as a precursor of path analysis since significant bivariate relationships can indicate significant relationship in the multivariate sense, as in the path analysis. This is noted in Table 6.

'Globalization' is only significantly correlated with 'Role conflict'. Other variables (e.g. 'Organizational support', 'Supervisory support', 'Co-Worker's support', 'Autonomy', 'Psychological demands', 'Emotional demands', 'Job satisfaction', 'Exhaustion', and 'Work-life balance') were found to have insignificant direct association with 'Globalization'.

'Exhaustion' is significantly associated with 'Emotional demands' and 'Role conflict', while its correlation with 'Psychological demands' was found to be insignificant. The correlation of 'Exhaustion' with the three aforementioned

variables was found to be positive. This means that a higher rating in 'Emotional demands' and 'Role conflict' was associated with a high rating in 'Exhaustion'. 'Job satisfaction' was positively significant in relation to 'Organizational support', 'Supervisory support', 'Co-Worker's support', and 'Autonomy'. This means that a high rating in 'Job satisfaction' is associated with high rating in 'Organizational support', 'Supervisory support', 'Co-Worker's support' and 'Autonomy'.

'Work-Life Balance' is significantly correlated with 'Exhaustion' and 'Job satisfaction', the relationships being negative and positive, respectively. These findings imply that high exhaustion is associated with low work-life balance, and vice versa, and at the same time, high job satisfaction is associated with high work-life balance.

Path Analysis

This study provided a strong empirical support for the J D-R framework that serves as our Input Path diagram (Figure 1). It showed how the data gathered from the organization under study fit well with the causal model,

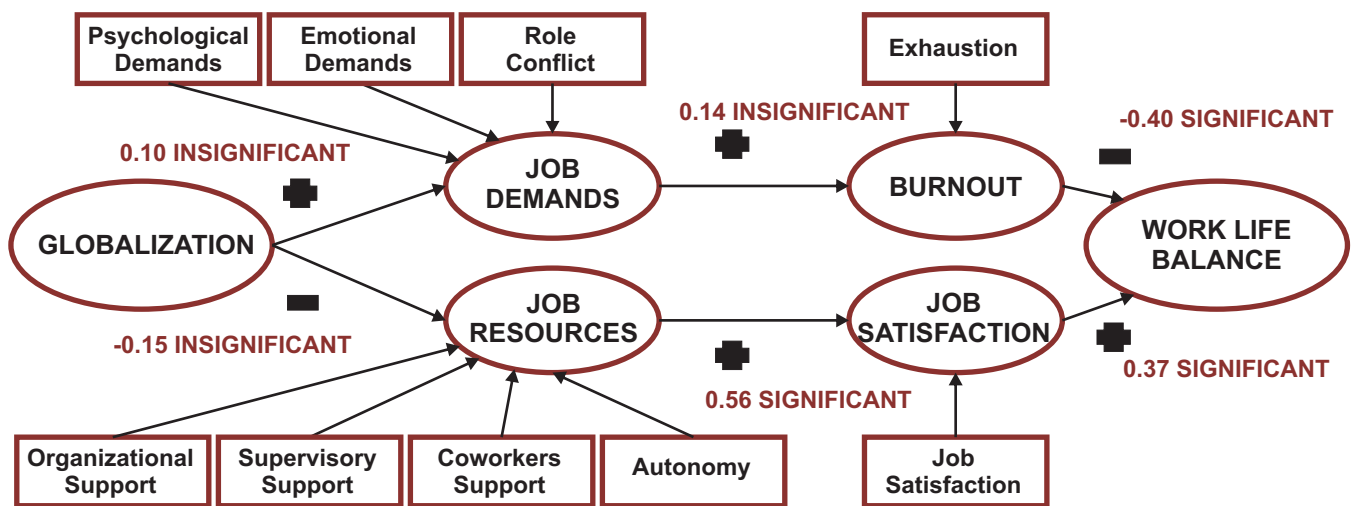


Figure 2. Output Path Diagram of the J D-R model showing the results of the statistical analysis (i.e. direction, actual effect, $P>|t|$, significance)

Table 7. Summary of the effects determined using Path Analysis between variables under study

Path	Variables	Direction	Actual Effect	$P> t $	Significance
A	Globalization – Job demands	+	0.10	0.45	Insignificant
B	Globalization – Job resources	-	-0.15	0.26	Insignificant
C	Job demand – Exhaustion	+	0.14	0.30	Insignificant
D	Job resources – Job satisfaction	+	0.56	0.00	Significant
E	Exhaustion – Work-Life balance	-	-0.40	0.00	Significant
F	Job satisfaction – Work-Life balance	+	0.37	0.00	Significant

given that the direction of all the computed effects in the Path Analysis is in line with the J D-R theoretical framework. As stated, an input path diagram is drawn beforehand to help plan the analysis and represent the causal connections that are predicted by the hypothesis.

As shown in Table 7, there are six paths established from the J D-R Model namely, (A) Globalization – Job demands, (B) Globalization – Job resources, (C) Job demands – Exhaustion, (D) Job resources – Job satisfaction, (E) Exhaustion – Work-life balance, (F) Job satisfaction – Work-life balance. The findings are coherent with the J D-R Model based on the direction set by the original model vis-à-vis the values of the actual effect. In line with this, our data have proven the direction set by the framework, namely, (A) 'Globalization' has a positive effect on 'Job demands' and the actual effect is 0.10; (B) 'Globalization' has a negative effect on 'Job resources' and the actual effect is -0.15; (C) 'Job demand' has a positive effect to 'Exhaustion' and the actual effect is 0.14; (D) 'Job resources' has a positive effect to 'Job satisfaction' and the actual effect is 0.56; (E) 'Exhaustion' has a negative effect to 'Work-life balance' and the actual effect is -0.40; and (F) 'Job satisfaction' has a positive effect to 'Work-life balance and the actual effect is 0.37'.

However, the Output Path diagram (Figure 2), which represents the results of a statistical analysis, did not establish significant relationship to all the variables. Out of the six paths, there were only three significant paths established, namely (D) Job resources – Job satisfaction, (E) Exhaustion – Work-life balance, and (F) Job satisfaction – Work-life balance. On the other hand, the data we have gathered from the respondents do not establish significant relationships between (A) Globalization – Job resources, (B) Globalization – Job demands, and (C) Job demands – Exhaustion. Nevertheless, it is important to note that insignificant relationships do not necessarily mean that these variables are not correlated. One way to explain these insignificant relationships is that the company under study could be providing effective work-life balance programs that serve as impetus for employees not to feel the impact or challenges of globalization. On the other hand, it may also be supported by the study conducted by Boom, Kretschmer, and Reenen wherein they found out that there is no relationship between tougher competition and work-life balance. Based on the data they have gathered, larger and more globalized firms usually provide better work-life balance programs. Hence, their employees seem to be much better off in terms of their career than those in smaller, local firms. Moreover, they have found out that

there is no systematic relationship between productivity and work-life balance once there is good and efficient management [17]. In other words, implementing work-life balance programs is socially desirable because workers obviously enjoy these, and these programs neither penalize nor reward the company because employees' productivity will not suffer.

Kortum, Leka, and Cox explored experts' perceptions of psychosocial risks and work-related stress in emerging economies and developing countries. They reported how globalization creates a negative impact on employee health and safety [18]. Accordingly, Idris *et al.* used the Work Organization Model alongside the expanded J D-R framework to illustrate how globalization creates increased demands and reduced resources in the workplace, which then affects both the employees and the organization [8]. Based on data culled from surveyed literature, it was established that globalization is a threat both in developed and in developing countries. Chopra even suggested that globalization is likely to create more problems for employees in developing countries because developed countries have more advanced preventive strategies in place [19]. As such, more studies should be explored on the impact of globalization on developing countries.

To further improve the methodological components of this preliminary study, the researcher recommends increasing the sample size in future studies. The sample size chosen for this study is not a true sample of the population. As such, there is difficulty in terms of generalizing the result of the study. In short, the results are not applicable to the Philippine BPO sector as a whole. It would also be beneficial if a future study could draw respondents from other companies working in the same industry for effective comparison of results. Moreover, the conclusion of this study is subject to the restriction that a nonprobability sample was employed. For this reason, the sample selection procedure may be changed to probability sampling, such as systematic, stratified, and cluster sampling, as opposed to the nonprobability sampling (such as convenience sampling) that was employed in this research. The questionnaire may also be modified to generate different sets of scores.

Lastly, effective work-life balance programs are indeed essential to both employers and employees. In this regard, Company X may consider building on the initial findings of this study to conduct a quantitative-qualitative approach that may be used to attain similar objectives but with more substantial and value-added insights from respondents on

the issue. For instance, Company X may facilitate focus group discussions among rank-and-file employees from different departments to ensure proper representation. In the same way, open interviews may also be conducted in order to elicit more candid responses from employees.

Conclusion

The goal of this study is to broaden the knowledge on the impact of globalization on the employees' work-life balance. The results of this study have proven that the J D-R model is a very promising framework to establish the relationship between globalization and work-life balance. The data gathered in this study revealed that employees who are provided with increased job resources experience job satisfaction that, in turn, result in a positive work-life balance. Likewise, a decrease in burnout is significantly related to work-life balance.

Although globalization is not significantly associated with work-life balance, it is significantly correlated with role conflict, a component that is related to exhaustion. Further studies on the possible mediation of globalization's effect to exhaustion through role conflict can also be explored.

Lastly, this study revealed that globalization is a threat not only in developed countries but also in developing ones, such as the Philippines. Since globalization is more likely to create more problems for employees in developing countries compared to developed nations, further studies should be explored that focus on the impact of globalization on Philippine-based organizations.

Acknowledgments

The author would like to extend her sincerest appreciation to an anonymous referee for his invaluable inputs in earlier drafts of this paper.

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