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Balancing Work-Life Balance and Well-Being of Employees Towards Organizational Growth of DENR–PENRO Zambales: A Case Study

Rosavi Q. Santos[1*], Cecilia C. Garson[1]
[1]*President Ramon Magsaysay State University, Iba, Zambales, Philippines*

Abstract—Employees in government service are expected to meet growing work demands while fulfilling family and personal responsibilities, and how they balance the two bears on their well-being and on the organizations they serve. This study examined the importance of work-life balance in promoting employee well-being and organizational growth at the Department of Environment and Natural Resources–Provincial Environment and Natural Resources Office of Zambales. It addresses the limited local evidence on how employees of provincial government offices experience work-life balance. Anchored on the Job Demands–Resources Model and Border Theory, the study used a qualitative case study design. Fifteen permanent and contractual employees with at least five years of service were purposively selected and interviewed individually using a validated semi-structured interview guide, and the data were analyzed through six-phase thematic analysis. Five themes emerged. Participants viewed work-life balance as manageable but occasionally disrupted by workload; heavy workloads, additional assignments, and demanding office and field duties were the main challenges; participants coped through family communication, clear boundaries, time management, spirituality, and a positive outlook; existing wellness programs were valued but needed more consistent implementation, resources, and management support; and work-life balance was perceived to support well-being, productivity, teamwork, and service delivery. The study concludes that, from the employees' perspective, work-life balance is a shared responsibility of employees and the organization that contributes to well-being and organizational growth, and it adds local evidence from a provincial environment office. The office is encouraged to institutionalize its wellness programs, monitor workloads, and strengthen management support, and future studies may involve other agencies and larger or comparative samples.

***Index Terms*— DENR–PENRO Zambales, employee well-being, organizational growth, qualitative case study, work-life balance.**

1. Introduction

Work-life balance has become an important concern in contemporary workplaces as employees are expected to manage increasing work responsibilities while also fulfilling personal, family, and social roles. In many organizations, employees are required to respond to job demands that may affect not only their work performance but also their physical, emotional, and psychological well-being. Because of this, work-life balance is now widely recognized as an important factor in supporting employee health, job satisfaction, and workplace effectiveness (World Health Organization [WHO] & International Labour Organization [ILO], 2022).

At the international level, work-life balance is commonly discussed as a shared responsibility of both employees and organizations. The WHO and ILO (2022) emphasized that healthy work environments and supportive workplace systems are important in promoting employee well-being. Similarly, Bhoir and Sinha (2024) explained that employee well-being is influenced not only by individual coping capacity but also by the human resource practices and organizational conditions present in the workplace. These findings suggest that employee well-being is not only a personal concern but also an organizational concern that may influence work engagement, job functioning, and overall workplace outcomes. This concern may also be viewed in relation to the global development agenda, particularly Sustainable Development Goal 3 on good health and well-being and Goal 8 on decent work and economic growth (United Nations, 2015).

In the Philippine context, work-life balance is influenced by cultural values, workplace realities, and the social expectations experienced by employees. Filipino workers often place strong importance on family relationships, interpersonal support, and social obligations, which may affect how they manage work and personal life. Caringal-Go and Hechanova (2022) found that Filipino employees often engage in personal adjustments and balance-crafting strategies to manage work and family roles. In a related local study, Lumbao and Ferraren (2023) also suggested that work-life quality among employees may be shaped by workplace demands, personal conditions, and the support systems available to them. At the national level, the 8-Point Socioeconomic Agenda, which the Philippine Development Plan 2023–2028 incorporates (Executive Order No. 14, s. 2023), also addresses health and social protection, although it does not mention work-life balance by name.

In the Philippine public sector, work-life balance is also increasingly recognized through workplace policies and employee support initiatives. The Civil Service Commission (CSC, 2022, 2025) and the Department of Environment and

*Corresponding author: rosavee0513@gmail.com

Natural Resources (DENR, 2025) have introduced policies intended to support employee welfare, such as flexible work arrangements and wellness-related programs. These efforts reflect the growing recognition of employee well-being as a concern in public service. However, the actual experiences of employees may still differ depending on workplace conditions, leadership support, and the extent to which these programs are implemented in each office.

The DENR is the national government agency responsible for the protection, conservation, and management of the country's environment and natural resources, and its provincial offices carry out its programs and policies at the local level. At the local level, employees of the Provincial Environment and Natural Resources Office of Zambales (DENR–PENRO Zambales) may perform both administrative and field-related responsibilities as part of their regular duties. These may include office-based tasks, coordination work, compliance-related activities, and field assignments that can create overlapping demands on employees' time, energy, and personal roles. These work conditions may influence how employees manage their work and personal responsibilities, which, in turn, may affect their well-being and overall work experiences.

Despite the growing attention given to work-life balance and employee well-being in both the literature and government policy, there remains limited context-specific understanding of how these are experienced by employees in provincial government-related offices such as DENR–PENRO Zambales. In particular, there is limited local evidence on how employees in this office manage work-life balance, what challenges they experience, what support systems and workplace programs are available to them, and how these may influence their well-being and possible contribution to organizational performance and growth.

Recent literature suggests that work-life balance extends beyond dividing time between work and personal life. It involves overall well-being, satisfaction with different life roles, and effective functioning across them (Thilagavathy & Geetha, 2023; Zaitouni et al., 2024), and it is influenced by both organizational and personal conditions (Domagalska-Grędys & Sroka, 2025). Among its determinants, workload is prominent. Bakker and Demerouti (2020) explained that high job demands lead to stress and exhaustion when employees lack sufficient resources, and Kim and Wang (2022) found that job demands influence the well-being of public employees while organizational resources help them cope. Work-family conflict has likewise been linked to lower job satisfaction, engagement, and well-being (Yang et al., 2024), and individual, interpersonal, and organizational factors interact in shaping balance (Wong et al., 2021).

Employees do not meet these determinants passively. Personal resources such as general health and self-efficacy help them respond to job demands (Fernandes & Martins, 2023), and boundary management, family support, and cultural values shape how Filipino employees maintain balance (Caringal-Go & Hechanova, 2022; Meng et al., 2025), and work-life balance among public servants in a Philippine municipality has been associated with higher work motivation (Magsayo & Saguban, 2024). Organizations also respond through programs and policies. Employee well-being is strengthened through human resource practices such as workplace flexibility and health-related support (Bhoir & Sinha, 2024), and formally defined flexible arrangements support well-being better than informal ones (Avgoustaki & Cañibano, 2024). In Philippine government offices, the Civil Service Commission (2022, 2025, 2026) has issued guidelines on flexible work arrangements and a wellness leave policy, and the Department of Environment and Natural Resources (2025) has piloted flexible work arrangements.

Work-life balance also bears on employee and organizational outcomes. It contributes to employee well-being (Hariri et al., 2024), well-being is associated with higher workplace productivity and performance (Krekel et al., 2022), and work-life imbalance may reduce both well-being and organizational performance (Qadri et al., 2024). Most of the studies reviewed, however, were conducted in other countries, sectors, or offices with different mandates. The Philippine studies located examined a government agency, a national government entity, municipal public servants, and private company employees, and none focused on a provincial environment and natural resources office. This gap gives a case study of DENR–PENRO Zambales room to contribute.

Therefore, this study aimed to examine the importance of realizing work-life balance in improving employees' well-being towards organizational growth in DENR–PENRO Zambales.

Central Research Question: What is the importance of realizing work-life balance in improving employees' well-being towards organizational growth in DENR–PENRO Zambales?

Specific Research Questions:

1. How do employees of DENR–PENRO Zambales describe their work-life balance and its effects on their well-being?
2. What challenges do employees experience in achieving work-life balance?
3. What specific work-life balance programs does DENR–PENRO Zambales implement for its employees, and what are the effects of these programs on them?
4. How does work-life balance boost employees' well-being towards the organizational growth and development of DENR–PENRO Zambales?

A. Research Paradigm

The study was anchored on the Job Demands–Resources (JD-R) Model of Bakker and Demerouti (2020) and Clark's (2000) Border Theory, which were used as sensitizing lenses and not as hypotheses to be tested. The JD-R Model explains that employee well-being depends on the interaction between job demands, such as workload, time pressure, and role conflict, and job resources, such as organizational support, flexibility, and supportive leadership. Border Theory explains how individuals manage the boundaries between work and personal life, and how unclear or overlapping boundaries may lead to

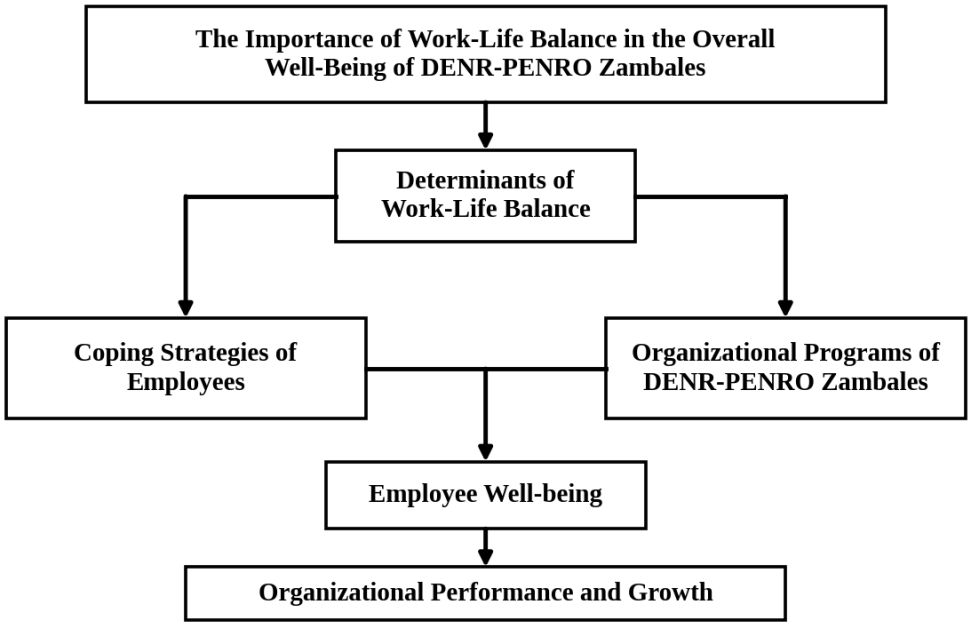


Fig. 1. Conceptual framework of the study

role conflict and stress.

Fig. 1 shows the conceptual framework. Work-life balance at DENR–PENRO Zambales is shaped by determinants that may help or hinder balance. Employees respond through two parallel dimensions: their own coping strategies and the organizational programs of the office. The interaction of the two, shaped by the determinants, is explored for its bearing on employee well-being, which in turn is related to organizational performance and growth. The determinants correspond to the job demands and job resources of the JD-R Model; the organizational programs correspond to job resources; and the coping strategies correspond to personal resources and to the boundary management described in Border Theory.

2. Methodology

A. Method of Research

This study employed a qualitative case study design to explore the experiences, perceptions, and insights of employees on work-life balance and well-being in relation to organizational growth. The variables of the study (perceptions of work-life balance, challenges, coping strategies, organizational programs, employee well-being, and organizational growth) were not manipulated or measured numerically but were explored through the participants' own accounts. A case study was used because the inquiry centered on one organizational setting, DENR–PENRO Zambales, located in Iba, Zambales. Its employees perform both office-based administrative tasks and field-related assignments, which makes the office a relevant setting for examining work-life balance and well-being.

The participants were fifteen (15) permanent and contractual employees of DENR–PENRO Zambales who had rendered at least five (5) years of service in the office and were involved in office-based, field-based, or mixed work responsibilities. They were selected through purposive sampling because their years of service allowed them to give firsthand accounts of the workplace, its demands, available support, and the challenges of maintaining work-life balance. The head of the office granted permission, and qualified employees were then identified and invited based on these criteria. Participants are referred to by codes (P1 to P15) to protect their identities.

The fifteen participants had served DENR–PENRO Zambales from five (5) to forty-two (42) years. Twelve had served ten years or more, including four with 35 years or longer, while the rest had served between five and eight years. This range brought together perspectives from long-serving employees familiar with organizational practices and from those whose experience is more recent.

The data were gathered using a semi-structured interview guide developed by the researcher from the research questions, the conceptual framework, and the review of related literature. The guide had five parts: (1) Work-Life Balance Experiences, (2) Challenges in Achieving Work-Life Balance, (3) Work-Life Balance Programs and Support, (4) Work-Life Balance, Well-Being, and Organizational Growth, and (5) Coping Strategies and Suggestions. Parts 1 to 4 corresponded to the four research questions, while Part 5 covered coping strategies and suggestions, which are part of the conceptual framework. Before data collection, three Graduate School faculty members validated the content of the guide. Field notes and, where necessary, available office documents were used to supplement the interviews.

After the head of DENR–PENRO Zambales approved the study, the researcher coordinated the interview schedules and arrangements with the office. The purpose of the study was explained to each participant and voluntary participation was secured through informed consent. Interviews were conducted one-on-one in a flexible, conversational manner, with probing questions used to clarify responses, and were recorded with the participant's permission. The researcher took field notes during

or immediately after each interview to record observations and contextual details. The recordings were then transcribed for analysis. Data gathering was conducted from April 28 to May 11, 2026.

The data were transcribed, organized, and analyzed using thematic analysis following the six phases of Braun and Clarke (2006): familiarization with the data; generating initial codes; grouping codes into potential themes; reviewing the themes; defining and naming the themes; and producing the report. Verbatim excerpts served as open codes, which were grouped into axial codes (sub-themes) and then into themes aligned with the research questions. The findings are presented under five themes with representative verbatim excerpts. Trustworthiness was addressed following Nowell et al. (2017): credibility through careful review of the transcripts and the use of field notes to supplement the interviews; transferability through detailed description of the participants and setting; dependability through the consistent use of the same validated interview guide for all fifteen participants and the retention of the transcripts and coding tables as an audit trail; and confirmability through the use of verbatim participant responses and the coding tables, which allow the themes to be traced back to the transcripts.

Permission to conduct the study was secured from the head of DENR–PENRO Zambales before data collection. Participation was strictly voluntary, and participants were informed of the purpose of the study and of their right to decline to answer any question or to withdraw at any time without penalty. An informed consent form was explained before each interview. Anonymity was respected by identifying participants only through codes, and confidentiality was protected by using the information solely for academic purposes. To manage risks, the researcher avoided any pressure, discomfort, or harm during the interviews and observed fairness and professionalism throughout. Participants were selected using the established criteria of the study and not on any discriminatory basis. Excerpts were lightly edited, with changes shown in brackets, to remove details that could identify participants. The findings will be disseminated to the head of DENR–PENRO Zambales and to the participants through a summary of results.

3. Results and Discussion

A. Employees' Perceptions of Work-Life Balance and its Effects on Well-Being

The participants described work-life balance as the ability to fulfill their work responsibilities while keeping enough time, energy, and attention for their personal and family lives. Six participants perceived their balance as manageable despite the demands of government service, as in the account of P2, who described it as "okay, although I would not say that it is excellent," and P11, who described it as "50–50." They also acknowledged that urgent assignments, heavy workloads, overtime, and work concerns outside office hours at times reduced the time available for family. This reflects the view of work-life balance as a multidimensional process that goes beyond time allocation (Thilagavathy & Geetha, 2023; Zaitouni et al., 2024) and is shaped by organizational and personal conditions (Domagalska-Grędys & Sroka, 2025).

The sub-theme on manageable balance despite workplace demands was reflected in the accounts of P2, P3, P5, P8, P10, and P11:

> *"I would describe my work-life balance as okay, although I would not say that it is excellent." (P2)*

> *"I am able to manage my work-life balance fairly well…" (P3)*

The sub-theme on imbalance from increasing workplace demands was reflected in the accounts of P6, P12, P14, and P15:

> *"Most of my time is spent at work rather than at home." (P6)*

> *"There are times when urgent work requires me to sacrifice some time that could have been spent with my family." (P12)*

The sub-theme on clear work-life boundaries was reflected in the accounts of P13, P14, and P15:

> *"When I am in the office, I focus on my work responsibilities. Once I leave the office, I focus on my personal life." (P13)*

> *"When it is time for work, I focus on my work. When it is time for family, I focus on my family." (P14)*

The sub-theme on family as a central life priority was reflected in the accounts of P6, P11, and P15:

> *"The time left after work should not be used again for work-related matters but should be given to the family." (P6)*

> *"I am able to balance my role as an employee and as a mother, daughter, and parent." (P11)*

The sub-theme on time management and personal organization was reflected in the accounts of P11, P12, P14, and P15:

> *"I use time management to handle both my work and personal responsibilities." (P11)*

> *"I manage my responsibilities through proper time management." (P12)*

The participants protected their balance through clear boundaries, such as completing tasks within office hours so that work was not brought home, by giving priority to family, and by managing their time. These practices correspond to the boundary management described in Border Theory (Clark, 2000). The central place of family also reflects the family-

centered values of Filipino employees (Caringal-Go & Hechanova, 2022), and Magsayo and Saguban (2024) likewise reported that work-life balance among municipal public servants is associated with higher work motivation. These findings suggest that balance is influenced not only by organizational conditions but also by the personal strategies employees use to manage competing roles.

B. Challenges in Achieving Work-Life Balance

The participants faced challenges rooted mainly in the demands of their work. Heavy workloads, multiple deadlines, quarter-end reporting, and overtime limited the time and energy left for personal life, extended assignments kept some away from their families for days, and additional assignments outside their job descriptions, sometimes without sufficient training, added to their workload. Field duties, which involve extensive travel and long waiting periods, were physically and mentally tiring. In terms of the JD-R Model, these are job demands that, when not matched by adequate resources, may lead to strain.

The sub-theme on heavy workload and time-sensitive demands was reflected in the accounts of P1, P2, P7, P11, and P12:

> *"The most challenging time is during quarter-end because there are many reports, queries, and tasks that need to be completed at the same time, which makes it stressful." (P11)*
> *"One challenge I experience is when I need to schedule work-related activities on Fridays even though it is supposed to be part of my personal time." (P1)*

The sub-theme on reduced personal and family time was reflected in the accounts of P2, P9, P11, P12, and P15:

> *"There are occasions when I am away from my family for several days, sometimes for four to five days at a time." (P2)*
> *"There were instances in the past when I was not able to attend my children's school activities due to work responsibilities." (P9)*

The sub-theme on workplace demands and personal circumstances was reflected in the accounts of P1, P2, P4, P11, and P15:

> *"The primary factor that affects my ability to maintain work-life balance is deadlines, especially when instructions require immediate submission of data or reports." (P4)*

> *"I think that is one of the biggest factors affecting our work-life balance. If we were both staying [in the same place], things would probably be easier for us." (P1)*

The sub-theme on additional assignments and role demands was reflected in the accounts of P1, P2, P12, and P14:

> *"Sometimes, employees are also assigned tasks outside their primary responsibilities or job descriptions." (P2)*

> *"The challenging part is that my assignment here and my responsibilities in [another assignment] sometimes feel like double work." (P1)*

The sub-theme on physical and mental demands of office and field duties was reflected in the accounts of P1, P6, P7, P11, and P14:

> *"Field work can be physically and mentally demanding." (P6)*

> *"Because of the nature of my work, I spend a lot of time in the field. Fieldwork is physically exhausting." (P1)*

These findings agree with the literature. Kim and Wang (2022) found that job demands influence the well-being of government employees while organizational resources such as autonomy and workplace support help them cope, while Domagalska-Grędys and Sroka (2025) explained that competing work and family demands make balance harder to maintain, and Yang et al. (2024) reported, among physicians, that work-family conflict is associated with lower well-being. Wong et al. (2021) noted that individual, interpersonal, and organizational factors interact, which is consistent with the participants' mention of both workplace demands and personal circumstances such as distance from family. Tummers and Bakker (2021) showed that leaders influence the demands and resources employees face, which relates to the participants' concern about unfamiliar tasks, and Tsipouri et al. (2024) reported that stress and burnout remain common in public administration.

C. Employee Coping Strategies in Maintaining Work-Life Balance

The participants did not accept these challenges passively. They kept in regular communication with their families, set boundaries between work and home, planned and prioritized their tasks, and relied on prayer, leisure, short breaks, and social support to manage stress. They also tried to see difficult situations positively and relied on teamwork and delegation. In the framework of the study, these strategies are the employees' own response to the determinants of work-life balance and correspond to the personal resources of the JD-R Model and to the boundary management of Border Theory.

The sub-theme on family communication and clear boundaries was reflected in the accounts of P1, P2, P3, P4, P5, P6, P8, P9, P12, P13, and P14:

> *"While at work, I make sure to stay connected with my children through messages or calls to check on them and give instructions if needed." (P9)*

> *"One of the most important coping strategies that I use is maintaining close and continuous communication with [my spouse]." (P1)*

The sub-theme on time management, planning, and

prioritization was reflected in the accounts of all fifteen participants (P1–P15):

> *"My strategy is to carefully plan my schedule and activities." (P1)*

> *"One of my main coping strategies is proper time management." (P2)*

The sub-theme on stress management, spirituality, leisure, and social support was reflected in the accounts of P2, P3, P5, P7, P9, P12, and P14:

> *"During my free time, I spend time talking with my family, watching television, listening to music..." (P2)*

> *"One of my coping strategies whenever I feel stressed or overwhelmed is to pause for a few minutes, pray, and ask God for guidance." (P3)*

The sub-theme on positive outlook and adaptability was reflected in the accounts of P1, P2, P3, P4, P5, P6, P7, P8, P9, P13, P14, and P15:

> *"I still try to see the situation positively because the stress I experience somehow pushes my capabilities." (P1)*

> *"Over time, I became more mentally prepared for the recurring demands of work." (P2)*

Family communication and shared values as a way of sustaining balance are consistent with the findings of Caringal-Go and Hechanova (2022) among Filipino workers, and the importance of boundary management agrees with Meng et al. (2025), who found that well-being depends on how well employees' preferred ways of managing boundaries match their actual practice. Avgoustaki and Cañibano (2024) found that formally defined flexible arrangements support well-being better than informal ones, which points to the value of institutional support behind personal routines. The WHO and ILO (2022) likewise stressed that healthy work environments and supportive practices protect workers' mental health. Spirituality was also mentioned. Wnuk (2024) reported, among Polish employees, that prayer and Mass attendance were indirectly associated, through a greater tendency to forgive, with lower stress at work; because that study addressed work stress and not work-life balance, it only points to a possible route by which prayer may help employees cope.

D. Work-Life Balance Programs and Organizational Support

The participants identified wellness leave, Zumba sessions, Family Day, Sports Fest, scheduled exercise breaks, health seminars, and medical check-ups as the support available in the office. Most viewed these as helpful in reducing stress, restoring energy, and sustaining motivation, although some noted that several activities were held only occasionally and one participant considered the programs limited. Seven of the fifteen participants considered the existing support insufficient, four considered it partly sufficient, and four considered it sufficient. Some participants also described the 10:00 a.m. and 2:00 p.m. exercise breaks as activities that existed "before," which suggests that some initiatives have lapsed or are applied unevenly. The participants emphasized that the programs would be more effective if implemented consistently and backed by sustained management support, adequate resources and budget, institutionalized policies, and employee recognition. These programs act as job resources in the JD-R Model, and their effect depends on how consistently they are provided.

The sub-theme on leave benefits and wellness support was reflected in the accounts of P1, P2, P3, P4, P5, P8, P9, P10, P11, P12, P13, P14, and P15:

> *"One of these is the availability of leave benefits where employees can file leave applications whenever they need to rest or recover from heavy workloads." (P1)*

> *"One example is the wellness leave, which provides employees with time to rest and recover from work-related stress and fatigue." (P2)*

The sub-theme on workplace wellness activities and initiatives was reflected in the accounts of P1, P3, P4, P5, P6, P7, P8, P9, P10, P11, P12, P13, P14, and P15:

> *"Before, we also had regular exercise activities around 10:00 a.m. and 2:00 p.m." (P1)*

> *"We also have Family Day activities, Christmas celebrations involving families, clean-up drives, Zumba sessions, sports festivals…" (P3)*

The sub-theme on perceived benefits of existing programs was reflected in the accounts of P2, P3, P4, P5, P6, P7, P8, P9, P10, P11, P12, P13, P14, and P15:

> *"These programs and support systems positively affect my well-being as an employee." (P2)*

> *"These programs positively affect my well-being because they help reduce stress, improve my health, and motivate me to perform better." (P3)*

The sub-theme on limitations and sufficiency of existing support was reflected in the accounts of all fifteen participants (P1–P15):

> *"In my opinion, the existing workplace supports are still lacking in some aspects." (P1)*

> *"No, I do not think these workplace supports are enough." (P2)*

The sub-theme on recommendations for strengthening support was reflected in the accounts of all fifteen participants

(P1–P15):

> *"I think one important support that employees need is appreciation and recognition from the office." (P1)*

> *"Management should allocate resources and include employee wellness programs in the annual budget." (P2)*

The participants' view that the programs are helpful but need sustained implementation is consistent with the literature. The Civil Service Commission's (2026) wellness leave policy recognizes wellness leave as a means for government employees to recover from work demands, and Bhoir and Sinha (2024) explained that well-being is strengthened by organizational practices such as flexibility and health-related support. Petinez et al. (2024) reported that flexible scheduling, recognition, and accessible wellness programs improve well-being in government offices, while Civilidağ and Durmaz (2024), Ridzuwan et al. (2025), and Brega et al. (2023) observed that flexible arrangements benefit employees when they are well implemented, clearly governed, and aligned with employees' needs. Petitta and Ghezzi (2025) similarly reported that supportive organizational practices strengthen well-being and workplace relationships.

When asked how the programs could be improved, participants gave specific suggestions. Eight (P1, P3, P4, P6, P9, P10, P12, P15) asked that the 10:00 a.m. and 2:00 p.m. exercise breaks be sustained or reinstated, and others asked for more frequent exercise sessions: weekly (P2, P5), twice a month (P11), or monthly (P10, P12). Five mentioned medical check-ups. P3 named HMO services, free medicines, and blood pressure and blood sugar monitoring as existing health services, and P14 named the Biggest Loser Program, some of whose activities are no longer consistently implemented. Four participants (P2, P3, P4, P6) proposed a relaxation, reading, or quiet space; P2 and P3 asked for counseling or psychological support; P3 and P15 asked for more empathetic leadership; and P5 suggested a yearly stress-management training. P13 suggested a memorandum on non-urgent communication outside office hours and a database of employees' duties to monitor workload. P1 and P9 asked for recognition and appreciation, P3 asked for seminars on newly issued policies, P3, P14, and P15 asked for updated equipment and resources, and P2, P3, P9, and P14 stressed adequate funding. These suggestions are the basis of the recommendations of this study.

E. Contributions of Work-Life Balance to Employee Well-Being and Organizational Growth

The participants believed that work-life balance supported their physical, mental, and emotional well-being by helping them manage stress, stay motivated, and remain focused. They associated good well-being with better performance, saying that they were more productive and able to deliver better outputs, and they linked it with stronger teamwork, better service delivery, and the growth of the organization. In the words of P13, employee well-being "serves as the foundation for better service delivery and organizational growth." In the JD-R Model, this reflects the motivational process, in which adequate resources promote well-being, engagement, and performance.

The sub-theme on positive influence on employee well-being was reflected in the accounts of all fifteen participants (P1–P15):

> *"When employees have a healthy balance between work and personal life, they are less likely to become burned out or lose motivation in their jobs." (P1)*

> *"If there is no proper balance and work becomes excessive, my motivation decreases, my productivity becomes lower, and I become less effective in performing my responsibilities." (P2)*

The sub-theme on well-being enhancing performance and productivity was reflected in the accounts of all fifteen participants (P1–P15):

> *"When employees are physically healthy, mentally focused, and emotionally stable, they are more capable of performing their duties effectively." (P1)*

> *"When I am physically and mentally well, I can focus better on my work, become more productive, and perform tasks more effectively." (P2)*

The sub-theme on contribution to organizational growth was reflected in the accounts of all fifteen participants (P1–P15):

> *"Work-life balance contributes to the improvement and growth of the organization." (P1)*

> *"The organization benefits through improved performance, better service delivery, and a more positive working environment." (P2)*

These perceptions are consistent with the literature. Hariri et al. (2024) found that work-life balance contributes to employee well-being, Krekel et al. (2022) found that employee well-being is associated with higher productivity and performance, and Gunawan and Rohinsa (2021) showed that work-life balance affects performance largely by raising subjective well-being. Qadri et al. (2024) likewise reported that work-life imbalance reduces both well-being and organizational performance. These results are based on the participants' perceptions and do not measure organizational growth directly.

F. Limitations of the Study

The study covered a single provincial office and fifteen participants, so its findings are not statistically generalizable and are offered as transferable insights for similar government offices. All participants had served at least five years, so the views of newer employees may differ. The data are self-reported perceptions, and the interviews were conducted within the workplace, which may have led some participants to answer cautiously. The links between work-life balance, well-being,

and organizational growth therefore reflect what employees perceive and not measured outcomes.

4. Conclusions

The study examined the importance of work-life balance in promoting employee well-being and organizational growth at DENR–PENRO Zambales. The following conclusions were drawn:

1. The study revealed that the participants generally perceived work-life balance as the ability to effectively manage work and personal responsibilities while sustaining their physical, mental, and emotional well-being. Maintaining work-life balance helped reduce stress, sustain motivation, and support both personal and professional growth.
2. The participants experienced various challenges in maintaining work-life balance, including heavy workloads, competing responsibilities, additional work assignments, and physically and mentally demanding office and field duties. These workplace demands made it more difficult for them to balance their professional and personal responsibilities and affected their overall well-being.
3. The participants maintained work-life balance through various coping strategies, including regular family communication, establishing clear work-life boundaries, effective time management, spirituality, stress-management practices, and maintaining a positive and adaptive outlook. These strategies helped them manage workplace demands while fulfilling both their professional and personal responsibilities.
4. DENR–PENRO Zambales has existing work-life balance programs and organizational support, including wellness leave, health promotion activities, Family Day, sports activities, and other wellness initiatives, which generally support employee well-being. However, participants also emphasized the need for more consistent implementation, sustained management support, institutionalized policies, and adequate resources to strengthen these initiatives.
5. Work-life balance was perceived to contribute positively to employee well-being and organizational growth. Maintaining work-life balance enabled employees to become more productive, motivated, and effective in performing their responsibilities while strengthening teamwork, improving service delivery, and supporting the organizational growth of DENR–PENRO Zambales.

A. Recommendations

Based on the findings, the following are recommended:

1. DENR–PENRO Zambales should continue providing updated work resources and ensure their regular maintenance and upgrading to support efficient task performance. To further strengthen organizational support, the office can establish a workload monitoring system to promote equitable task distribution and avoid overburdening staff. Supervisors are encouraged to respect employees' rest time by issuing a memorandum on non-urgent communication outside office hours, while maintaining flexible leave policies to accommodate family emergencies.
2. DENR–PENRO Zambales should strengthen the implementation of work-life balance and wellness programs to meet the varying needs of all employees and ensure that these initiatives are sustained, accessible, and responsive to everyone. The office should continue its existing health initiatives such as HMO services, annual medical check-ups, provision of free medicines, and seasonal wellness activities during Women's Month and Environmental Month. To further strengthen wellness, the office can reinforce the consistent implementation of the 10:00 a.m. and 2:00 p.m. exercise breaks, reintroduce weekly Zumba sessions, and institutionalize annual activities such as the Sports Fest and Biggest Loser Program. In addition, the office is encouraged to expand health monitoring beyond the annual check-up by introducing regular blood pressure and blood sugar checks throughout the year. Assigning focal persons to oversee program continuity and participation will help ensure these initiatives remain active, sustainable, and beneficial to employees.
3. DENR–PENRO Zambales should expand wellness initiatives by providing professional counseling services and establishing a quiet or relaxation room for employees experiencing stress or fatigue. Supervisors can undergo empathetic leadership training to better support employees' emotional needs and promote a culture of understanding and compassion in the workplace.
4. The office should institutionalize a Recognition and Appreciation Program through certificates of appreciation and public acknowledgment during meetings or office gatherings to sustain employee motivation. Proper delegation and equitable distribution of tasks should also be reinforced to reduce workplace stress and maintain morale.
5. Management should conduct quarterly seminars on newly issued policies and guidelines, and an annual stress-management workshop covering practical strategies for managing work-related stress, time management, healthy coping practices, and maintaining appropriate boundaries between work and personal responsibilities.
6. Future researchers are encouraged to replicate this study in other government agencies or public sector organizations using larger participant groups or comparative designs. They should also explore the effectiveness of wellness programs and organizational support systems in enhancing employee well-being and organizational growth. Including employees with fewer than five years of service may also yield

additional insights.

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