

REVIEW ARTICLE

IMPACTS OF WORK-LIFE INTEGRATION TO WORK PERFORMANCE AND PERSONAL LIFE OF MILLENNIALS IN SAN PABLO CITY, LAGUNA

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ABSTRACT

This study examines how work-life integration affects the work performance and personal life of millennials in San Pablo, Laguna. Through a quantitative approach and self-generated survey, effects of work-life integration were analysed. Results highlight the importance of work-life integration for millennials' professional lives, positively impacting job performance. While also influencing personal life moderately. Recommendations include qualitative investigations, longitudinal studies, and evidence-based policies to foster a positive work environment.

KEYWORDS

Work-Life Integration, Millennials, Work Performance, Personal Life

1. INTRODUCTION

Does work-life integration significantly impact the work performance and personal life of millennials? What are the perceptions of millennials concerning companies that implement work-life integration in their work environments, and what efforts are being made to achieve it? This research aims to address these questions to aid companies in innovating for employee retention, satisfaction, improved performance, and attractiveness to highly skilled millennial applicants.

In a recent study conducted which employed the literature review method, it was found that millennials, who play a pivotal role in contemporary organizations, prioritize work-life integration over work-life balance, provided they can fulfil their assigned tasks by (Afif, 2019; Afif, 2019). The study employed a descriptive research design, utilizing a quantitative approach to gather primary data through a survey containing self-generated questions. Descriptive and inferential statistics were employed to interpret the data. This paper contends that companies should embrace the work-life integration approach within their workplaces.

2. LITERATURE REVIEW

Work-life integration represents a contemporary concept that extends the idea of work-life balance (Alton, 2018). The term "work-life balance" was coined in the 1980s to address challenges encountered by women in the workforce, including rigid schedules and inadequate maternity leave provisions (Kumanu, 2022). Its objective was to foster a harmonious relationship between one's professional pursuits and personal life. Conversely, work-life integration entails the seamless merging of personal and professional responsibilities (Fallon-O'Leary, 2021). UC Berkeley has developed an illustrative depiction highlighting the distinctions between work-life integration and work-life balance, with a preference for the former. The visual representations delineate the competitive nature of work-life balance, while work-life integration conveys a harmonious interplay among fundamental life domains, such as home/family, work/career, well-being/health, and community engagement (Berkley, 2022). This illustration finds support in the work who posits that work-life balance is subjective and open to individual interpretations a view

shared in her Facebook video post titled "The Five Truths About Work-Life Balance" (Bell, 2021; Ellard, 2017; Bell, 2021; Ellard, 2017).

Nevertheless, the question arises as to why work-life integration is considered superior to work-life balance. The argues that work-life integration's flexibility aligns well with the post-pandemic scenario, exemplified by a mother effectively managing both remote work and childcare responsibilities due to health protocols (Holzman, 2022). In such situations, work-life balance becomes impractical for employees (Holzman, 2022). Additionally, work-life integration enhances personal and professional productivity by enabling simultaneous engagement in various tasks, such as incorporating childcare duties into the workplace when schools are closed or conducting conference calls while performing household chores (Iñiguez, 2022). Furthermore, work-life integration transcends compartmentalization, viewing all activities as a cohesive whole, thereby eliminating the dichotomy between "work time" and "personal time" and embracing the notion of "optimal time." For instance, individuals may choose to work late at night to allocate time for personal activities in the morning (Shafayet, 2021).

To provides multiple examples of work-life integration, including bringing unfinished work home, organizing off-site meetings with colleagues, setting one's pace of work, participating in company-sponsored extracurricular activities, bringing children to the workplace, multitasking household chores and work assignments, taking breaks as needed, and completing remaining work in the evening if break times are exceeded (Lee, 2020). The also corroborate these instances in their recommendations and guidelines for achieving work-life integration in the corporate environment (Verma, 2022; Roy, 2022; Verma, 2022; Roy, 2022).

Nevertheless, it is important to note that work-life integration may carry potential drawbacks if not managed with proper boundaries. Plank (n.d.) cautions against two potential dangers associated with this approach: the erosion of boundaries, leading to excessive working hours due to efforts to blend work and personal time, and reduced productivity stemming from a lack of focus caused by fragmented schedules (Plank, 2023). Noerdlinger (n.d.) further observes that work-life integration necessitates

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multitasking, potentially resulting in task switching and compromising work quality (Noerdlinger, 2020).

In conclusion, work-life integration exhibits both positive and negative aspects. This research endeavour seeks to investigate the direct impact of work-life integration on the work performance and personal lives of millennial employees, a subject that has not been extensively studied to date.

3. METHODS

The study employed a descriptive research design utilizing a quantitative approach to collect primary data through a self-generated survey. The target population comprised Millennials, specifically those born between 1981 and 1996 residing in San Pablo, Laguna. From the total population of 77,225 Millennials derived from a study conducted in 2015 [14], a sample size of 383 was deliberately selected, and 234 individuals actively participated in the survey (Hecht, 2021; Phil atlas and San Pablo, 2015).

4. RESULTS AND DISCUSSIONS

The determination of the sample size was conducted using appropriate statistical software (SurveyMonkey, 1999/2023).

The survey questionnaire was developed using Google Forms and administered online. It comprised 10 questions, each measured on a 7-point Likert Scale. These questions were meticulously crafted to assess various research variables, including work-life integration (evaluated through employees' approval, productivity, flexibility, and satisfaction) work performance (measured by quantity, quality, efficiency, and consistency) and workers' well-being (gauged in terms of physical, emotional, financial, and social well-being; Sanfilippo, 2023; Cemazar, 2021; Sanfilippo, 2023; World Economic Forum, 2019; Cemazar, 2021).

For data analysis, the researcher utilized Microsoft Excel software to interpret the collected data. Statistical techniques, such as weighted mean, regression analysis, coefficient, and correlation analysis, were rigorously applied.

Table 1: Weighted mean analysis									
Research Statement	1 Strongly Disagree /Very Poor	2 Somewhat Disagree /Poor	3 Disagree /Below Average	4 Neither Agree nor Disagree /Average	5 Agree /Above Average	6 Somewhat Agree /Good	7 Strongly Agree /Excellent	Weighted Mean Average	Verbal Interpretation
1. Organizations should consider work-life integration as part of the regular work environment	13	0	26	13	26	65	91	5.5	Agree
2. How would you rate the work-life integration effort of the organization you are working for?	0	26	13	104	39	26	26	4.4	Average

Legend: 1-1.9= Strongly Disagree /Very Poor, 2-2.28= Somewhat Disagree /Poor, 2.9-3.7= Disagree /Below Average, 3.8 to 4.6 = Neither Agree nor Disagree /Average, 4.7 to 5.5= Agree /Above Average, 5.6 – 6.4= Somewhat Agree /Good, 6.5 – 7= Strongly Agree /Excellent

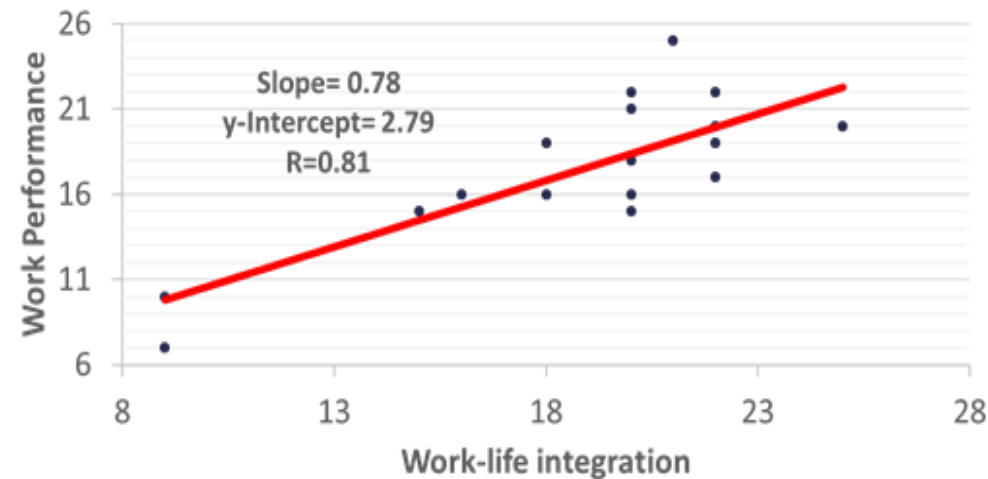


Figure 1: Work-life integration versus Work performance



Figure 2: Work-life integration versus Personal Life

The first research question, as depicted in Table 1, yielded an average mean score of 5.5, signifying a consensus among Millennials concerning the incorporation of work-life integration as a fundamental element within their work environment. The verbal interpretation, denoting 'Agree,' further reinforces this consensus. On the other hand, the second research question, also presented in Table 1, obtained an average mean score of 4.4, indicating an average level of effort exerted by organizations towards work-life integration. The corresponding verbal interpretation, 'Average,' reinforces this finding.

Figure 1 displays an upward trend, indicating a positive relationship between the variables, namely work-life integration and work performance. Furthermore, it demonstrates a robust correlation with an R-value of 0.81, suggesting a strong and significant association between these variables. In contrast, Figure 2 also exhibits an ascending pattern, representing a positive relationship between work-life integration and personal life. However, unlike the first figure, the correlation depicted is moderate, with an R-value of 0.65.

5. CONCLUSION

Based on the findings presented in Table 1 and Figures 1 and 2, it can be concluded that work-life integration holds significant importance for Millennials in their work environment. The data from Table 1 indicates a consensus among this demographic regarding the necessity of work-life integration as part of their professional lives, and it is evident that organizations are making an average effort to address this requirement.

Furthermore, the results from Figure 1 demonstrate a strong and positive relationship between work-life integration and work performance. This implies that when organizations prioritize work-life integration, it positively influences their employees' overall job performance.

In contrast, Figure 2 reveals a positive but moderate relationship between work-life integration and personal life. This suggests that while the latter can have some influence on an individual's personal life, the impact is not as pronounced as the effect of work-life integration on work performance.

Overall, these findings highlight the significance of promoting work-life integration in organizational policies and practices to support Millennials in achieving better work performance and enhancing their overall quality of life.

RECOMMENDATIONS

Conduct qualitative investigations to understand the factors influencing work-life integration among Millennials. Employ longitudinal designs to assess the long-term effects of work-life integration on well-being and job satisfaction. Compare organizations with and without work-life integration practices to identify their impact on employee performance. Evaluate interventions aimed at enhancing work-life integration. Explore generational and cultural differences in work-life integration and assess the technological impact. Implement evidence-based policies to support work-life balance and foster a positive work environment.

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