



Employees' Work-Life Balance and Career Contentment in a Philippine Local Government Unit

Bryle Jhon W. Concepcion¹ , Lemuelle Bea O. Cruz¹ , Anne Lorraine A. Chavez¹ ,
Jesus P. Briones^{1*} , Marmelo V. Abante¹

¹ World Citi Colleges, Philippines

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Abstract

Work-life balance (WLB) is crucial for employee well-being and career satisfaction, particularly among government employees. This study examined the relationship between WLB and career contentment within the Philippine Local Government Unit (LGU), assessed the levels of both factors, explored their interaction, and recommended strategies to enhance WLB. Using a quantitative-descriptive research method, data were collected from 133 employees from a Philippine LGU through an adapted questionnaire formatted in Google Forms and distributed via electronic mail and Messenger. The data were analyzed using frequency, percentage, weighted mean, standard deviation, and linear regression. Findings revealed that the WLB level among Philippine LGU employees is high. Moreover, the study also showed that LGU employees are generally contented with their careers. However, the findings also suggest no significant relationship between the two variables, where improvements in WLB may not always align with increased career contentment, although job satisfaction and performance are presumably enhanced. The road map strategy proposed by the researchers is recommended as a guide to improve WLB, thereby enhancing employee satisfaction and LGU employee performance. The study findings are significant because they shed light on the intricate relationship between WLB and career contentment within a specific context, thus offering valuable insights for Filipino LGUs. Thus, this study can serve as a reference for public sector organizations that prioritize the well-being of their employees and seek to further improve the workplace environment for more engaging and productive employees.

Keywords *Career Contentment, Employee Satisfaction, Government Employees, Local Government Unit, Work-Life Balance*

INTRODUCTION

In recent years, overworking has become a critical issue in the workplace; it is often overlooked and brushed off by employers across the globe. Many employees experience stress in the workplace because of heavy workload and pressure. Government employees are no exceptions, as they also fall victim to burnout caused by tons of workload and lack of work-life balance (WLB) in their workplace environment. Research from [Eagle Hill Consulting \(2022\)](#) revealed that 65% of government employees feel burnt out at work, compared to 44% of private sector workers. Half (49%) of the government workforce will likely leave their employment because of this, according to the study. This trend is becoming an issue in the government as skilled workers leave their organizations due to a lack of WLB.

When denied the necessary opportunities to relax and decompress, overworked employees are likely to make mistakes and become irritable because physical and mental exhaustion takes a toll. Having no WLB affects employee productivity and commitment to work. Employees feel so bogged down by work that more people are considering resigning now than during the mass resignations seen in 2022. Overall, more workers feel better off moving to a new role, hoping to find some respite ([Prakash, 2024](#)). WLB also affects employees' contentment in their careers, as job security from having a government role is now not enough for employees to stay

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Corresponding author's email: jprbriones1961@gmail.com

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committed and content in their careers.

Working in the Philippine government is a dream for many Filipinos because of job security and benefits. However, many Filipino government workers are leaving because of stress and a lack of WLB. According to [Yapo \(2023\)](#), many government workers experience high levels of stress as a result of their many roles and responsibilities, and they have demonstrated specific reactions to stress, such as increased intention to leave their jobs, decreased performance, decreased job satisfaction, increased anxiety, and increased depression. A shortage of tenured talent and an increase in training costs are imminent for the government workforce eventually if this trend continues. Balancing employee quality of life is essential for their overall well-being and productivity. Examining WLB of employees and how this is supported by a healthier and more fulfilling work environment should be highly considered by any organization. WLB refers to achieving a healthy equilibrium between work-related responsibilities and personal life. It is about managing both aspects to minimize stress, promote self-care, and foster overall well-being.

There are empirical studies on assessing WLB and motivation of government employees in several countries; however, there are no recent studies on the consideration of both WLB and career contentment of employees working in the government. Among the Asian countries, recent studies on WLB and the motivation of government employees have been conducted in Indonesia ([Lestari et al., 2023](#); [Suhendro, 2018](#)), in Pakistan ([Hafeez & Akbar, 2015](#)), and India ([Abirami & Suresh, 2020](#)). In the Middle East, similar studies have been conducted in Saudi Arabia ([Allam & Shai, 2020](#)), Iraq ([Hamad, 2018](#)), and Egypt ([Fathi & Zakaria, 2015](#)). Studies on the same variables have also been conducted in the United States of America ([Sheppard, 2016](#)) and Africa ([Ogbuabor, 2019](#)). These studies revealed that autonomy in decision making and having a good leader at work strongly affect employee motivation in the government. Moreover, these previous studies revealed that receiving incentives or having a high salary and flexible working schedules affects the motivation and performance of government employees. Furthermore, these studies also showed that the WLB of government employees ultimately affects their job motivation and performance.

Consequently, no study has focused on the WLB and career contentment of government employees in the Philippines. Most studies on government employees have only focused on stress management or job motivation ([Esguerra, 2020](#); [Magsayo & Saguban, 2024](#); [Olipane et al., 2023](#); [Papagayo, 2024](#)). Based on the researchers' knowledge, this study, which considered the Philippine LGU as the research locale, is the first of its kind. Thus, this study in the context of the Philippines is essential, considering the current criticality of WLB and career contentment.

The subject of this study is an LGU in the Philippines that is responsible for delivering essential public services, implementing government programs, and ensuring local development. Like many public institutions, this LGU faces challenges in managing employee well-being because of the demands of public service, resource limitations, and bureaucratic processes. Maintaining a satisfied and motivated workforce is crucial for sustaining efficient service delivery and achieving institutional goals. When employees are satisfied with their jobs, they have feelings of contentment, fulfillment, and happiness derived from their job roles and work environment ([Baxi & Atre, 2024](#)). However, concerns about burnout, lack of career advancement, and difficulty balancing personal and professional responsibilities persist; thus, exploring the dynamics between WLB and career contentment is vital. Aligned with the research problem, this study aims to address these issues by identifying areas where WLB practices can be enhanced to improve employee well-being without compromising career contentment. The findings will provide insights to possibly guide policy reforms and HR strategies, promoting a more supportive and productive workplace.

Using Herzberg's Two-Factor Theory ([Nickerson, 2023](#)), which posits that job satisfaction and dissatisfaction are driven by motivators (e.g., career advancement and recognition) and hygiene factors (e.g., WLB, salary, and work conditions), this study aimed to determine the

relationship between WLB and career contentment in the context of the subject Philippine LGU employees. Specifically, it assessed the WLB of employees and their level of career contentment. The study then examined the relationship between these two variables. In reference to the possible relationship of these variables, the researchers formulated a null hypothesis stating that “There is no significant relationship of WLB on career contentment among employees”. This hypothesis is based on the study of [Lestari and Margaretha \(2021\)](#) on Y-generation employees, where they found that there is no significant effect of WLB on job engagement. In this study, job engagement refers to the psychological factor that makes employees emotionally attached to their work to achieve high performance and commitment to the organization. In the context of the present study, job engagement and career contentment were considered similar. Lastly, based on the findings of the current study, the researchers proposed strategies to improve the WLB to enhance employee satisfaction and performance of the subject LGU in the Philippines.

LITERATURE REVIEW

This section provides a review of relevant literature derived from published articles, journals, and scientific studies that align with the objectives of the research. The primary focus of this review is on WLB and career satisfaction among employees of Philippine LGUs.

Herzberg's Two-Factor Theory

Herzberg's Motivator-Hygiene Theory provides a foundational framework for examining the relationship between WLB and career contentment in a Philippine LGU. This theory distinguishes between motivators, such as recognition and achievement, which enhance job satisfaction, and hygiene factors, such as working conditions and salary, which can lead to dissatisfaction if inadequate ([Nickerson, 2023](#)). By applying this framework, this study explores how intrinsic motivators contribute to employee satisfaction and how extrinsic hygiene factors can influence their experience of WLB and career contentment. Similar to the study of [Ozsoy \(2019\)](#) among municipal employees in Turkey, this study examined how hygiene factors affect job satisfaction, which eventually affects employees' WLB and their career contentment in the subject Philippine LGU. Thus, in this study, the researchers verified the relationship between the aforementioned variables on that premise.

Furthermore, [Bevins \(2018\)](#) highlighted the varying motivational interests of different generations, allowing the present study to address these generational differences within the LGU context. This understanding will help tailor management practices to meet the diverse needs of employees, ultimately enhancing employee satisfaction and productivity. It can also be noted that Herzberg Theory's emphasis on the intrinsic nature of job satisfaction underscores the importance of personal development opportunities, where addressing hygiene factors alone may not suffice if employees lack growth prospects. This can serve as a basis for the formulation of relevant strategies on how employee attitudes and well-being can be improved within the context of an organization ([Galanakis & Peramatzis, 2022](#)). In summary, the study grounded in this theory has provided insights into the development of appropriate strategies to improve the WLB of employees in the subject LGU to further enhance employee satisfaction and performance.

Work-Life Balance

WLB is the interaction between work and other activities, including family, community, leisure, social obligations, health, and personal development. WLB helps reduce the stress level at work and increases job satisfaction. In a study conducted by [VeenaLatha \(2019\)](#) among secondary schools, he found out that employees feel motivated and become loyal and committed to the organization when there is a healthy balance between work and life. It has become an increasingly

common problem for employers and workers to balance work and life. A successful balance between life and work is vital for achieving personal and organizational objectives. This is also the same finding of [Abirami and Suresh \(2020\)](#) in their study among government and private school teachers that a well-balanced personal and professional life makes an employee effective and efficient at work, resulting in better job performance.

Meanwhile, [Abdirahman et al. \(2018\)](#) surveyed administrative staff in northern Malaysian universities to determine the relationship between work-life balance, job satisfaction, and organizational commitment on employee performance. They found that employees who cannot balance personal and work aspects seem less efficient in performing their work because it can influence their performance, make them less sociable, lower their family dissatisfaction, and cause health problems. [Abdirahman et al.'s \(2018\)](#) study and the present study looked into WLB's impact on employee performance, which consequently affects employees' career development, which is of crucial importance in today's competitive marketplace. On the other hand, a systematic literature review conducted by [Hiremath et al. \(2023\)](#) revealed factors of WLB that can affect employees' job performance, such as absenteeism, turnover, and job satisfaction, despite increased worker stress and dissatisfaction that pose a reality to organizations contending with this changing workplace environment.

The study by [Susanto et al. \(2022\)](#) also supported the finding that WLB affects the job performance of employees of SMEs. They found that the direct effect of work-life balance on job performance is significant. Moreover, their study demonstrated that job satisfaction partially mediates the relationship between work-life balance and job performance. In the Philippine LGU setting, several studies have pinpointed the need to improve the work-life balance of employees by considering the activities of providing public services. [Magsayo and Saguban \(2024\)](#) revealed that those who hold managerial positions in the LGU unavoidably have to prioritize their work responsibilities over personal life concerns. Similarly, a study by [Esguerra \(2020\)](#) revealed that employees working in one state college in the country have poor work-life balance due to job stress. On the other hand, [Licudan-Credo and Naparota \(2022\)](#) concluded that job satisfaction and the quality of work life of government employees in the Municipality of Liloy, Zamboanga del Norte were significantly related. These studies involving scenarios in Philippine LGUs imply the need for relevant human resource management strategies and the provision of appropriate working environments that enhance employees' quality of work-life balance. It is on this premise that employees' job satisfaction can be further enhanced and make them highly contented with their current careers with the government sector.

Career Contentment

The career contentment of government sector employees is a critical factor because it affects their dedication and loyalty to the organization ([Prabadevi & Subramanian, 2023](#)). This is also presumed to be important for improving LGU motivation and productivity levels, which is vital for how the LGU can effectively deliver the required services to the public. An employee contented with his career as a public servant would be able to bring out the best in him in the delivery of LGU public services.

[Harini et al. \(2019\)](#) defined career contentment as the level at which a person feels satisfied with their job. Job satisfaction is a crucial component of employee happiness. Employees will perform better and feel fulfilled when they can effectively utilize their skills and abilities in the workplace ([Prabadevi & Subramanian, 2023](#)). According to [Gounder and Govendor \(2018\)](#), people's feelings toward their jobs are partially related to life because job satisfaction increases life satisfaction. Satisfied employees work with more effort and are likely to remain loyal to the organization.

Yadav (2022) analyzed the relationship between employee engagement, job satisfaction, and WLB in India from 2005 to 2021. The study discovered there exists positive influences of WLB policies on organizational performance and employee engagement. However, Prabadevi and Subramanian (2023) noted that an efficient workplace affects employee commitment and output. Furthermore, Rasheed and Anjum's (2023) study probed the relationship between career adaptability and job satisfaction, with organizational support as a mediator and self-efficacy as a moderator. Using 200 employees, the researchers found positive correlations between self-efficacy and career adaptability regarding job satisfaction. The study also deduced that organizational support fully mediated the relationship between career flexibility and work satisfaction.

RESEARCH METHOD

The research variables in this study are WLB and career contentment. The study used a quantitative research design employing a descriptive research method in which employees from a Philippine LGU served as respondents. According to McCombes (2023), this method describes a population, situation, or phenomenon accurately and systematically. The study considered a target sample size of 133 employees from the overall population of 201 employees in the said LGU, obtained using the Raosoft sample size calculator with a 95% confidence level and a 5% acceptable margin of error. According to Memon et al. (2020), this online calculator, which requires inputs for a study's population size, confidence level, and margin of error, is useful for determining sample size for social science research. Random sampling was used to select individuals who participated in the data assessment for the study.

A survey questionnaire prepared using Google Forms was distributed to the 133 LGU employees via electronic mail and Messenger. As the researchers explained the study, employees were enrolled as research participants and provided informed consent to participate. The questionnaire, adapted from Ogbuabor's (2019) study, provided a structured approach to evaluate respondents' WLB and career contentment as LGU employees. Because of some similarities between the local governments of Southeastern Nigeria and the Philippines, the researchers considered the same questionnaire to fit the purpose of the study.

The questionnaire comprised three sections: demographic profile, WLB evaluation, and career contentment. The evaluation of WLB and career contentment was measured using a five-point Likert scale as follows: 1.00-1.79 = Strongly Disagree (1); 1.80-2.59 = Disagree (2); 2.60-3.39 = Undecided (3); 3.40-4.19 Agree (4); and 4.20-5.00 = Strongly Agree (5). All items are positive statements indicating how the employee feels about WLB and how content they are in their chosen career. Since the questionnaire was adapted and presumed by the researchers to be already valid and reliable, there were no further validation and reliability tests done before its actual mass survey conducted during the two-week period starting on October 12, 2024. A confidentiality note was provided in the survey questionnaire to assure the respondents' privacy and ensure that the obtained data were used only in the study. Moreover, the collected data considered sufficient for data analysis was tallied, tabulated, and analyzed using frequency, percentage, weighted mean, standard deviation, and linear regression.

FINDINGS AND DISCUSSION

Following the data collection process, this section presents, analyzes, and interprets the data obtained through the survey questionnaire to address the study's objectives.

Demographic Profile of Respondents

The respondents of this study consisted of 133 LGU employees who were randomly sampled to participate in the survey. Table 1 presents the demographic profile of the respondents,

highlighting key characteristics such as age, educational background, marital status, gender, and length of service.

Table 1. Demographic Profile of the Respondents

Indicator	Frequency	Percentage
Age		
20-24 years old	12	9.02%
25-29 years old	22	16.54%
30-34 years old	15	11.28%
35-39 years old	13	9.77%
40-44 years old	21	15.79%
45-49 years old	14	10.53%
50-54 years old	14	10.53%
55 years old and above	22	16.54%
Educational Background		
None	3	2.26%
Elementary level	0	0%
High School level	21	15.79%
Senior High School	1	0.75%
College level	96	72.18%
Postgraduate level	12	9.02%
Marital Status		
Single	48	35.82%
Married or living with partner	81	60.45%
Separated	3	2.24%
Widow	2	1.49%
Gender		
Male	66	49.62%
Female	67	50.38%
Length of Service		
Less than 1 year	18	13.53%
1-5 years	45	33.83%
6-10 years	32	24.06%
11-15 years	16	12.03%
16-20 years	8	6.02%
21-25 years	7	5.26%
26-30 years	3	2.26%
More than 30 years	4	3.01%

Table 1 illustrates that the majority of respondents were in their mid-twenties or over fifty, with a considerable proportion possessing college degrees and being either married or living with a partner. The gender distribution was nearly balanced, with a slight predominance of females. Most respondents had relatively short service durations, with a significant number having worked between one to five years. This demographic profile reflects a diverse workforce with a strong educational foundation, aligning with the findings of [Chico et al. \(2023\)](#), which highlighted the high level of workforce diversity in Philippine LGUs and its potential impact on perspectives regarding work-life balance (WLB) and career satisfaction.

WLB

WLB is the interaction between work and other activities, including family, community, leisure, social obligations, health, and personal development. Achieving a healthy WLB is crucial for reducing workplace stress and increasing job satisfaction because employees who feel supported in balancing their professional and personal lives are often more motivated, loyal, and committed to their organizations (VeenaLatha, 2019). In contemporary workplaces, finding this balance has become increasingly challenging for employers and employees, making it essential for personal and organizational success (Abirami & Suresh, 2020). As noted by Abdirahman et al. (2018), WLB is a critical issue in government sectors, where employees struggling to manage their personal and professional lives tend to exhibit decreased efficiency, reduced sociability, and heightened health problems, ultimately affecting their performance. Based on the conducted survey, Table 2 below presents the WLB of the employees.

Table 2. Quality of WLB

Statement	Weighted Mean	Std. Deviation	Descriptive Rating
1. I have considerable freedom to do my job.	4.50	0.53	Strongly Agree
2. My job provides me with flexible work hours.	4.38	0.65	Strongly Agree
3. My officer does not interfere with my job.	4.16	0.90	Agree
4. I have enough time to do my job well.	4.35	0.72	Strongly Agree
5. I do not perform many tasks outside my job description.	3.69	1.17	Agree
6. I have a chance to try my own methods of doing this job.	4.29	0.66	Strongly Agree
7. My workload is not heavy.	4.17	0.85	Agree
8. I receive enough resources to do my job properly.	4.32	0.71	Strongly Agree
9. I have the freedom to express my ideas at work.	4.41	0.61	Strongly Agree
10. I can easily balance work and family life.	4.51	0.57	Strongly Agree
11. It is easy to leave during work day to attend to dependent relations.	4.09	0.84	Agree
12. My work schedule makes it easy for me to fulfill my family obligations.	4.42	0.59	Strongly Agree
13. I can relax at home after my daily routine work.	4.41	0.61	Strongly Agree
14. In this program, I can take my leave when I want.	4.22	0.73	Strongly Agree
15. I do not have to make changes to my plan for family or personal activities due to program-related duties.	4.01	0.86	Agree
Average Weighted Mean	4.26	0.73	Strongly Agree

The findings from Table 2 reveal that employees strongly agree that they have considerable freedom in their jobs, with a mean score of 4.50, indicating a supportive work environment that fosters autonomy. In addition, the opportunity for flexible work hours received a mean score of 4.38, reflecting a positive perception of flexibility that can enhance WLB. The respondents feel that their workload is manageable and they have sufficient resources to perform their jobs effectively, as shown by the high mean scores across various statements, with an overall mean of 4.26, suggesting a generally upbeat assessment of WLB within the organization. This positive outlook implies that the LGU's efforts to create a conducive working environment may increase employee satisfaction and performance because individuals feel empowered to manage their work alongside their personal obligations. This supports the findings of [Alonzo et al. \(2022\)](#), who found a strong correlation between work environment and employee performance, whereas [Pabelic et al. \(2022\)](#) have a contrasted view that work environment is not a determinant of job satisfaction.

Moreover, the result in Table 2 indicates that employees strongly agree that having autonomy and flexible hours in work makes employees perceive their work environment as supportive, which improves their WLB; these align with [Hiremath et al.'s \(2023\)](#) assertion that understanding and meeting worker demands is essential for organizational development. Furthermore, the overall mean score of 4.26 suggests that employees perceive their workloads as manageable and have adequate resources. This finding reinforces the findings of [Gragnano et al. \(2020\)](#), who emphasized the importance of health and family balance in job satisfaction. This supportive environment fosters employee well-being and enhances performance, echoing [Susanto et al.'s \(2022\)](#) findings that positive WLB is crucial for job satisfaction and organizational success. Overall, the results underscore the importance of relevant WLB initiatives that can improve employee outcomes and ensure a more engaged workforce. This theme is also reflected in the emerging concerns about organizational culture and flexible arrangements highlighted by [Rashmi and Kataria \(2022\)](#). Likewise, [Gubi et al. \(2024\)](#) reiterated that investing in employee development and training programs and maintaining efforts to promote employees' WLB will contribute to a positive and productive work environment.

Career Contentment

As defined by [Harini et al. \(2019\)](#), career contentment refers to the level of satisfaction an individual experiences regarding their job. It is a crucial element of employee happiness because individuals who feel fulfilled in their roles are more likely to leverage their skills and abilities effectively, thereby enhancing their overall performance ([Prabadevi & Subramanian, 2023](#)). [Gounder and Govendor \(2018\)](#) further emphasized that job satisfaction significantly influences life satisfaction, suggesting that satisfied employees tend to work harder and demonstrate greater loyalty to their organizations. Moreover, according to [Rivera et al. \(2023\)](#), when employees are valued and appreciated for their work and are given opportunities to showcase their talents, they tend to show improvements in their job performance and become contented with their work. Table 3 presents the quality of the career contentment of employees.

Table 3. Quality of Career Contentment

Statement	Weighted Mean	Std. Deviation	Descriptive Rating
1. I feel appreciated and respected at work.	4.44	0.64	Strongly Agree
2. I find my work fulfilling.	4.45	0.62	Strongly Agree
3. My current work is aligned with my expertise and experience.	4.17	0.85	Agree

Statement	Weighted Mean	Std. Deviation	Descriptive Rating
4. I am satisfied with my overall compensation.	4.14	0.84	Agree
5. I am satisfied with the overall benefits provided.	4.05	0.91	Agree
6. I have good work relationships with my colleagues.	4.47	0.57	Strongly Agree
7. I can see myself retiring with this organization.	4.20	0.81	Strongly Agree
8. If it were possible, I would like to get into another program/workstream.	4.14	0.81	Agree
9. I feel fulfilled doing my job.	4.40	0.59	Strongly Agree
10. There is sufficient opportunity to use my abilities.	4.26	0.64	Strongly Agree
11. I would like to be more challenged at work.	4.29	0.63	Strongly Agree
12. I am satisfied with my current rank and position.	3.98	0.95	Agree
13. I am happy with my current work environment.	4.42	0.61	Strongly Agree
Average Weighted Mean	4.26	0.73	Strongly Agree

The findings in Table 3 indicate that employees strongly agree that they find their work fulfilling when they feel appreciated and respected at work, which reflects their positive perception of job satisfaction. Moreover, respondents expressed satisfaction with their overall compensation and benefits, indicating a favorable assessment of their employment conditions. This finding agrees with [Dlamini and Mabaso \(2017\)](#), who confirmed that compensation and benefits affect employees' satisfaction with their occupational development and contentment. Overall, these results suggest that employees in the local government unit experience a high level of career contentment, likely contributing to their performance and retention because individuals feel valued and aligned with their organizational goals.

This positive sentiment highlights the importance of fostering an environment where employees can thrive, thus reinforcing the literature's assertion that satisfied employees are integral to organizational success. [Yadav \(2022\)](#) highlighted the effectiveness of WLB practices in enhancing employee engagement, which is directly reflected in the LGU's findings, where employees feel appreciated and fulfilled, as indicated by high mean scores in career contentment. Furthermore, [Rasheed and Anjum \(2023\)](#) established that organizational support plays a vital role in mediating job satisfaction and flexibility, reinforcing the notion that when employees perceive their work environment as supportive and fulfilling, as shown by the LGU's average score of 4.26 for career contentment, it contributes to improved performance and retention, affirming the literature's assertion of the importance of employee satisfaction for organizational success.

Relationship Between WLB and Career Contentment

The relationship between WLB and career contentment is a critical area of exploration for understanding overall well-being in the workplace. As LGU employees continuously evolve, the workplace and the environment must also cope. Thus, understanding the relationship between

WLB and career contentment is crucial for employee well-being and LGU success. Table 4 presents the relationship between WLB and the career contentment of LGU employees.

Table 4. Relationship between WLB and Career Contentment

Indicators	Coefficients	P-value	Conclusion (at $\alpha=0.05$)
Work-Life Balance	2.1967	0.4823	Not Significant
Career Contentment	-5.6685	0.2530	Not Significant

As can be gleaned in the Table 4, the p-values of both indicators are greater than 0.05. Thus, the null hypothesis, which states that WLB has no significant relationship with career contentment among employees, is accepted. This implies that any positive change in the career contentment of employees is not always guaranteed by improving their WLB. This finding aligns with the study conducted by [Lestari and Margaretha \(2021\)](#), which similarly reported no significant relationship between the two variables. Their research further highlighted that WLB has a significant influence on turnover intention.

Applying the implications of the findings of the study to Herzberg's Two-Factor Theory, the researchers propose the following insights. The Herzberg's Two-Factor Theory which gives credence that when WLB is not given sufficient attention, it becomes a hygiene factor that goes on to detract from job satisfaction. Therefore, the LGU should still adopt preventive strategies to enhance the WLB of their employees, as a lack of this balance may result in job dissatisfaction, which may affect their career contentment. One of those strategies was identified by [Silva and Briones \(2022\)](#), who forwarded that an organization should have a primary concern for employees' mental and physical health, which are crucial for enhancing job satisfaction and work outcomes. Similarly, [Susanto et al. \(2022\)](#) opined that the role of supportive supervisor behavior tends to significantly affect employee job satisfaction, thereby positively impacting career contentment. On the contrary, in the study conducted by [Arendon et al. \(2023\)](#), they found that the perceived quality of life among employees does not relate to work productivity. Still taken collectively, these studies underscored the need for organizations to pay more attention to WLB to boost the levels of employee satisfaction and engagement, which subsequently enhance organizational productivity and morale and the employees' career contentment.

Proposed Strategies to Improve WLB to Enhance Employee Satisfaction and Performance of LGU

Parallel to the study's findings, the researchers proposed strategies to improve the WLB of LGU employees. The proposed strategies, which target the working environment of the subject LGU in the Philippines that need improvement, can be used as a guide to enhance employees' satisfaction and performance in their work. If properly implemented, these strategies can create a positive work environment and boost employee and organization confidence. According to [De Ramos and Briones \(2024\)](#), addressing issues related to workplace improvements, efficient resource allocation, and improved communication are essential. Table 5 presents the proposed strategies forwarded by researchers based on the weaknesses of the practices of the subject LGU regarding employee WLB and career contentment.

Table 5. Proposed Strategies

Indicators	Proposed Strategies	
WLB	1	Flexible scheduling and work from home can enable employees to better manage their personal and professional lives.

Indicators	Proposed Strategies
Career Contentment	2 Introduce well-being initiatives, such as mental health days, stress management workshops, or other activities that can help individuals to be more physically and emotionally fit.
	3 Balancing workload equitably by implementing assessment periods and team collaboration would help prevent work burnout and job dissatisfaction.
	1 Train people, conduct workshops, and provide proper career advancement programs to develop employees' skills and help them advance in their careers.
	2 Set up an effective recognition system that would surely acknowledge the efforts and contributions of employees, infusing them with a sense of worth and motivation.
	3 Create avenues for regular communication and employee feedback to the managerial level, providing channels that raise concerns, ideas, and suggestions before management.

CONCLUSIONS

Employees of LGU are highly satisfied with the quality of their WLB and career contentment. This implies that LGUs can provide their employees with an engaging workplace where everyone can feel satisfied and contented with their jobs. Moreover, the study concluded that there is no statistically significant relationship between WLB and career contentment among LGU employees. However, the results suggest that a well-structured WLB framework still plays an essential role in promoting employee well-being because it positively influences job satisfaction and contributes to organizational success. This aligns with the study's objective of exploring how WLB affects career contentment. This study highlights that although improvements in WLB do not directly guarantee higher career satisfaction, they are crucial for maintaining a motivated workforce.

Although the organization has already established an acceptable WLB, the results of the study still require continuous improvement in consideration of the concept that excellence is borderless. Future initiatives should focus on refining WLB policies, ensuring they are aligned with employees' personal needs and conducive to improving job performance and retention. An organization can foster a more supportive work environment by addressing these areas, thereby achieving the study's objective of identifying strategies that promote career contentment and long-term organizational effectiveness.

LIMITATION & FURTHER RESEARCH

This study has several limitations that should be acknowledged. First, this study focused on only one LGU, thus limiting its applicability to other organizational contexts with different work environments, cultures, and policies. Therefore, future research should include participants from various sectors or government units for a better generalizability of results. Second, this study only considered a cross-sectional design that only captured data at a single point and may not account for changes in WLB and career contentment over time. Thus, it is recommended that future studies employ a longitudinal study design that can provide deeper insights into how WLB and career contentment evolve. Third, the study employed subjective self-reports to measure variables that may introduce bias due to personal perceptions or social desirability. With this limitation, the researchers suggested that qualitative methods like interviews or focus group discussions be employed to complement quantitative data, which would possibly offer a richer understanding of

employee experiences. Moreover, exploring other influencing factors in future studies, such as leadership style, workplace policies, and family support, could provide a more holistic view of the dynamics between WLB and career contentment.

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