

## **WORK-LIFE BALANCE IN THE PUBLIC SECTOR: STRATEGIES FOR IMPROVING EMPLOYEE WELL-BEING**

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### **ABSTRACT**

The study therefore looks at the issue of work-life balance in the public sector and identifies effective strategies for enhancing employee well-being. Based on a comprehensive analysis of the demographic profiles of public sector employees, some key factors affecting their work-life balance are outlined, including role conflict, role overload, role clarity, autonomy support, competence development, and fostering relatedness. We find that most of the employees in our sample experience significant role conflict and overload, leading to stress and lower job satisfaction. Conversely, clear roles and strong interpersonal relationships contribute positively to employee well-being. The results thus highlight the need for public organizations to introduce supportive measures such as autonomy promotion, provision of skill development opportunities, and enhancing teamwork to improve overall employee engagement and satisfaction. This supports the personal life besides the professional responsibilities of an individual and thus creates a healthier work environment.

**Keywords:** Autonomy support, Employee well-being, job satisfaction, public sector, Role conflict, Teamwork, Work-life balance.

### **INTRODUCTION**

The idea of work-life balance has been increasingly important in recent years, especially for public sector personnel who frequently deal with specialized difficulties like political influence, bureaucratic pressure, and resource limitations. In contrast to the private sector, where flexible work arrangements and performance incentives are more prevalent, government personnel could encounter inflexible work structures and elevated public responsibility standards. This can ultimately have an impact on worker well-being and organizational effectiveness by causing stress, burnout, and a decline in job satisfaction. The importance of public sector employees in providing key services to the community makes research on work-life balance in the sector essential. Their well-being directly impacts their productivity and the quality of services provided to citizens. Additionally, enhancing work-life balance in the public sector can result in a staff that is more engaged and motivated, both of which are critical for promoting innovation and accomplishing organizational objectives. The study would add to the expanding body of knowledge on public administration by offering evidence-based suggestions to organizational leaders and policymakers. These

suggestions can be utilized to create programs and regulations that help government workers have a more balanced and healthy work environment, which would ultimately benefit society as a whole. In public sector organization, enhancing well-being is a crucial concern (Borst & Knies, 2021; Zhang et al., 2020), especially in light of the increased productivity and performance of employees (Pradhan & Hati, 2019; Soriano et al., 2020; Zhang et al., 2020). Research indicates that, studies show that many public employees suffer obstacles to their well-being (Borst & Knies, 2021). In public sector organizations, enhancing employee well-being is a key concern in every department because it directly impacts both organizational performance and the quality of services delivered to the public. By focusing on each area, officers in the public sector can foster a more supportive and resilient workforce, ensuring long-term organizational effectiveness.

Public employees have faced workforce reductions and cost-cutting measures, but they are also supposed to provide more services (Borst & Knies, 2021; van der Voet & Van de Walle, 2018). These elements have the potential to worsen job stress, which has been connected to ill health (Jonsdottir et al., 2020). This statement highlights a common challenge in the public sector. This situation has been driven by economic pressures, changing government policies, and an increasing demand for public services. It creates significant pressure on public sector employees, impacting both their well-being and the quality of services delivered to the public. This makes it possible to have greater levels of contentment at work and in general (Yun et al., 2019). Additionally, flexible working fosters employee contentment and lowers stress and anxiety associated with the job, all of which have a good impact on employee well-being (Yunus & Mostafa, 2021; Weale et al., 2019). It highlights the positive impact of flexible working arrangements on both job satisfaction and overall life satisfaction, with specific benefits related to reducing stress and promoting well-being. It consistently shows that organizations offering flexible work arrangements benefit from increased employee morale and productivity, as well as lower rates of turnover and burnout.

Due to employees' extended hours, working from home can further exacerbate work-life conflict and make it more difficult to maintain a healthy work-life balance (Palumbo et al., 2022; van der Lippe & Lippényi, 2020). Work life conflict can lower job satisfaction and, in the long run, provide serious health hazards (Talukder, 2019). Furthermore, extended periods of work from home are linked to emotions of social and professional isolation as well as poorer relationships with coworkers, which puts employees' eudaimonic well-being at risk (Mele et al., 2021; Miglioretti et al., 2021). While work from home can improve work-life balance for some, sustained remote work without proper boundaries can have negative effects on work-life balance, leading to longer working hours, social isolation, and decreased eudaimonic well-being. To mitigate these risks, employers and employees should focus on setting clear work boundaries, maintaining regular social connections, and ensuring opportunities for professional engagement.

However, studies also show that the possible effects of remote work on work-life balance rely on a number of factors, including the degree of job autonomy, the degree of choice employees have, their workload, their ability to manage their own time, and their support system and relationships at work (Buick, Fiona, et al., 2021). Organizations, especially those in the public sector, must comprehend the many aspects that affect work-life balance in remote work environments. Organizations can establish a more balanced work environment that fosters employee well-being and productivity by emphasizing autonomy, choice, task management, time management skills, and support networks. By putting these tactics into practice, the company and the people it serves may ultimately profit from happier and

healthier personnel. Individual work-life balance and well-being results are specifically influenced by the support provided to employees and the manner in which flexible working is implemented (Amri *et al.*, 2022). This emphasizes the significance of middle managers, who are essential in helping employees and playing a major role in the adoption of flexible work schedules. The degree to which flexible work arrangements can improve individual work-life balance and employee well-being is largely dependent upon the assistance that firms offer and the way in which these policies are implemented. As supporters and facilitators for their teams, middle managers are essential to this process. Through careful implementation and effective support of flexible working, enterprises can cultivate a more salubrious work environment that yields benefits for both staff members and the organization at large. In the end, this all-encompassing strategy improves staff retention, productivity, and job happiness. Navajas *et al.*, (2020) suggest that high physical demands may originate from the excessive workload and atypical schedules that include shift work, weekends, and nights. These factors cause an imbalance between professional and personal demands, which manifests as lower organizational commitment, exhaustion, work stress, dissatisfaction, and, directly related to the object of this research, a worse personal–professional life balance. Greenhaus & Allen (2020) discuss that effective management practices have a direct influence on employees' ability to maintain a healthy work-life balance. Leadership styles, flexibility in work arrangements, and the overall support provided by managers play significant roles. Studies suggest that management support for work-life initiatives, such as flexible working hours, telecommuting, and job sharing, can help reduce work-related stress and improve employee morale.

According to Buruck (2020), a job stressed situation occurs when a person suffers from mental and physical illness as a result of unfavorable circumstances. They also mentioned noise, dim lighting at work, high job demands, role overload, role ambiguity, lack of sleep and time pressure, and everyday workload, contradictory demands, insufficient resources to perform well, inability to make decisions, and conflicts. All of these job stress dimensions lead to dissatisfaction, poor health, and high job stress. A study by Weideman, M., & Hofmeyr, K. B. (2020) revealed that flexible work arrangements (FWAs) are employment practices that allow workers flexibility in how they perform their tasks. The most common forms of FWAs include flexible working hours and working from home. Non-monetary policies such as FWAs have been found to be effective life-coping strategies compared to monetary-funded initiatives such as health and well-being programs, children facilities and supportive services.

Rahim, N. B., Osman, I., & Arumugam, P. V. (2020) states that support from both the supervisor and family in the form of positive reinforcements and cooperation when employees face an imbalance between workplace role and role in their family, may inspire them in their work, become more energetic, and empower them to succeed. Supervisors provide support in the presence of supportive behavior, for instance, provide information, instrumental aid, and mentoring. Apart from leading to lower work family conflict, supervisor support can also decrease stress level at work, increase effective organizational commitment, and enhance job satisfaction and happiness. Sikira *et al.*, (2024) states that receipt of recognition letters validates hard work, increasing job satisfaction and loyalty. Recognition programs also lift employees' morale, influencing productivity and teamwork. Public recognition fosters commitment, and positive perceptions of work, workplace, and colleagues are crucial for a positive work environment. Furthermore, verbal appreciation from supervisors and co-workers is the most impactful form of recognition, as it is immediate and personal. According to Social Exchange Theory, employees who do not receive valued

rewards might reduce their effort, disconnect from their job responsibilities, behave unethically or inadvertently take steps to avoid repercussions (Alzadjali, B., & Ahmad, S. Z., 2024). Generally, the study aimed to determine the work-life balance in the public sector and identify strategies for improving employee well-being. Specifically, this opted to answer the following questions:

1. What is the demographic profile of the respondents?
  - 1.1. Age
  - 1.2. Sex
  - 1.3. Employment Status
2. What are the factors influencing work-life balance among public sector employees based on role theory in terms of?
  - 2.1. role conflict
  - 2.2. role overload
  - 2.3. role clarity
3. What strategies and interventions can be implemented to improve work-life balance and enhance overall employee well-being in public sector organizations based on self-determination theory (SDT)?
  - 3.1. autonomy support
  - 3.2. competence development
  - 3.3 fostering relatedness

Consequently, one of the primary benefits highlighted in the study is the systematic review of existing literature, which aims to clarify the concept of work-life balance and identify gaps in current research. This study not only contributes to theoretical frameworks for work-life balance, but it also makes practical recommendations for firms looking to improve employee well-being and operational success. This study calls for a more inclusive understanding of employee demands in today's diverse workforce by addressing the intricacies of work-life interactions, which go beyond just family responsibilities. The work-life balance and well-being of candidates are increasingly important to them when choosing an employer in today's competitive job market. Companies can attract high-quality candidates by demonstrating a commitment to these areas.

## LITERATURE REVIEW

### Role Conflict

According to (Asfahani, 2021), this study examines how crucial work-life balance is to lowering role conflict among Middle Eastern academic professionals. It emphasizes how important it is for people to strike a balance between their personal and professional life in order to meet their demands. Personal variables including marital status, children, home environment, age, gender, and location, as well as professional elements like working hours, work environment, job nature, and interpersonal interactions, all contribute to conflict. The goal of the study is to shed light on the ways that work-life balance might lessen conflict and enhance general wellbeing. Furthermore, the study investigates the reasons behind employee turnover brought on by conflicts between work and family obligations. It concludes that on-the-job embeddedness moderates the association between role conflict and desire to leave the employment. According to the findings, companies may lessen employee intention to leave by fostering on-the-job embeddedness, and managers can provide additional resources during times of high stress to avoid early thoughts of leaving (Awan, 2021).

## Role Overload

The influence of workload balancing on worker job satisfaction in Nigerian workplaces was investigated in this study. 764 workers from two private institutions and eight international corporations were participating. The findings indicated that employees' perceptions of workload balance, organizational staff strength, role alignment with skills, and workload comparison with coworkers all had a substantial impact on job satisfaction (*Inegbedion et al., 2020*). And also aligned with the study of (*Huo & Jiang, 2023*), this study investigates the relationship between work-role overload and employees' perceptions of career plateaus in China's service industry. According to the study, when workers are emotionally stable, work-role overload has a favorable effect on work-life conflict. The effects of work-role overload on perceived hierarchical and job content plateaus are also mediated by work-life conflict. The results indicate that by taking individual variations and difficult work environments into account, HRM specialists may step in and help employees avoid feeling like they have reached a career plateau.

## Role Clarity

Social, economic, and political events force public institutions to continually adjust to new situations. Increased job ambiguity may result from this, which might have an impact on output and satisfaction. Nevertheless, no study has looked at whether more complicated changes result in less clear roles. According to an examination of survey data from the Australian Public Service Employee Census, job clarity decreases more with rising change complexity, indicating that change trajectories may be more than personnel can adjust to (*Verlinden et al., 2022*).

In addition to this Role and responsibility clarity (CRR) has a major impact on both organizational performance and the success of cross-border information sharing (CBIS). Few studies, nonetheless, have looked at CRR in government CBIS programs. Three factors were found in a nationwide study conducted in 2016: the utilization of boundary objects by participants, teamwork abilities, and organizational diversity. Eight state and local government CBIS instances from the United States are used in this study to describe these factors and offer fresh perspectives on the impact of CBIS. Public managers and leaders may solve complicated public issues with the use of this information (*Gil-Garcia et al., 2019*).

## Autonomy Support

The influence of workload, organizational support, and job autonomy on job satisfaction among Pakistani workers in the public and private sectors is examined in this study. According to a cross-sectional study with 308 individuals, occupational autonomy and organizational support had a favorable impact on job satisfaction. Nevertheless, there was no evidence of an indirect relationship between antecedents and job satisfaction through work-family conflict (WFC). The study adds to the body of knowledge and aids managers and policymakers in comprehending the value of job resources and how they affect job satisfaction, which in turn enhances organizational performance. There is discussion of the limitations, ramifications, and suggestions for the future (*Ammar et al., 2019*). On the other hand, Among Chinese child welfare professionals, the study examines the mediating function of job satisfaction in the link between job autonomy, workplace support, and turnover intention. It was discovered that the effects of job autonomy and workplace support on turnover intention were partially mediated by job satisfaction. Only support from supervisors

and organization leaders had a substantial mediation impact, indicating a reduced intention to leave. The results imply that in order to solve the high turnover rates among child protection workers, policies and initiatives that encourage workplace assistance from managers and supervisors as well as increase job autonomy and happiness may be essential (Zhang *et al.*, 2024).

### Competence Development

With an emphasis on the function of social competence, this study examines the connection between work-life balance and psychological well-being in employees. 150 workers, ages 23 to 56, participated in the study; 76% of them were married, and 52% of them were men. The findings indicated that psychological well-being and work-life balance were positively correlated, with social competence having a greater impact on psychological well-being among employees. Additionally, the study discovered that social competence moderates the relationship between psychological well-being and work-life balance, indicating that both social competence and work-life balance might enhance employees' psychological well-being (Nwanzu, 2023).

While, the study emphasizes that the public sector is really about employability and organizational as well as individual characteristics have a lot to contribute towards competence building. By throwing open the skills of its employees and enabling the setting up of an organizational support culture, public sector agencies may develop both internal and external employability. It helps create better work-life balance for the employees as it allows them to navigate their career paths better. Shared responsibility for work in promoting employability can lead to a more competent workforce, ultimately enhancing overall public sector performance and job satisfaction (Vermeeren & Van der Heijden, 2022).

### Fostering Relatedness

The WLB publications analysis in the study reveals a drastic surge in research on this topic, particularly from 2017 to 2022, which might suggest growing importance. Relatedness among public sector employees is crucial in enhancing WLB because it has the tendency of lowering job stress and human resource management, thereby creating a balanced work environment (Verma, 2024).

Additionally, the study highlights the significance of human resource strategies in enhancing work-life quality among employees of a Philippine national government agency. A work environment that promotes relatedness, communication, and resource availability encourages collaboration between employees. These dynamics yield corresponding gains in employee engagement and commitment, talent retention, and better organizational performance. Overall, nurturing public sector interpersonal connections is quite important to foster a balanced work-life perspective (Lumbao & Jr, 2023).

## RESEARCH METHOD

This study would utilize a quantitative descriptive research design. The researchers used a written or online questionnaire as their instrument. This type of research aimed to interpret and gather reliable information on work life balance in the Public Sector. This research adopted a descriptive research design since the main objective is to establish the work life balance in the public sector and the improving of employee well-being. Through descriptive

surveys, the researchers were able to answer questions relating to the what, why and how of the phenomenon of the work life balance and the improving of employee well-being in the public sector. According to *Creswell and Creswell (2021)*, A common method for gathering numerical data and describing occurrences in quantifiable terms is quantitative descriptive research. They emphasize that gathering information on "how often, to what extent, or in what amount" anything occurs within a particular population requires this design. This kind of research gathers numerical data through surveys, questionnaires, and data from databases that are already in existence. The data is then examined statistically.

Descriptive surveys in research are still an essential component of methodologies that are both qualitative and quantitative. He emphasizes the importance of descriptive research, especially surveys and observational techniques, in obtaining comprehensive information about populations and trends. Using descriptive research as a "starting point" helps researchers come up with ideas for other investigations or to give a thorough understanding of a certain population or issue *Creswell and Creswell (2021)*. It highlights that quantitative descriptive research is a structured way to collect and analyze numerical data to provide clear, measurable insights into a phenomenon without altering or manipulating variables. It offers a snapshot of reality as it is, based on data-driven observations.

According to *Kim, Sefcik, and Bradway (2019)* characterize the "foundational approach" of quantitative descriptive research in a variety of fields. They contend that studies that seek to characterize a population's or phenomenon's features without examining causal linkages can benefit from this methodology. The authors note that large-scale studies, such surveys or registries, where the goal is to obtain a comprehensive picture of trends or habits, frequently use quantitative descriptive research. Quantitative descriptive research is a "foundational approach" because it provides essential numerical descriptions of populations or phenomena without delving into causes. By focusing on large-scale trends and behaviors, it offers a broad understanding that can inform further, more detailed research or guide practical applications in any field.

## Respondents

The respondents of this study are the public employees of the Department of Labor and Employment (DOLE) between 25 to 60 years old with permanent or contract of service as their employment status. The researchers randomly selected the public employees of the Department of Labor and Employment (DOLE). For this type of research, two data were gathered. This includes the primary and the secondary type of data. The primary sources of data would be the public employees of the Department of Labor and Employment (DOLE) by asking questions, conducting and collecting results. It involved respondents. The secondary data on the other hand involved the gathering result of other's research from books, reports or the internet. The questionnaire given to the respondents assured the Work-life Balance and the strategies on Improving of Employee Well-being.

According to *Etikan, Musa, and Alkassim (2020)* purposive sampling is a non-probability sampling technique in which researchers choose participants according to particular traits or standards that are pertinent to the study's goals. This method is especially helpful in quantitative descriptive research where studying a particular population or subset is the aim instead of attempting to generalize to the full population. They stress that the selection of people with firsthand knowledge or experience of the topic under study is made possible by purposive sampling, which can improve the data's richness and usefulness. It states that

purposive sampling is a practical approach for quantitative descriptive research when researchers need a focused examination of certain characteristics or groups that are directly tied to the research questions.

### Data Gathering Tools and Techniques

The primary source of data would be the researchers-made questionnaire checklist online survey using google form. The questionnaire checklist would be developed in accordance with the objectives of the study. The questionnaire checklist would be distributed to the public employees of the Department of Labor and Employment (DOLE).

### Statistical Analysis

The collected data would be analyzed using statistical analysis, specifically descriptive statistics involving measures of frequency and mean (of central tendency). Mean values would evaluate the average utilization of the work-life balance in the public sector. Frequency measures would show how categorical variables are distributed, providing a concise overview of vital data patterns.

### Ethical Consideration

This study would take into consideration the confidentiality and anonymity of the participants involved in conducting the research. They have the right to withdraw at any point without penalty. Informed consent would be obtained from all the participants by means of debriefing and providing details about the potential benefits and risks before they partake in the study to avoid psychological or emotional harm. The authors would also declare no conflict of interest.

## FINDINGS AND DISCUSSION

### Profile of the Respondents

The demographic profile of the respondents indicates that they are predominantly between the ages of 25 to 34 years, female at 62.16%, and permanently or full-time employed at 72.97%. This demographic distribution seems to indicate a young working population that is mostly stable in their employment status and could be an indicator of being committed to their jobs or being an opportunity for developmental programs targeted at this age group. This representation of women brings in the aspect of whether the gender-based initiatives would create the desired impact in boosting interest and support at the workplace.

**Table 1: Demographic Profile of the Respondents**

Age		
25 - 34	27	72.97%
35 - 44	3	8.11%
45 - 54 YEARS OLD	4	10.81%
55 ABOVE	3	8.11%
<b>Total</b>	<b>37</b>	<b>100%</b>
<b>Gender</b>		
FEMALE	23	62.16%
MALE	14	37.84%



<b>Total</b>	<b>37</b>	<b>100%</b>
<b>Employment Status</b>		
PERMANENT/FULL TIME	27	72.97%
CONTRACT OF SERVICE	9	24.77%
JOB ORDER	1	2.70%
<b>Total</b>	<b>37</b>	<b>100%</b>

### Role Conflict

Role conflict is stress or incompatibility between work demands and personal responsibilities, which results in more stress and decreased well-being. *Asfahani (2021)* posits that role conflict among academics in the Middle Eastern region can be minimized by attaining work-life balance. Factors like marital status, children, home environment, age, gender, and conditions at work like hours, environment, and interpersonal relations bring the conflict into being. To effectively meet both work and life demands allows one to get a good balance of responsibility between personal and professional life, hence generally enhancing well-being. Table 2 reports that there is indeed a role conflict problem in the public sector; the overall mean is negative at 2.31. This means most employees perceived a problem in their capacity to mix work and home responsibilities. For instance, with an overall mean of 2.37, the item "Conflicts between my work and personal roles create stress for me" indicated it was a sizeable source of stress. This result supports *Awan's (2021)* findings that role conflict raises the employee turnover intentions, while on-the-job embeddedness mediates such effects. Organizations should therefore provide resources alleviating stress and improving work-life balance to decrease turnover.

**Table 2. The factors influencing work-life balance among public sector employees based on role theory in terms of *ROLE CONFLICT*.**

Description	Mean	Verbal Interpretation
1. I often feel torn between my responsibilities at work and my responsibilities at home.	<b>2.32</b>	<b>Negative</b>
2. The expectations from my work role sometimes interfere with my personal life.	<b>2.34</b>	<b>Negative</b>
3. I find it challenging to manage my work responsibilities alongside family obligations.	<b>2.32</b>	<b>Negative</b>
4. Conflicts between my work and personal roles create stress for me.	<b>2.37</b>	<b>Negative</b>
5. I feel that my employer does not recognize the challenges of balancing work and personal responsibilities.	<b>2.18</b>	<b>Negative</b>
<b>Overall Mean = 2.31</b>		
<b>Verbal Interpretation= Negative</b>		

### Role Overload

Role overload is characterized by too heavy work demands that overwhelm a worker's capacity to handle responsibilities at the professional and personal levels. According to *Inegbedion et al. (2020)*, workload balance, role alignment with one's skills, and comparison

to coworkers highly influence job satisfaction. Employees who have confidence regarding managing their workloads tend to feel more job satisfaction. However, *Huo and Jiang (2023)* have shown that work-role overload increases work-life conflict when workers are experiencing emotional challenges. At its extreme, work-life conflict results in perceived career stagnation when an employee feels that they are entering a plateau regarding job content and also their career development.

Table 3 From this table, it is evidenced that generally, the role overload of public sector employees is positive in terms of an overall mean of 2.71, thus implying significant impact on their work-life balance. The highest rated item was "I believe that the workload in my job contributes significantly to my work-life balance challenges" at 3.13; it shows that workload was a major stressor. This finds support in *Huo and Jiang's (2023)* opinion that job overloads may relate to work-life conflict and career dissatisfaction. In this regard, there is need for an organization to support systems, like task redistribution and workload alignment, to help employees reduce their adverse effects of role overload.

**Table 3. The factors influencing work-life balance among public sector employees based on role theory in terms of ROLE OVERLOAD**

Description	Mean	Verbal Interpretation
1. I often feel overwhelmed by the number of tasks I have to complete at work.	2.95	Positive
2. The demands of my job leave me with little time for personal activities or family	2.50	Negative
3. I struggle to fulfill my roles both at work and at home due to excessive demands.	2.45	Negative
4. I frequently feel that I cannot meet all the expectations placed upon me in my work role.	2.50	Negative
5. I believe that the workload in my job contributes significantly to my work-life balance challenges.	3.13	Positive
<b>Overall Mean = 2.71</b>		
<b>Verbal Interpretation= Positive</b>		

### Role Clarity

Role clarity is the extent to which employees understand their job roles, what is expected of them, and what is foremost, which helps them in the effective management of their tasks and work-life balance. According to *Verlinden et al. (2022)*, public organizations are usually subject to social, economic, and political changes, thereby causing some confusion in the jobs and may have an effect on the individual performances of the employees. Clear roles reduce these challenges by giving structure in complexity and thus improving employee satisfaction. Likewise, *Gil-Garcia et al., 2019* established that the clarity of roles and responsibilities positively impacts the effectiveness of organizational performance and collaboration efforts, mainly under government programs. Indeed, defined roles lead to teamwork and also facilitate sharing of information for effective solutions of complex public issues.

Table 4 clearly presents the highly clear roles of public sector employees, totaling a mean of 3.45, marked as "Highly Positive." The most practiced role clarity item reported was: "When my role expectations are clear, I find it easier to prioritize my tasks and responsibilities" having a result of 3.79, because role clarity would definitely strengthen task management and work-life balance. This is the case with *Verlinden et al. (2022)*, who holds that clarity is crucial for the adaptation of organizational change. Public sector organizations should, in return, pass the expectations of jobs clearly and consistently so that employees can cope with their roles during the times of change to sustain the positive outcome.

**Table 4. The factors influencing work-life balance among public sector employees based on role theory in terms of *ROLE CLARITY***

Description	Mean	Verbal Interpretation
1. I have a clear understanding of my job responsibilities and expectations.	3.37	Highly Positive
2. I feel that my organization effectively communicates the roles and expectations for my position.	3.32	Highly Positive
3. I know what is expected of me at work, which helps me manage my time effectively.	3.34	Highly Positive
4. Clarity in my work role allows me to balance my job and personal life more effectively.	3.45	Highly Positive
5. When my role expectations are clear, I find it easier to prioritize my tasks and responsibilities.	3.79	Highly Positive
<b>Overall Mean = 3.45</b>		
<b>Verbal Interpretation= Highly Positive</b>		

### Autonomy Support

The level to which employees are allowed the freedom to decide how they want to do their work, as explained by self-determination theory (SDT), promotes motivation, satisfaction, and well-being. According to *Ammar et al. (2019)*, job autonomy and organizational support are highly significant contributors to employee job satisfaction, indicating that the resources provided should support independence. *Zhang et al. (2024)* also concluded that job autonomy, in conjunction with support at work, reduces turnover intention because of improved job satisfaction. Such findings point out the importance of organizational support for employee autonomy and positive working environments, especially for employees in high-stress or high-turnover positions.

Table 5. The average score for public sector employees is that they feel a great deal of autonomy support, which averages 3.29 and is interpreted as "Highly Positive." The most highly rated item was "My supervisor encourages me to make decisions regarding my work" (3.50), which suggests that the supporting leadership is the central factor in autonomy. *Zhang et al. (2024)* suggest that supervisory support enhances job satisfaction and reduces turnover intention. To sustain and increase such positives, public organizations should promote even more flexible work arrangements along with the freedom of employees to decide on most important issues because these factors would improve not just employee well-being but also that of the organization.

**Table 5. Enhancing Work-Life Balance and Employee Well-Being in Public Sector Organizations based on self-determination theory (SDT) in terms of *AUTONOMY SUPPORT***

Description	Mean	Verbal Interpretation
1. I have the freedom to choose how to complete my work tasks.	3.39	Highly Positive
2. My supervisor encourages me to make decisions regarding my work.	3.50	Highly Positive
3. I feel comfortable discussing my work preferences with my manager.	3.16	Positive
4. My organization allows flexible working hours to accommodate personal needs.	3.00	Positive
5. I believe that having autonomy in my role enhances my overall job satisfaction.	3.42	Highly Positive
<b>Overall Mean =3.29</b>		
<b>Verbal Interpretation= Highly Positive</b>		

### Competence Development

It presents self-determination theory to describe the development of employees' skills, knowledge, and abilities toward enhancing professional growth, job satisfaction, and work-life balance. According to *Nwanzu (2023)*, social competence positively relates to the psychological well-being and work-life balance of employees; therefore, personal and professional development are necessary. Similarly, *Vermeeren and Van der Heijden (2022)* argued that public sector organizations build both internal and external employability by developing their employability through skill development programs and support culture. Shared responsibility contributes to the strengthening of the workforce along with better career management and work-life balance among employees.

Table 6 shows the finding that respondents working in the public sector are of the opinion that their competence is highly developed with an overall mean being 3.51 or "Highly Positive". The highest-rated item is, "Having opportunities for skill development contributes positively to my work-life balance" standing at 3.68, this clearly presents that the employees' lifestyle improves with constant training. In line with the conclusion of *Vermeeren and Van der Heijden (2022)* whereby development of competency actually improves both employability and work-life balance, public sector organizations should persist in investing in training programs as well as growth opportunities, coupled with performance feedback, whereby all employees keep being engaged and better placed to successfully manage both careers and personal lives.

**Table 6. Enhancing Work-Life Balance and Employee Well-Being in Public Sector Organizations based on self-determination theory (SDT) in terms of *COMPETENCE DEVELOPMENT***

Description	Mean	Verbal Interpretation
1. I have access to training programs	3.58	Highly Positive

that enhance my skills and knowledge.		
2. My organization provides regular feedback on my performance, which helps me improve.	<b>3.42</b>	<b>Highly Positive</b>
3. I feel encouraged to take on new challenges that allow me to grow professionally.	<b>3.42</b>	<b>Highly Positive</b>
4. I believe that my organization values my professional development.	<b>3.45</b>	<b>Highly Positive</b>
5. Having opportunities for skill development contributes positively to my work-life balance.	<b>3.68</b>	<b>Highly Positive</b>
<b>Overall Mean =3.51</b>		
<b>Verbal Interpretation= Highly Positive</b>		

### Fostering Relatedness

According to self-determination theory or SDT's accounts, fostering relatedness is referred to as developing strong interpersonal connections and a sense of belonging within an organization. According to *Verma (2024)*, fostering relatedness among public sector employees reduces job stress, promotes WLB, and strengthens human resource management. For example, *Lumbao and Jr. (2023)* argued that a collaborative work environment with efficient communication and available resources plays a significant role in enhancing employee engagement and retention as well as organizational performance. These studies point out that elaborating relationships at the workplace is of great importance to enhance employee satisfaction and maintain WLB.

Table 7 shows that employees in the public sector have a high level of relatedness, with an overall mean of 3.68, or "Highly Positive." The highest-rated items are "I feel a sense of belonging within my team" and "Strong relationships with colleagues positively influence my job satisfaction and well-being" (all three 3.79), indicating the role of workplace connections for employees' well-being. These findings support *Verma's (2024)* contention that when employees feel more related, job stress decreases and improves WLB. Thus, to maintain these positive effects, organizations should continue to improve teamwork, social interaction, and a collaborative culture that would enhance ties among employees and their better well-being and work engagement.

**Table 7. Enhancing Work-Life Balance and Employee Well-Being in Public Sector Organizations based on self-determination theory (SDT) in terms of FOSTERING RELATEDNESS**

<b>Description</b>	<b>Mean</b>	<b>Verbal Interpretation</b>
1. I feel a sense of belonging within my team.	<b>3.79</b>	<b>Highly Positive</b>
2. My colleagues support one another in achieving work-life balance.	<b>3.71</b>	<b>Highly Positive</b>
3. There are opportunities for social interaction and team-building activities in my organization.	<b>3.50</b>	<b>Highly Positive</b>
4. My organization promotes a culture	<b>3.63</b>	<b>Highly Positive</b>

of collaboration and teamwork. 5. Strong relationships with colleagues positively influence my job satisfaction and well-being.	<b>3.79</b>	<b>Highly Positive</b>
<b>Overall Mean =3.68</b>		
<b>Verbal Interpretation= Highly Positive</b>		

## CONCLUSION

This study points out the critical factors in work-life balance and promoting employee well-being in the public sector, with role conflict, role overload, role clarity, autonomy support, competence development, and fostering relatedness in complex interaction. The demographic profile of this study is predominantly young and female, which requires focused developmental programs. Role conflict and role overload have emerged as critical factors that significantly inhibit WLB, while high levels of role clarity, autonomy support, competence development, and fostering relatedness appear to contribute to increasing employee satisfaction and engagement. These results support the contention that well-defined expectations, autonomy, and quality relationships at work contribute to a more positive experience of well-being. Most importantly, these findings have far-reaching implications in that public sector organizations need to implement strategies of countering role conflict and overload to establish the desired clarity, support, and relatedness for sustaining a productive and satisfying work environment.

## LIMITATION & FURTHER RESEARCH

This study on work-life balance within public employment has limitations in certain areas which might influence how findings of the research are interpreted. First, this research is conducted on relatively small, homogeneous samples mainly comprising young women employees with permanent contracts, whose results cannot be generalized to a broader population. Furthermore, cross-sectional studies do not help study the dynamics or changes over time or the causality between the factors identified and employee well-being. Moreover, self-reported measures may introduce potential biases as that respondents would be answering based on social desirability theory. Future research should examine these factors among more diverse populations and make use of longitudinal methods to better elucidate the dynamics related to work-life balance. It should also look into other factors, such as workplace organizational culture and other influences on worker welfare outside of the workplace, in order to inform holistic directions for enhancing work-life balance in every industry.

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