

Work-Life Balance, Experience and Organizational Commitment among Restaurant Employees in Central Luzon Region: Basis for Proposed Framework

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Abstract – The restaurant industry in Central Luzon is rapidly growing. Employees in the food industry must be empowered and emotionally comfortable due to the frequent changes, from which it assesses employees' job acuties and experiences, which may lead to organizational loyalty. As a result, complete employee job evaluations are necessary for DOT-recognized restaurants. The primary goal of this study was to evaluate the Work-Life Balance, Work Experience, and Organizational Commitment of restaurant employees in Central Luzon. The researcher employed the descriptive method of research that affords a precise representation of characteristics of an individual, situation, or group. The sample for the study included the employees of DOT accredited restaurants in Central Luzon. In analyzing the data gathered, a survey questionnaire was distributed and retrieved. The needed data were tallied, encoded, and interpreted using different statistical tools. The majority of the restaurant employees on Central Luzon were classified as employee and staff, age bracket ranges 28-23, Single, Female and at least 5-9 years in service. It was found out that the restaurant employees are emotionally secure, committed, and have a high organizational commitment that comes from secured employees with attributes to healthy WLB. It was revealed that there is higher turnover leading to lower WLF, higher job security leading to higher WLB. The higher organizational commitment the higher the WLB; A Prosed framework. It was recommended for the Employers to provide a more conducive environment and HR may address employee concerns.

Keywords – organizational commitment, work experience, work-life balance

INTRODUCTION

Over the years, the increasing demands of work have had a considerable impact on working persons' family and social lives. Changing workplace patterns have significantly impacted the family and social life of working people. Working people may encounter a few challenges, such as meeting deadlines, meeting financial commitments, and juggling family duties and time limitations. Role conflict may arise because of these conditions, influencing their level of engagement in work, family, and social life. Furthermore, this led to failure in creating a "balance" between different life domains and may have a negative impact on their health.

Striking a work-life balance (WLB) in today's unpredictable and fast-paced business environment is no simple task. Finding the ideal WLB is difficult. Few people feel they have a good WLB, and many people complain about their jobs. This affects all types of workers and is a problem that affects people of all ages and races. As we grow more linked through technology

and social media, it is becoming increasingly difficult to separate our professional and personal lives. According to Workplace Statistics in the United States of America [1], 94% of service workers work more than 50 hours per week. Americans labor for a longer period of time than workers in most other countries. Most people work eight hours per day on weekdays, for a total of 40 hours per week, but Americans work longer hours. It has become the norm to check emails at all hours of the day and night, take business calls at the dinner table, and work on our computers on weekends. These circumstances appeared to ignite establishing studies to cater to different views on how the balance can also be feasible in the industrial world. In recent years, the term "WLB" has become increasingly common in popular discourse. It's a term that's often used in businesses, particularly large ones, and it's often claimed to be at the heart of their corporate welfare, as in, for example. The scholarly understanding of the WLB notion, however, is not as strong and vast as the term's frequent application would

suggest. WLB theoretical advancement has not kept up with the concept's appeal, according to researchers.

The concept of finding a balance between personal and professional life dates back to the late 1800s when laws in both the United States and the United Kingdom limited the number of hours that individuals may be compelled to work each week. During the nineteenth century, both countries implemented new regulations limiting working hours and requiring required leave for specific occurrences such as delivery and illness. Ideally, WLB is achieved when there is no conflict between work and other obligations. It's a set-up that makes it possible for both factors to work in harmony. Both the company and the employee should try to ensure that the employee's personal life is not jeopardized for the sake of increased productivity. However, as time passed by, WLB has been defined in several different ways. However, the main idea stems from the regions' achievement and amusement, both of which appear to be quite simple. Based on the above, work-life balance may be described as a phenomenon that happens when people are satisfied with their lives. Thus, various cultures of WLB have emerged as well depending on the pressing need of the industry.

Likewise, the stress in the service industry is substantially higher than in other sectors due to the increased competitiveness, as well as the need to stay ahead of the competition to be successful. Employees in the service sector are expected to execute many functions in demanding work situations. The stress in the service industry is substantially higher than in other sectors due to the increased competitiveness, as well as the need to stay ahead of the competition to be successful. Regardless, employees find it difficult to bear the burden of overworked labor, which has negative consequences in the workplace, affecting both, directly and indirectly, personal life, mental well-being, and health. Workplace stress, workplace conflicts, and overloaded work all influence a person's personal and professional life. One of the most difficult aspects of working in the hotel and food industry is juggling work schedules and shifts. One-third of participants found that overburdened work and family duties had a strong tendency to lead them to lose sleep or substantially diminish their energy levels, according to one study. This results in everything from more sick days to slower workers, perpetuating the cycle. Not suitable for a job requiring a fast-paced line or hands-on service. Furthermore, 38 percent of employees have missed life events such as birthdays and anniversaries

due to a lack of work-life balance. This penetrates more studies to better propose underlying proactive solutions that will address how to have a better work experience (WE) among employees who will be more committed, loyal, and engaged to the company to further provide resolutions given consideration and appropriate resource allocation to provide a high quality of human service and delight among employees.

Although there are workers or personnel who are well educated and supervised in terms of their talents, experience, personalities, and relationships such as empathy or compassion, reliability, openness, and courteousness, people who work in the hospitality industry must be always inspired and mentally secure because workers must be empowered and emotionally secure at all times, motivation and job satisfaction in the hospitality sector has been researched using a variety of tools and demographics. According to George [2], employee satisfaction levels might be correlated with customer satisfaction to assist identify the link between happy workers and pleased consumers. It is critical to understand these factors because they can have a significant impact on businesses and the implementation of initiatives aimed at employee engagement and customer loyalty. Having a balanced cycle of living among employees is instrumental in creating such a secure atmosphere for all the employees.

Employees' WLB refers to the condition of dividing time and resources between work, personal, and social roles, and commitments, which is a constant struggle for all employees. Aside from that, employee's experiences must be considered, as it encompasses everything from big marks and personal interactions to infrastructure, physical work, environmental consciousness, social contact, and other potentially influencing influences. Finally, considering employees' conditions leads to a better understanding of organizational commitment (OC), which is defined as an employee's psychological attachment to their company. This is crucial in establishing the employee's relationship with the company and assessing the employee's importance to the company, which is a measure of the employees' loyalty to the company.

Though these social norms have started in the American and European regions, it has been an existing fact that these types of situations are also being experienced by 1.3 billion workers in the Asia-Pacific region. One of the great sources of workforce and labor is the Philippines. In terms of cultivating a workforce that is content with the balance between their

professional and personal responsibilities, the Philippines is well ahead of its Southeast Asian neighbors. Although it leaves a great impression on the world, Filipino workers do also experience poor WLB especially those who are in the service-oriented industries and those who are in regions that are struggling with the best practices and local approaches to be utilized in maintaining the work-life balance.

Specifically, as per Philippine Statistics Authority [3], Central Luzon had 4.48 million individuals in the workforce and has shown upgrades in its business circumstance. In 2006, the business rate remained at 89.4% and expanded to 92.2% in 2015. Underemployment stays a test in the area. From 13.8% in 2006, the underemployment rate diminished to 7.8% in 2009; in any case, it expanded to 13.5% in 2015, which was almost a similar level in 2006. Another test is the higher unemployment rates in Central Luzon contrasted with the public normal all through the enough said. This is presumably because other experienced employees are being relocated in the region which increases the competition, also, other local employees are opting to work in the Metro since they are experiencing poor treatment and weak job satisfaction. Due to a lack of work-life balance among Central Luzon employees, the Department of Labor and Employment (DOLE) Region 3 provincial office claimed it has granted over 16,000 testaments for forced detachment in the region in July 2020. In addition, employees in the stated region were polled on their job satisfaction and loyalty to the company. It examines substantial differences in respondents' work satisfaction when grouped according to demographic characteristics, as well as the significant differences in participants' organizational commitment when grouped according to demographic factors. In terms of demographics, as well as the important link between job satisfaction and organizational effectiveness, commitment [4]. When categorized by sex, years of service, and age, the findings demonstrated that there are considerable disparities in job satisfaction. When categorized by years of service and age, however, considerable disparities in OC exist. Furthermore, a substantial, positive link was discovered between job satisfaction and OC. This is relevant to the study's main goal, which is to learn how the demographics of Region III's workforce approach work-life balance.

This necessitates an understanding of how restaurant employees respond to work-related conditions. As a result, the purpose of this research is to look into it the significant relationship between

factors influencing restaurant employees' WLB, as well as to assess their WE and OC. That is why, a study about WLB, WE, and OC among Restaurant Employees in Central Luzon Region: Basis for Proposed Framework is conducted to provide a framework and strategies based on the study's findings

OBJECTIVES OF THE STUDY

This study aimed to assess the Work-Life Balance, Experience, and Organizational Commitment among Restaurant Employees in the Central Luzon Region.

Specifically, it aimed to assess the factors affecting work-life balance among restaurant employees in terms of individual, organizational, and environmental, to measure the restaurant employees' experience in terms of cognitive job insecurity, affective job insecurity, social loafing, turnover intention, co-worker support and to assess the organizational commitment among restaurant employees in terms of affective, continuance, and normative. This study would also test the significant relationship between factors affecting work-life balance, work experience, and organizational commitment. In the end, this study intended to propose a framework and strategies based on the result of the study.

MATERIALS AND METHODS

Research Design

The researcher used a descriptive design to collect the necessary quantitative data to develop a framework focused on factors affecting WLB, WE, and OC among restaurant employees in Central Luzon; Bulacan, Bataan, Aurora, Tarlac, Nueva Ecija, Pampanga, and Zambales.

According to Watson [5], Quantitative analysis is a term that refers to a collection of techniques for studying social phenomena using mathematical or computational evidence. It entails estimation and presupposes that the phenomenon under investigation can be quantified. It aims to look for patterns and relationships in data and to double-check the measurements made.

Considering the study of Bhandari [6], To understand ideas, thoughts, or perspectives, the qualitative analysis includes gathering and processing non-numerical data (e.g., text, video, or audio). It may be used to gain an in-depth understanding of a topic or to develop new research ideas.

Participants of the Study

According to Region 3, Department of Tourism, there were 44 accredited restaurants in Central Luzon with 671 employees. These restaurant employees in Central Luzon, including Bulacan, Bataan, Aurora, Tarlac, Nueva Ecija, Pampanga, and Zambales, are the major respondents of the study, regardless of their employment status if they are legitimately employed. Gender might be male, female, or LGBT+, and participants must be of legal age to authenticate the questions and for the researcher to assure the legitimacy of the results. Because the hospitality industry, particularly in the food and beverage section, requires a lot of time, commitment, and dedication to ensure guest satisfaction as the golden rule in providing services, the following respondents are the rightful people to share their experiences regarding work-life balance.

The respondents' work experience in an accredited restaurant in Central Luzon will help determine the most appropriate framework for the study, and the restaurant employees' organizational commitment, which is timely given the food industry's current pandemic caused by Covid 19, will provide additional information to round out the proposed framework.

To ensure the validity of the responses, the researcher coordinated with restaurants in Bulacan, Bataan, Aurora, Tarlac, Nueva Ecija, Pampanga, and Zambales of the Central Luzon Region identifying its employees to assess work-life balance in terms of individual, organization, and environmental. The work experience is based on cognitive and affective job security, social loafing, turnover intervention, and co-worker support. And lastly, the organizational commitment is based on affective, continuance, and normative which focuses on the trustworthy restaurant workers.

The researcher used the Raosoft Sample Size Calculator with a confidence level of 95% in determining the sample size. The computed sample size is 305 properly distributed to 44 Department of Tourism (DOT) accredited restaurants with 671 employees in Central Luzon. The Stratified Random Sampling with replacement method used were (65) Bulacan, (30) Bataan, (23) Aurora, (23) Tarlac, (10) Nueva Ecija, (114) Pampanga and (40) Zambales. The Replacement method was used to fill in those unavailable respondents for each province where those who declined to answer were replaced by those willing and able respondents in the same province.

Data Collection Instrument

This research utilized a four-part questionnaire and managed to seek approval of the main source of the instrument used.

The first part was about the profile of the respondents in terms of job classification, age, civil status, length of service, and gender. The second part made use of an adapted questionnaire to assess the individual, organizational, and environmental factors. [7]. The third part used an adapted questionnaire to restaurant employees' experience in terms of cognitive job insecurity, affective job insecurity, social loafing, turnover intention, co-worker support [8]. And the fourth part used an adapted questionnaire to assess the three dimensions of organizational commitment, namely affective, continuance, and normative [9].

The researcher was able to submit a permission letter for the instrument tool adaptation, which was accepted. Before being sent to the respondents, the modified questionnaire was validated by experts and put through a reliability examination.

The Pilot testing of the questionnaire was completed by a group of thirty (30) survey respondents. The data was collected by the researcher, and Cronbach-Alpha was used for SPSS tools. The findings were eligible in the reliability testing, in which the researcher prepared the questionnaire distribution. The researcher utilized google Forms for fast and easy data collection due to the current situation.

Data Gathering Procedure

The researcher followed the strict implementation of conducting the survey, interview, and observation.

To begin, the researcher transcribed letters, which were noted by the thesis advisor and accepted by the LPU-Batangas Graduate School Office of the Program Dean for the Department of Tourism.

To secure a copy of approved restaurants in Central Luzon, a letter was sent to the Department of Tourism, addressed to Mr. Erwin Tamayo, Accreditation and Inspection Officer of the DOT, Region III. Central Luzon. There were 44 restaurants and 671 employees on the list of accredited restaurants. Bulacan (5 restaurants with 81 employees), Bataan (5 restaurants with 66 employees), Aurora (5 restaurants and 41 employees), Tarlac (5 restaurants and 42 employees), Nueva Ecija (1 restaurant and 18 employees), Pampanga (19 restaurants and 312 employees) and last Zambales (4 restaurants and 111 employees).

Second, for the adaptation of test instruments, a letter of approval was sent to Dr. Pulhin, LPU Batangas, Department Chair of CAKO/HRA, and Dr. Gamze Eryilmaz, Associate Professor at Iskenderun Teknik University, where the submission was accepted.

Third, the 44 accredited restaurants in Central Luzon received the letter of request. The researcher was able to get responses through email while some emails were bounced, the researcher searched for the restaurant's Facebook page to contact them via phone calls and Facebook messages. Employees were given the google link included in the letter as managers/supervisors replied, and for other questions and requests, online interactive means of communication such as video call in Messenger, zoom link, google meet, and others were used. Concerning this virtual connection, the researcher was able to create a communication with the management to discuss the criterion standard necessary for those workers who would complete the questionnaire to check on respondents' credibility and authenticate their replies. To analyze and quantify its relevance with work-life balance, experience, and organizational commitment, demographic profiles must be accurately answered based on classification, age, civil status, length of service, and gender.

The data collection period began in March 2021 and ended in May 2021. The new pandemic condition has influenced the food industry. Even though the Department of Tourism (DOT) issued a list of accredited restaurants in Central Luzon; Bulacan, Bataan, Aurora, Tarlac, Nueve Ecija, Pampanga, and Zambales with a total of 671 employees, data collection proved difficult. Due to the researcher's efforts in engaging electronically with restaurant managers/supervisors, it became clear that some restaurants had closed, and others had been pressured to cut employee numbers, resulting in a decrease in the number of respondents. Most restaurant managers kept workers who had been with them for more than five years. Despite the bleak state of the food industry, the researchers' perseverance and persistence allowed for the collection of data, resulting in a total of 305 employees from Central Luzon's certified restaurants. The collected data was tallied, assessed using social scientific care and tools, and interpreted using the computed data and current literature and studies. A Statistical Adviser must verify and test the hypothesis and analysis of the results.

Data Analysis

In answering specified questions in the first chapter, and to test the hypotheses and facilitate the analyses of the data gathered through the survey questionnaire, appropriate statistical tools will be utilized, as follows:

The data gathered on the profile of the respondents, and the respondents' answers on the questionnaire were organized and presented using the frequency and percentage distribution methods. The percentage /frequency distribution was used to determine the percentage of the respondents.

To analyze the restaurant employee's differences of scores from the categories of demographic variables the researcher used the Chi-square test. The Chi-Square test is a statistical procedure used by researchers to examine the differences between categorical variables in the same population. It is also written as χ^2 test, which is a statistical hypothesis test that is valid to perform when the test statistic is chi-squared distributed under the null hypothesis.

To determine if there is a significant correlation between the ratings of the participants on the survey measuring the relationship between WLB, WE, and Organizational Commitment and OC among Restaurant Employees in the Central Luzon Region the researcher used the Pearson Product-Moment Correlation Coefficient (or Pearson correlation coefficient, for short). It is a measure of the strength of a linear association between two variables and it is denoted by r . The Pearson product-moment correlation attempts to draw a line of best fit through data of two variables, and the Pearson correlation coefficient, r , indicates how far away all these data points are to this line of best fit.

Through this method of analyzing data, the researcher was able to determine the respondents' responses or ratings in the three assessments and their significant correlation. The assessment is as follows; Assessment on the factors affecting work-life balance among restaurant employees in terms of individual, organizational, and environmental, Assessment on the measure of restaurant employees' experience in terms of cognitive job insecurity, affective job insecurity, social loafing, turnover intention, co-worker support, and lastly Assessment on the organizational commitment among restaurant employees in terms of affective, continuance, and normative.

Ethical Consideration

Before collecting data, the researcher was able to seek approval from the primary source of the

instruments used, as well as write letters to respondents and fill out consent forms. This is to guarantee that those who were participated were willing to engage and were well-informed about the study. The researcher assured the participants that any of their responses and identities that remained confidential were only to be used for this study. And lastly, the researcher ensured that the status of the respondents in terms of answering the survey questionnaire was not affected or put into jeopardy.

RESULTS AND DISCUSSION

Table 1

Assessment on work-life balance, Work experience and organizational commitment

Scale: 3.50-4.00: Strongly Agree (SA); 2.50-3.49: Agree (MA); 1.50-2.49: Disagree (D); 1.00-1.49: Strongly Disagree (SD)

Table 1 summarized all the composite means

Work Life Balance	CM	SD	VI	Rank
Individual Factors	3.61	0.40	SA	1
Organizational Factors	3.43	0.50	MA	2
Environmental Factors	2.58	0.80	MA	3
Cluster Mean	3.21	0.74	MA	
Work Experience				
Cognitive Job Insecurity	3.45	0.58	MA	2
Affective Job Insecurity	2.52	0.91	MA	3
Social Loafing	2.05	0.86	D	5
Turnover Intention	2.28	0.86	D	4
Co-workers Support	3.60	0.54	SA	1
Cluster Mean	3.05	0.98	MA	
Organizational Commitment				
Affective	3.05	0.54	MA	1
Continuance	2.89	0.56	MA	3
Normative	2.99	0.48	MA	2
Cluster Mean	2.98	0.53	MA	

among all three variables. It reveals that the cluster means for work-life balance (3.21) Work experience (3.05) while for organizational commitment (2.98)

Among the work-life balance, ranked highest is Individual factors (CM=3.61, SD=0.41) followed by organizational factors (CM=3.43, SD=0.50) and ranked least is the environmental factors (CM=2.58, SD0.80).

During the current pandemic, emotionally secure restaurant employees have been able to maintain a work-life balance. They were emotionally secure in the sense that they could create goals on their own. They were able to manage and decide on matters that both parties may benefit from to ensure that the restaurant continues its operation. During the data collection process, it was discovered that while some restaurants in Central Luzon had closed, the majority

were still operating and establishing goals to flex and survive. This will succeed is evidence of goal-oriented individuals. It is a benefit that more experienced restaurant employees are more likely to grasp the scenario since they are more mature and have dealt with a variety of conditions while still coping and setting objectives. Because of the pandemic's influence, restaurant employees were able to focus on a specific goal to establish their true purpose in life wherein at the end of it work-life balance is considered. This has been very noticeable in this generation where goal-oriented individuals are the ones making it to the top. Individual employee expectations of high Work-Life Balance (WLB) and sense of well-being have become vital for any business to ensure improved performance quality, particularly in this era of fierce competition and will for ones' business to survive. In addition, the characteristics of an individual's life are important determinants of their ability to maintain a balance between work and life.

According to Vyas and Shrivastava [10], individual variables impacting work-life balance include work orientation or the degree to which work is a primary emphasis in one's life, as well as psychological qualities such as the desire for accomplishment and a proclivity for work participation. Energy levels are usually ignored, even though they must be taken into account especially in the context of rising demand. They may be related issues such as work-life balance and endurance for coping with conflicting demands that are developing as a result of this increase.

On the other hand, environmental factors ranked the least in factors affecting the work-life balance. This does mean that social activities do not affect the work-life balance, it only proves how individual and organizational factors are deemed more influential. Employees in Central Luzon restaurants choose to be purpose-driven, and this mindset aligns with their motivation to work since they are motivated by their jobs and the organization/business itself. This will eventually lead to a greater rate of satisfaction and, as a result, a better work-life balance.

Furthermore, contemporary concerns such as global crises remain significant in work-life balance. People currently work multiple jobs to make ends meet to survive the economic slump. Balancing work and life is more difficult for someone with a big family and a low income. Aside from the fact that nothing in a pandemic crisis is permanent, and everything is subject to sudden change. As a result of this situation, an

unhealthy lifestyle develops, with no work-life balance. Work-life balance was shown to be significantly influenced by social supports and working circumstances [11].

Relatively, on the work experience, ranked highest is the co-worker's support (CM=3.60, SD=0.54) followed cognitive job insecurity (CM=3.45, SD=0.58), affective job insecurity (CM=2.52, SD=0.91), and ranked least is the turnover intention (CM=2.28, SD=0.86) and social loafing (CM=2.05, SD=0.86). The camaraderie, devotion, compassion, loyalty, and worker collaboration have all been put to the test throughout this pandemic. Restaurant employees, particularly in Central Luzon, work together to address the food industry's worst downturn. At times like this, employers and workers are ready to embrace and support one another in a way that allows them to make decisions that will affect them. Employees' affection and support allow them to construct a strong foundation for achieving their goals.

Despite this optimism, every restaurant employee's capacity to work was questioned, prompting them to either stay or search for work elsewhere. Some restaurants, particularly in Central Luzon, were forced to close, while the majority flexed their muscles to keep going. And within this, the reality that workers' experiences we're able to assist them in coming up with a consistent response to the present scenario opened the way for more committed workers. The determining element was the desire to continue in their professions because of their coworkers' teamwork and fondness for one another. This only shows how the working environment affects the work-life balance of the employees regardless of their job status. Work atmosphere with good friends with whom they can share their problems and issues, as well as the fact that social environmental factors such as demographics influence work-life balance.

Employees' WLB is influenced by perceived workplace support, perceived supervisory emotional support, perceived supervisory instrumental support, perceived coworker emotional support, and perceived familial support, according to the findings of research conducted [12]. The findings may aid managers, professionals, and researchers in gaining a better understanding of the sources of social support that drive work-life balance, as well as the indirect effect of WLB policies on the links between perceived social support sources and WLB.

However, even ranking the least, social loafing is still a factor that needs to be considered. Employers

in the restaurant business are aware that resources are constantly transferred because it is a service sector. Sharing tasks is the most efficient way to meet milestones and achieve the company's mission. Social loafing is a stumbling hurdle to the growth of a variety of companies. That is why, despite the pandemic problem, restaurant managers and employees try to work together to deliver standard products and services to the market. The aims for boosting productivity and employee happiness include quality service and collaboration among employees. Relevant research focusing on the essential factors that impact social loafing, on the other hand, is still missing. This professional experience is visible in a variety of ways. According to the findings, perceived organizational politics has a substantial influence on the connection between social loafing and self-concept in a related study.

The favorable association between POP, social loafing behavior, and self-concept are demonstrated in this study. Such knowledge may aid in the critical understanding of withdrawal work behavior and perceived organizational support variables, as well as the scientific task allocation method, feedback system, team orientation, individual differences, and job choice features. All businesses are concerned about productivity and employee satisfaction. This study paper provides companies and supervisors with insights into individual loafing attitudes, self-concept, and organizational politics, as well as recommendations for mitigating their impacts and boosting productivity and employee happiness [13].

Meanwhile for organizational commitment, ranked highest is the affective commitment (CM=3.05, SD=0.54) followed normative commitment (CM=2.99, SD=0.48), and ranked least is the continuance commitment (CM=2.89, SD=0.56).

The food sector, particularly in restaurants, is driven by the fact that some employees remain loyal not just because of the money, but also because of their commitment to remaining and helping the company stand out in the market. Perhaps an employee who is dedicated to the company will appreciate it more and remain devoted to its mission. This thought does not always come true since some other restaurant employees in Central Luzon are under the belief that they must not quit the company because the phrases "Utang na Loob" are somehow linked to it. To overcome such challenges, efforts have been made to establish a connection between employee attitudes and organizationally relevant behaviors. Organizational

engagement is one of the metrics that managers may use to evaluate employees' commitment to the company's goals. On top of it, affective commitment is described as a person's positive feelings toward and willingness to be emotionally attached to a company and among the dependent variables, work satisfaction has a clear positive relationship with organizational commitment. Harita, et al. [14] have performed a study to investigate if perceived organizational support may serve as a moderator in the relationship between emotional commitment and workplace agility. Using regression analysis, it was discovered that perceived organizational support was a positive moderator of the relationship between emotional commitment and workplace agility. According to the findings, management should encourage employees' emotional attachment, shared identification with the company, and involvement in the organization's operations, and management should assist people by providing supervisory assistance; reward and employment conditions; and perceived fairness.

On the other hand, the least in the ranking is the continuance commitment. The term "employees' intention to stay" is commonly used in the workplace. Administrators must recognize the value of their employees, not only motivating them to stay but also

discouraging them from looking for a better job elsewhere. It is not a smart idea to look for a new job these days. Those who still have worked are luckier than those who have lost the opportunity to earn a living and live the life they formerly did due to the Covid 19 Pandemic. Regardless of how bad the situation is, certain changes and revisions are almost certain, but having a job is still a need these days. It's not like it used to be when millennials could easily quit their employment and go for new opportunities. Job embeddedness, on the other hand, is a construct that considers the community and organizational dynamics that may keep employees on the job to explain why they chose to stay or quit.

As a result, the current study looked at the connection between off-the-job embeddedness, long-term commitment, and employee retention intentions. The fit and connections component of off-the-job embeddedness, organizational continuing commitment, and intention to remain were found to have a significant positive association in this study. These findings suggest that companies should consider off-the-job embeddedness relationships as well as a continuous organizational commitment when developing programs to impact members' intention to remain decisions [15].

Table 2
Correlation Matrix of Work Life Balance, Experience and Organizational Commitment

		Work Life Balance			Organizational Commitment		
		Ind	Org	Env	Affective	Continuance	Normative
Cognitive Job Insecurity	r-value	.462(**)	.488(**)	-.015	.367(**)	.188(**)	.261(**)
	p-value	.000	.000	.798	.000	.001	.000
Affective Job Insecurity	r-value	.041	.220(**)	.485(**)	.397(**)	.342(**)	.447(**)
	p-value	.475	.000	.000	.000	.000	.000
Social Loafing	r-value	.008	.112	.550(**)	.571(**)	.424(**)	.420(**)
	p-value	.891	.051	.000	.000	.000	.000
Turn Over Intention	r-value	-.089	-.024	.485(**)	.299(**)	.348(**)	.299(**)
	p-value	.120	.675	.000	.000	.000	.000
Co-worker Support	r-value	.312(**)	.303(**)	-	.139(*)	.160(**)	.235(**)
	p-value	.000	.000	.000	.015	.005	.000
Commitment Affective	r-value	.258(**)	.392(**)	.480(**)	1	.542(**)	.545(**)
	p-value	.000	.000	.000		.000	.000
Continuance	r-value	.224(**)	.325(**)	.336(**)	.542(**)	1	.592(**)
	p-value	.000	.000	.000	.000		.000
Normative	r-value	.227(**)	.382(**)	.389(**)	.545(**)	.592(**)	1
	p-value	.000	.000	.000	.000	.000	

*Significant at $p < .05$ (2-tailed); **Significant at $p < .01$ (2-tailed)

Table 2 presents the correlation among the results which denotes that work-life balance has a positive significance among variables about employee experience and organizational commitment.

Work-life balance is the study of how people manage their time at work and home, taking into account management relationships, family obligations, and other outside interests and hobbies. Employees at Central Luzon's restaurant said they believe in goal planning because it helps them make quick decisions. The learning goal leads to positive processes and results because the performance goal does not always lead to negative processes and outcomes. This concept simplifies work-life balance since employees still have a positive desire in continuing to work despite the pandemic scenario, which eliminates cognitive and emotional job insecurity because having a job is critical for providing stability. These guarantees are articulated in terms of satisfying needs at work to reduce employee turnover, as well as balancing life duties toward family, friends, and other social issues, all of which contribute to all workers' cognitive and affective security. Work-life balance is related to job happiness, and job security is essential in the workplace [16].

Related to this, let us take into consideration the result of this study which signifies low to moderate significance on work-life balance. According to Siddiqi [17], hourly workers in the food industry were the most impacted, losing the most hours and jobs (78 percent), followed by retail workers (68 percent). They've also helped to navigate the uncertainties around the reopening, from front-line service to quick shifts in hours. As a result, restaurant employees in Central Luzon have encountered some difficulties with social loafing, a practice in which employees attempt to avoid responsibilities by claiming to be tired, over fatigued, or overworked as a result of the changes brought about by the current situation, in which everyone and everything is subject to adjustments. Restaurants have a habit of dismissing some of their employees, making life more difficult for others who stayed since they were given additional duties and hours. As a corollary, work-life balance has suffered since it demands changes in how to balance work and personal commitments. Although task, logistical, and interpersonal issues had no direct beneficial influence on perceived social loafing, the effect of these many disagreements, conflicts, and unpleasant feelings on group/team was found to have direct and positive advantages. As employees positively try to retain on their jobs to have these securities of providing their needs the low moderate significance paved on the fact that being overworked, tired and fatigue affects their work life balance.

Another aspect was the fear of losing a job owing to a lack of work experience. The more work experience a person has, the more likely they are to keep their employment, which contributes to good cognitive and emotional security for all restaurant workers in Central Luzon. As they stick to their jobs, they prevent social loafing and turnover, and as they adjust to the changes brought on by the epidemic, they work together to offer coworkers assistance in the end. Economic uncertainty has this favorable link with job insecurity and identity disturbance, but a negative link with psychological well-being. Godinic, et al. [18], in which the endpoint still affects work-life balancer.

Changes were made, as they would have been during the 2020 pandemic outbreak, and if a person quits their job due to compensation changes, reduced working hours, or coworker conflict, all of these variables have an impact on the individual's work-life balance. The organizational dedication of some restaurant employees is tempered by some self-doubt about whether or not to stay on the job or search for a better one. Staying at work guarantees that their physiological needs are satisfied, not just for themselves but also for their families, resulting in optimism despite low to moderate significance doubts about work experience, which eventually affects organizational commitment.

A low to moderate positive significant relationship exists between work experience and organizational commitment as denoted by the computed R-values ranging from 0.139 to .571 with p-values less than 0.05 alpha level.

This signifies that those respondents with low-moderate work experience also have a positive level of organizational commitment. This contributes to the fact that restaurant personnel, particularly managers and supervisors in Central Luzon who have been with the firm for at least 5 years has this security and feeling of loyalty to the company. An employee's commitment to the organization where he works is determined by his level of piety, resilience, and feeling of responsibility [19]. Most especially in this current pandemic situation that makes things unpredictable, even though employees experience is the finest teacher it still denotes the feeling of unsecured. Unsecured in the sense that nothing is permeant in this time of catastrophe wherein the food industry was affected. The other side of it, referring to positivity of having these employees experience, especially in restaurants, creates cognitive job security, which somehow leads to decisions to stay in jobs longer because they are

thankful that they still have a job, comfortable, happier, and have more self-fulfillment, all of which contribute to effective job security. COVID19 has an impact on employees' perceptions of job security and increases managers' organizational commitment. Filimonau, Derqui, and Matute [20]. Another aspect that motivates employees is a sense of closeness among team members referring to coworkers' support and it is shown through task-sharing that despite this pandemic situation employees were able to understand the scheduling process and division of tasks. Everybody is adjusting to this new normal, and things were not the same that caused employees to think of turn over intention but the end part co-workers support covered these negative thoughts. It was assumed that coworker assistance had a good connection with job satisfaction and a negative association with work stress and the desire to leave. It emphasizes the need for organizations to realize the relevance of colleague support [21]. This sense of organizational support can help to prevent work-family conflict, job fatigue, and employee turnover. Employees like to make decisions that benefit everyone, and they become more understanding at key moments, preserving their loyalty to the company and organizational commitment based on their positive work experience.

Work satisfaction, job engagement, and perceived organizational support have a substantial positive and agreed impact on employees' organizational commitment through affective, continuance, and normative form commitment [22]. It is a new management technique that has piqued the curiosity of scholars, human resource management practitioners, and policymakers alike. While employment attitudes like work satisfaction and turnover intention have been connected to engagement, public management researchers have yet to investigate the influence of organizational images.

Based on the study of Bai and Liu [23], in the relationship between managerial decision and job engagement, the mediatory function of organizational identity and the moderating influence of person-organization value fit. According to the findings, employee career advancement has a significant positive impact on organizational identity and work engagement; employee management decisions have a large positive impact on organizational identity and work engagement; person-organization value fit positively affects the association between career advancement and organizational identification; organizational resourcing has a significant positive

impact on organizational identity and work engagement. Also, one of the most investigated subjects in the realm of organizational behavior is organizational commitment. The primary goal of this research is to see how job engagement, organizational learning, and work environment affect organizational commitment in the higher education sector. Employee engagement has a considerable beneficial effect on organizational commitment, according to the research.

The work environment was also discovered to have a strong positive impact on organizational commitment. Finally, the findings of this research revealed that organizational learning has a considerable positive impact on organizational commitment. These findings provide important insights and recommendations for higher education administrators seeking to learn how to improve organizational commitment among their employees through the implementation of effective human resource practices, which could lead to increased organizational competitiveness and performance [24].

Furthermore, a low positive significant relationship exists between organizational commitment and work-life balance as indicated by the computed R-values ranging from .224 to .480 with p-values of less than 0.01 alpha level.

This signifies that those respondents with organizational commitment are also those with work-life balance. Nowadays, the growing disparity between job and family life is a serious concern particularly since that pandemic crisis suddenly came out from the picture. The goal of this research is to investigate the link between employee work-life balance and organizational commitment.

Employees at Central Luzons' restaurant claimed that they believe in goal setting, which helps them make decisions more quickly. Having this thought makes work-life balance easier since they can work not just for money, but also for personal inspiration and professional fulfillment, taking into account various socio-political variables that have a significant impact on the industry. It's a good time to talk about the current pandemic that affects many industries right now that also greatly affects the employees' organizational commitment and how to maintain work-life balance.

Despite being a goal-oriented employee, someone who has these personal and professional aspirations for career satisfaction and adjustments to environmental factors, Central Luzon restaurant employees' deciding point for organizational

commitment is greatly influenced by environmental factors. The way these employees adhere to work-life balance is still influenced by the current situation. Fear of losing a job due to a lack of experience, compensation adjustments, and reduced working hours, as well as no overtime. All of this compensates for the significant losses that these restaurants experience. Some restaurant employees' organizational commitment is accompanied by a small proportion of self-doubt about whether to stay on the job or hunt for a better one. Staying on the work ensures that their physiological demands are met, not only for themselves but also for their family. Plus, if you're married, having a career is very important in this case.

On the other side, there is the question of whether the pay is sufficient to meet fundamental requirements and desires. The effective continuance and normative considerations that every employee must evaluate are now the subjects of organizational commitment. Do these jobs affectionately fill my requirements, is my desire to continue sufficient for a better life, and normative speaks for saying to your boss, "utang na loob," that in this time of crisis, a little understanding means a lot. And whichever option is taken, it has a significant impact on the work-life balance of people as well as organizational dedication.

According to Akter, et al. [25], the data show that a substantial majority of instructors feel that work-life balance improves their level of devotion to their organization. This study provides a clear response to the topic of how work-life balance affects employee loyalty to the business. Companies frequently believe that giving formal organizational assistance on work and family concerns would improve attitudes and behaviors, which will benefit the firm. Also, academics agree that implementing WLB methods improves organizational results and improves employee outcomes such as higher satisfaction and commitment, as well as reduces the likelihood of turnover.

In today's world, balancing work and life is a never-ending issue. Today's global marketplace necessitates unwavering "work-life commitment" in the form of conflicting professional responsibilities. In the context of an organization, maintaining a high level of work-life balance is critical to recruiting and retaining personnel. Professional-life balance is a well-studied topic that examines how effectively employees' work and personal lives are balanced. Because there is a paucity of literature on work-life balance in context, the study aims to delve deeper into the subject. Given the findings that work-life balance can lead to

beneficial organizational outcomes, businesses should place a greater emphasis on employee work-life balance and take steps to assist employees in balancing work and personal lives [26].

Meanwhile, these are a low positive correlation exists between individual factors and cognitive job insecurity ($r=.462, p<.01$) as well as co-worker support ($r=.312, p<.01$). A low positive correlation exists between organizational factors and cognitive job insecurity ($r=.488, p<.01$), affective job insecurity ($r=.220, p<.01$), and co-worker support ($r=.303, p<.01$). In addition, a moderate positive correlation exists between environmental factors and affective job insecurity ($r=.485, p<.01$), social loafing ($r=.550, p<.01$), and turnover intention ($r=.485, p<.01$). However, a low negative correlation exists between an environmental factor and co-worker support ($r=-.218, p<.01$).

This essentially means that such individual variables have nothing to do with cognitive job insecurity. Employees at a Central Luzon restaurant were considered as goal-oriented food servers. Even though the food sector is facing a problem as a result of the pandemic crisis, employees continue to have a low positive job-related aim that drives them to do their best with their knowledge, talents, and attitude. As a consequence of their positivity, restaurant staff feels emotionally comfortable, helping them to maintain a healthy work-life balance. This low positive correlation between the individual factor and cognitive job insecurity of employees made a strong sense of intuition for them to better able to cope with their own emotions and, as a result, better handle circumstances. This simply goes to show that work experience leads to more loyal workers. Employees may develop a better understanding of the company's goal as their experience grows. Working at restaurants for a long period instills a sense of responsibility for sticking to the restaurant's vision and processes. It aims to mastery of abilities and confidence in the face of adversity, maybe because experience is the best teacher.

Employees with greater experience, particularly in restaurants, want to stay in positions longer because they are more comfortable, happy, and self-satisfied. However, in the current situation, when the food business is facing a disaster because of limits imposed by the governing body to safeguard humankind, global restaurants are severely impacted. In terms of annual goal profit, their operation suffered the most significant decline. In this case, it showed that individual characteristics had a minor impact on

cognitive job security since, even if you have a goal in mind, the environment makes a difference. Staying in a job provides cognitive job security well beyond the reality of today's conditions, in which the restaurant's capacity to continue determining whether to keep or dismiss its employees.

The environmental element, on the other hand, has minimal impact on coworker support. Due to the existing scenario, there is a minimal negative connection between environmental factors and coworker support. The current predicament is echoed by the pandemic problem that has hit the food business. The restaurant employees still aspire for optimism via job cooperation, coworker support, and the bosses' determination that everyone will benefit. The current environment necessitates the development and implementation of HR management strategies aimed at attracting and keeping employees in the workplace since this generates human capital and is a critical success factor for businesses. This case study will look at a global business that is a leader in the technology and tourism industries and is significantly reliant on valuable human resources, and whose HR strategy aims to improve the firm's performance in the medium and long term through research, planning, and adaptation [27].

Accredited restaurants, especially in Central Luzon; Bulacan, Bataan, Aurora, Tarlac, Nueva Ecija, Pampanga, and Zambales, never cease fighting the food business battles such as conditions that obstruct their path to prosperity. As in the current circumstance, the COVID 19 has unexpectedly appeared not only in the Philippines but around the world.

As a result, restaurant owners, managers/supervisors, and staff were regarded to be stuck during a hot potato, attempting to survive this food industry disaster. This research was current since it validated the importance of workers' organizational commitment, work-life balance, and work experience.

The term "organizational commitment" refers to an employee's engagement with the company/business and has ramifications for deciding whether or not to continue or end a professional engagement with the firm. Work-life balance is examining how employees manage their time at and away from work, considering management relationships, family commitments, and other outside interests and hobbies. Finally, work experience refers to either a long or short period spent in the workplace to understand the needed standards, as well as the company's vision and goal.

However, if these restaurant employees have the knowledge, abilities, and desire to do certain duties, the company's vision, purpose, and values will be there, preventing them from quitting. When employers and workers recognize how important they are and how the firm meets their emotional, mental, and physical requirements, workers' organizational commitment to the business shines through.

Furthermore, at this time of epidemic, hunting for a new job is not a sensible move unless there are specific grounds for getting dismissed. Those who still have worked are luckier than those who have lost the opportunity to earn a living and live the life they formerly did due to the Covid 19 pandemic. There is a widening divide between work and family life, which is the most pressing worry of days. To whatever extent it would exist, positive work experiences generate a high degree of life-work balance and a higher rate of organizational commitment among restaurant employees, notably in Central Luzon.

Individual factors affecting work-life balance are directly connected to cognitive job insecurity. Employees in Central Luzon restaurants were classified as purpose-driven workers. Employees that have acquired learning objectives develop



As seen in the figure, organizational commitment, work-life balance, and work experience are connected. The hospitality business is regarded as one of the key sources of revenue that has aided in economic growth, and the food and beverage sector is a subset of this business that primarily meets the physiological needs of all people. With this concept comes the ability to provide great food items and services in a variety of ways, including hotels, food chains, cafeterias, casual and fine dining restaurants.

construction processes and outcomes, which lead to high-performance objectives. Employees should be able to use emotion to understand how they influence others and balance their personal and professional lives. In this period of severe competition and inevitable circumstances brought about by present events or situations, an employee with this objective and maturity toward work creates individual job performance effectiveness. Individuals learn to make decisions through self-efficacy, in which employees develop new skills that help them solve challenges and achieve work-life balance.

Workers' unique desire to achieve work-life balance is linked to their cognitive job insecurity, demonstrating that work experience leads to more committed employees. According to Sunyer, Sanchez & Pasamar [28] During the length of employment, employees develop a sense of security and trust that their specific requirements are being met, resulting in a positive link of joy and satisfaction in their work-life balance. The more satisfied an individual employee is physically, psychologically, financially, and emotionally the more they develop a good work-life balance, the more they commit to their profession for a longer amount of time to get more work experience.

Organizational Factors affecting work-life balance are directly connected to cognitive and affective job insecurity. Once the employees are inspired by the job and the organization itself, this will lead to a higher rate of satisfaction and eventually to a higher work-life balance. To increase employee career happiness and inspiration to the job, managers should provide good components of justice in the workplace such as equity, equality, and need. As soon as employees were able to handle stress and fully satisfied with the organizational support, job commitment is built which greatly affects employees' work-life balance since a positive effect on work performance completely engaged employees in day-to-day work and can perform better in their jobs. There is a positive relationship between engagement and employee performance leads to the fact that highly engaged workers are involved, committed, and absorbed. Highly motivated workers are more likely to be able to strike a healthy work-life balance.

When a person is secured with variables connected to organizational commitment, such as workplace security through programs enforced as organizational support, he or she becomes a well-motivated employee who is dedicated to excellent performance and job commitment. It has been

demonstrated that it has a strong link to cognitive job security, with work experience paving the path for more committed personnel. Working in restaurants for a long time instills a feeling of awareness in adhering to the restaurant's vision's expectations and procedures. It strives to mastery of skills and courage in the face of adversity, demonstrating that employee engagement leads to excellent individual and organizational outcomes [29]. The relationship between organizational commitment, cognitive, and affective job insecurity is demonstrated. Employees who have organizational commitment are supported by cognitive job security of keeping their jobs; the more experience employees gain, the more they understand the company's vision, which solidifies job engagement while the negative aspect of affective job insecurity employees has this feeling of fear of losing the job.

Environmental factors affecting work-life balance are directly connected to affective job insecurity, social loafing, and turnover intention. A work environment with excellent friends with whom they may communicate their problems and worries, as well as the fact that social-environmental variables such as demographics have an impact on work-life balance [30]. One of the most important technologies nowadays is mobile phones or communication devices, which account for a greater percentage of coming in touch with other people because of technological advancements. The prevalence of Information and Communication Technologies (ICTs) in work settings has transformed the way people behaved, and this has had a significant impact on their work-life balance.

In general, the three components are related; nevertheless, environmental circumstances have a significant impact on employee work-life balance, especially in the present pandemic scenario. Job security is in jeopardy, causing employees to wonder if they will keep their employment or be dismissed. Some behaviors demonstrating a feeling of social commitment, such as assisting coworkers with tasks, contributing to increased productivity, and participating in other collaborative activities, may also influence the likelihood of turnover. This just demonstrates how employees' emotional states influence their intention to leave the organization, particularly those who believe the organization's situation does not meet their needs.

Co-worker support is directly connected to work-life balance, in general, To stay up with industry trends, obstacles, and changes, the business itself needs a significant amount of time, compassion,

devotion, and hard work. Food managers/supervisors, as well as other employees/staff, must be skilled in problem-solving, product innovation, and providing outstanding service. Employee happiness and job stress are improved when there is teamwork and compassion for one another in the workplace. Support from coworkers was found to have a significant relationship with job satisfaction and the desire to leave.

This only goes to illustrate how important coworker support is for achieving work-life balance. Because of the employee's job satisfaction and completeness with their coworkers' responses, a positive relationship was built between the company, the employee, and their customers.

In the color of Psychology, Green is universally associated with nature, linked as it is to grass, plants, and trees. It also represents growth and renewal, being the color of spring and rebirth. With the challenges and difficulties that are complicated an employee or an individual who has survived this disaster, renewal/rebirth enters the picture, resulting in a healthy work-life balance that focuses based on fresh hope in the daily struggle.

Another association is "getting the green light" is to go ahead, giving it an association with acting. Work-life balance refers to the degree to which personal and professional activities are prioritized in an individual's life, as well as the extent to which work-related activities are prevalent at home. That is, there must be an acceptable balance of self-prioritize, family friendships, social commitments, and job commitments.

Green (and especially dark green) is also associated with money and so represents growth, harmony, and stability. Money, remuneration, and even incentives are all elements that influence an employee's decision to strike a healthier and more productive work-life balance. The continual effort of achieving a balance between one's job or profession and other parts or demands of life, such as family, leisure, and social duties, is known as work/life balance.

While Work Experience is in Orange since it is the color of enthusiasm and emotion. Orange exudes warmth and joy and is considered a fun color that provides emotional strength. It is optimistic and uplifting, adds spontaneity and positivity to life, and encourages social communication and creativity. It is a youthful and energetic color. Work experience is extremely important for personal and professional growth. It acts as a framework and a determining

element on how a person's excitement and emotion interact with their workplace.

In summary, Organizational commitment, work-life balance, and work experience are highly significant to the restaurant business and an integral part of each other. Restaurant employees in Central Luzon who are driven by purpose are most likely to achieve a healthier work-life balance. This allows them to be emotionally stable and be much committed to the vision of the company despite the current pandemic situation. This leads to a better career appreciation and decision which does not only aim for compensation but more on personal and professional satisfaction of still having a job. There will also be an adjustment to restaurants planning and marketing strategies to sustain the operation. It has been a rampant condition of making use of the technology. This serves as one of the main environmental factors that can highly affect the work-life balance of employees. Mobile Information Technology Devices can improve the work-life balance but if not utilized responsibly can also cause conflict in the work-life balance.

Work experience plays a vital role in addressing the cognitive job insecurity among restaurant employees in Central Luzon. Their experiences pave a stronger path for a better understanding of the policies of the company and align their purpose to the vision of the company. However, even with enough experience, many of the employees are still influenced by affective job insecurity whereas they become uncertain about their status in the company. Especially in the food industry, the global pandemic scares the employees that they might lose their job, and this can lead to a lower work-life balance. Emotional security among employees is found to be a key factor in maintaining a healthier work-life balance. This helps the restaurant employees become more proactive in dealing with various circumstances especially with the many concerns related to the pandemic the world is facing. This only shows how important character is in determining one's ability to maintain a balance between work and life. And, with this, the fact that restaurant workers' previous experiences may help them come up with a consistent reaction to the current situation paved the way for more committed employees, the desire to stay in their jobs because of their coworkers' collaboration and affection for one another was the deciding factor. This just demonstrates how the work-life balance is influenced by the working environment.

Organizational commitment has been found out to be a game-changer as well in determining the work-life balance among the employees. The food industry, particularly restaurants, is motivated by the reality that some employees stay loyal not just because of the money, but also because of their desire to stay and help the company stand out in the market. Perhaps a dedicated employee will value the organization more and remain committed to its goals which leads to a better work-life balance.

Work-life balance among employees can also be assessed by the employees' experience and organizational commitment when grouped according to the job position. It has been found out that employees regardless of the position shared the same view about the importance of work-life balance. Also, employees believe that the organizational factor applies to all where employees work not only for financial gain but also for personal fulfillment and professional happiness. However, results also imply that the higher the post, the higher the level of job security among employees which is also a factor in establishing a healthier work-life balance.

The study has found a correlation between work experience and organizational commitment, as similar in the study of Carabaran and Borbon [31] who suggests further improvement on flexible working hours and flexible working arrangements, to prioritize productivity over working hours, regular job performance evaluations, and the provision of childcare services. This signifies that those respondents with higher work experience have also higher levels of organizational commitment and cognitive and affective job security which further results in a healthier work-life balance of restaurant employees in Central Luzon.

CONCLUSION AND RECOMMENDATION

Work-Life balance has multiple factors to be addressed. The majority of the respondents are emotionally secured and inspired by the job and the organization itself which leads to a higher rate of satisfaction and eventually to higher work-life balance. The majority of the experienced restaurant employees were committed and has higher cognitive job security, lower affective job insecurity, positive response to social loafing, lower turn-over intention, and higher co-worker support. It can be concluded in the organizational commitment that the higher the position, the higher the organizational commitment; the higher the work experience, the higher the cognitive job security; and the longer the duration of rendered

service, the higher the work-life balance. In connection with the organizational commitment, it can also be concluded that the higher the position, the higher the organizational commitment; the higher the work experience, the higher the cognitive job security; and the longer the duration of rendered service, the higher the work-life balance. Researchers were able to propose a framework based on the result of the study.

For younger employees to be more engaged with the firm, employers may establish a more suitable atmosphere. Incorporate gender awareness into the company's rules and guidelines as well. Human Resources may address employee concerns to provide a sense of belonging for all workers, regardless of position or industry, and evaluate workers, particularly those who are already married, to improve their emotional aspects and contribute to work-life balance. Management may provide additional programs, learning, and development to help employees develop the skills they need for career advancement, job security, and collaboration amongst and among coworkers, independent of their job title, years of service, gender preference, or work performance. Conduct a further study on social loafing and its impact on employees, as well as other issues that may lead to poor work-life balance among food sector employees.

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