The Influence of Job Performance, Job Stress to Work-Life Balance among COVID-19 Frontliners

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ABSTRACT

Purpose: The main objective of this study is to determine if there are domains of job performance and job stress that significantly influence work-life balance among COVID-19 Frontliners in Tagum City.

Design/methodology/approach: This study used quantitative non-experimental research design utilizing correlational technique with a total sample size of 200 COVID-19 Frontliners selected through random sampling, data were collected through adopted survey questionnaire. The statistical tools used for data treatment in this study were mean, pearson-r and regression analysis.

Findings: The result showed a very high level of job performance, moderate level of job stress, and high level of work-life balance among COVID-19 Frontliners. Also, there is a significant relationship between job performance and work-life balance, and between job stress and work-life balance.

Practical implications: The domains of job performance and job stress that significantly predict work-life balance are task performance, having managerial responsibilities, and feeling poorly managed and resourced.

Originality/value: This paper is an original work.

Paper type: Research paper

Keyword: Human Resource Management, Job Performance, Job Stress, Work-life Balance, Philippines

I. INTRODUCTION

Work-life balance remains relevant to today's high-tech setting. It depicts adjusting oneself on a waver (one hand is for the job, the other is for individual time and family). And, harmonizing one's personal and professional life (Aslam, 2015); Bilal et al., 2010 Dave & Purohit, 2016 ; Jena & Pradhan, 2014; Karthik, 2013; Martinez et al., 2013; Naithani, 2010; Wolor Wiradendi et al., 2020).The value of work-life balance, contrarily, is to meet an individual's needs for wellbeing and self-fulfillment while resolving actual or possible disputes, respectively competing for priorities with their time and resources (Abbot, 2013; Cahill et al., 2015; Jais et al., 2015; Melin et al., 2014; Miller, 2011)At the same time, day-to-day management of a person's tasks and work outside of their job entails a sense of balance. Meanwhile, businesses focus on achieving work-life balance as part of their organizational culture related to their social obligations. Bilal et al., 2010; Chang et al., 2010 ; Darcy et al., 2012)

Two independent variables influence work-life balance: job performance and job stress. Job performance is a cumulative predicted benefit to an organization of distinct behavioral occurrences that a person carried out beyond a particular time frame. At the same time, work stress influences an individual's overall job performance. When a stressed person is at work or home, their performance at work suffers (Ali et al., 2011); Downes & Koekemoer, 2011 ; Motowidlo & Kell, 2012; Mulki & Jaramillo, 2011; Sturges, 2012).When job performance and job stress link to work-life balance, each one has a different effect on the other. It is where the time allocation for the positions responds to further personal goals and professional requirements to meet a wide

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variety of needs (Choi et al., 2020 ; Chopra & Kanji, 2010; Gamage & Herath, 2013; Naithani, 2010; Norhayati, 2012; Pandey, 2020; ten Brummelhuis & van der Lippe, 2010; Yuile et al., 2012).

The influence of job performance, job stress to work-life balance has been studied as per variable by numerous institutions in diverse year publications. Yet, amidst its common topics that address societal issues, the researchers acquire to unfold timely and significant gaps relevant to this continuous pandemic siege. In cognizance, the influence of job performance, job stress to work-life balance among COVID-19 frontliners in the recent occurring plague is life-threatening, specifically for Department of Transportation (DOTr), Department of Tourism (DOT), Department of Public Works and Highway (DPWH), Local Government Unit (LGUs), and Department of Health (DOH), require the foundation for the formulation of appropriate medication as well as feasible mitigation of issues throughout the existing and anticipated pandemics. Thus, a need to conduct the study.

A. Research Question

The main objective of the study is to determine if there are domains of job performance and job stress that significantly influence work-life balance. Further, it sought to answer the relationship of the following queries:
1. What is the level of job performance among COVID-19 Frontliners in terms of?
    a. task performance,
    b. contextual performance,
    c. adaptive performance.

2. What is the level of job stress among COVID-19 Frontliners in terms of?
    a. feeling overloaded and its effect on home life,
    b. dealing with patients' suffering,
    c. having managerial responsibilities,
    d. feeling poorly managed and resourced.

3. What is the level of work-life balance among COVID-19 Frontliners in terms of?
    a. flexible work arrangements,
    b. child and elder care options,
    c. employees' health and wellness programs,
    d. leave options,
    e. stress management.

1. Is there a significant relationship between job performance and work-life balance and job stress and work-life balance among COVID-19 Frontliners?
2. Is there domain of job performance that significantly influence work-life balance and is there a domain of job stress that significantly influence work-life balance among COVID-19 Frontliners?

B. Hypothesis

The null hypotheses were tested at a 0.05 level of significance which states that there is no significant relationship between job performance and work-life balance; and, there is no significant relationship between job stress and work-life balance; there is no domain of job performance that significantly influence work-life balance; and, there is no domain of job stress that significantly influence work-life balance among COVID-19 Frontliners.

This study was anchored on Cross-over Theory and Job Characteristics theory, Westman, (2002), cross-over theory refers to job stress experienced by an individual leading to another person's stress in the same social environment. It is a dyadic, inter-individual, inter-domain contagion, generating similar reactions in another individual. In other words, it is conceptualized as a process occurring from one individual at the workplace to their family at home. Also, Saavedra & Kwun, 2000), job characteristics theory suggests that job characteristics are stable aspects of the work environment that could influence the affective experience of work. Moreover, jobholders will experience a positive, self-generated affective 'kick' when they perform well, and this internal reinforcement serves as an incentive for continued good performance.

Significantly, Aruldoss et al., (2020) indicates that job stress is negatively related to work-life balance. Using a structural survey instrument that gathered data from 445 respondents in a cosmopolitan city in the southern part of India. As stated in the results, employees in the transportation sector, specifically bus drivers and conductors, feel high stress. However, these employees are still committed and satisfied with their job. Moreover, existing studies in western countries revealed no differences in the consequences of work-life balance in India.

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Lastly, Thevanes & Mangaleswaran.T, (2018)indicate that work-life balance positively and significantly affects job performance. Using a structured questionnaire that gathered data from 166 employees of selected private banks in the Batticaloa region of Sri Lanka was administered, stated in the results that despite its importance, banks practice several work-life balance to enhance the employee job performance as well as organizational performance. Furthermore, other equal conditions inside the firm can lead to better work-life balance.

C. Conceptual Framework

The conceptual framework of the study is presented in Figure 1. Job performance is used as an independent variable in this study, on which measures the following indicators: task performance refers to accomplishing job tasks, task volume, job effectiveness, professional qualifications, employment expertise, preserving expertise up to date, working at all levels and cleanly, strategizing and structuring, management, strategic planning, analytical thinking, verbal and written information exchange, evaluating and reporting resources; contextual performance refers to additional duties, hard work, leadership, optimism, recognition to responsibility, cleverness, work ethic, perseverance, determination, devotion, assertiveness, originality, working collaboratively with and assisting others, courteous, good communication, effective interpersonal, work engagement; adaptive performance refers to coming up with unique, creative ideas, adapting objectives and strategies to new environments, discovering new activities and advancements, becoming liberal and adaptable toward others, acknowledging other groups or societies, displaying adaptability, keeping calm, evaluating rapidly, and responding responsibly; counterproductive work behavior refers to off-task actions, taking too several or extra breaks, presenteeism, absenteeism, complaining, lateness, performing tasks inaccurately, collisions, belittling or chatting about workmates, arguing or disputing with coworkers, neglect for security, misapplying perks, provocation, stealing, stimulant use (Koopmans et al., 2011).

Job stress is also used as an independent variable in this study, on which measures the following indicators: feeling overloaded and its effect on home life refers to possessing an excessive general quantity of task, having competing demands on your time, such as patient care/management/research, interruption of your family situation due to working extra shifts, feeling under pressure to keep up, and have a dispute of obligations, disturbance of your family situation caused by taking documentation back to the house with you; dealing with patients' suffering refers to being engaged with clients' physical pain as well as their psychological pain; having managerial responsibilities refers to getting to bring in additional management roles, such as being willing to take responsibility for the wellbeing of other employees; feeling poorly managed and resourced refers to having insufficient employees do the ones duties successfully unsatisfactory system (e.g., materials, room for doing the work adequately), experiencing you have inadequate input into the administration of your unit/institution, doubts over the financial viability of your unit/institution, feeling your gathered expertise and capabilities are not being place to the best use, and experiencing challenges in relationships with managers (Graham et al., 1996).

Work-life balance is used as the dependent variable in this study, on which measures the following indicators: flexible work arrangements refer to employee freedom to select when they start working, where they work, and when they leave; child and elder care options refer to healthy children who live with the employee, whereas eldercare encompasses a wide range of services to address complex financial, housing, health, and legal challenges, which are frequently supplied at a distance from the employee; employees' health and wellness programs refer to measures to protect the physical health and emotional wellbeing of frontline workers; leave options refer to specifically paid leave or, in certain nations' long-from, a leave of absence, is an authorized extended absence from work for any cause endorsed by the employer; stress management refer to if you are frequently stressed, make lifestyle adjustments to reduce stress, prevent stress through self-care and meditation, and manage your attitude to high stress situations whenever they occur (Ganiyu et al., 2017).
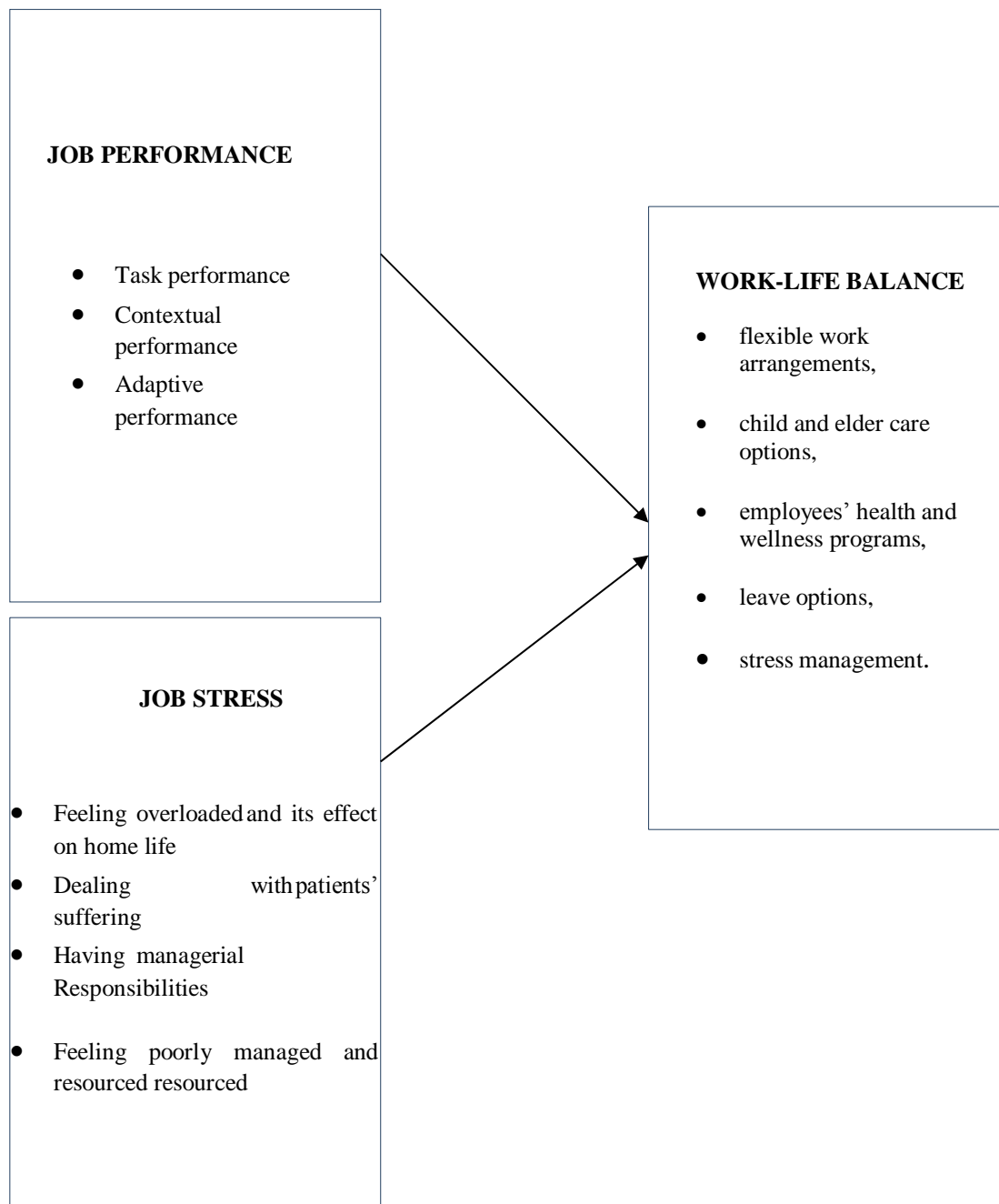
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JOB PERFORMANCE

- Task performance
- Contextual performance
- Adaptive performance

JOB STRESS

- Feeling overloaded and its effect on home life
- Dealing with patients' suffering
- Having managerial Responsibilities
- Feeling poorly managed and resourced resourced

WORK-LIFE BALANCE

- flexible work arrangements,
- child and elder care options,
- employees' health and wellness programs,
- leave options,
- stress management.

Figure 1. Conceptual Framework

II. METHOD

In this chapter, the researcher discusses the design of the study, the geographical location where the study will be conducted, the population and sample, and the instrument to be used to gather information, including measures used to preserve the instrument's accuracy and dependability.

A. Research Design

Quantitative non-experimental research design utilizing the correlation technique was used in this study. This investigation's focal point is on non-trial quantitative examination, which is a significant region of the

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probe for instructors because there are such vast numbers of essential yet non- manipulable free factors requiring further investigation in the field. In addition, correlational exploration includes gathering information to decide if, and how much, a relationship exists between at least two quantifiable factors and utilizing this relationship to make an expectation (Johnson, 2014).

This method determined the relationship among two or more variables. It sought to investigate the extent to which one or more relationships of some type exist: to collect data, including measures used to maintain the instrument's validity and dependability. It's also explanatory since the research concentrated on the current situation to discover new truths that may take on diverse forms in future generations. This study focuses on quantitative data about the phenomenon in question. The quantitative aspects are involved in collecting data to answer the questions concerning the current status of the subjects in the study and gathering data designed for the target to the respondent to answer the questions. The process of gathering the data is based on the questionnaire (Fraenkel, 2007).

B. Population and Sample

This study focuses only on a specific group of individuals; hence, random sampling was utilized in selecting the respondents. The subjects of the study were the COVID-19 Frontliners with a total respondent of 200 selected randomly, the study was conducted in Tagum City, Davao del Norte, Philippines. The following respondents – named as COVID-19 Frontliners and identified by Inter-Agency Task Force (in Resolution no. 17) were:

1. Department of Transportation (DOTr) lead the identification of maritime vessels that can serve as floating quarantine centers, in coordination with the DOH;
2. Department of Tourism (DOT) finalizes hotels and other similar establishments as quarantine facilities in every country region. DOT directed the Bureau of Quarantine to assess the adequacy of such facilities identified by the DOT;
3. Department of Public Works and Highway (DPWH), in cooperation with private entities, shall complete all the works necessary to convert the Philippine International Convention Center, World Trade Center, the Rizal Memorial Sports Complex, and such facilities as may be required, into full-functional quarantine facilities;
4. Local Government Unit (LGUs) finalize the identification and furbishing of Provincial, City, Municipal, and Barangay quarantine facilities following the guidelines issued by the DILG; and
5. Department of Health (DOH) Centers for Health Development and regional offices of the Department of the Interior and Local Government (DILG), Local Government Units (LGUs), including uniformed services, shall form composite teams who will serve as personnel in quarantine facilities operated by the national government and LGUs (World Health Organization, 2020).

Adaptive questionnaire was utilized in gathering the data. Moreover, the questionnaire will be modified and contextualized in the school setting, and question items will be simplified to the vernacular (language appropriate) for the respondents' understanding. Hence, the instrument contents herewith presented will be subject to the group of experts for validation.

C. Statistical Tools

The statistical tools that will be used in the study are the following:

Mean. This was utilized to determine the level of job stress and job performance and the work-life balance among the COVID-19 Frontliners.

Pearson-r. This was used to determine the significance of the relationship between job performance and work-life balance and job stress and work-life balance of COVID-19 Frontliners.

Regression Analysis. This statistical tool will be used to determine the influence of job stress, job performance on the work-life balance among COVID-19 Frontliners.

III. RESULTS

A. Level of Job Performance among COVID-19 Frontliners

Shown in Table 1 are the mean scores for the indicators of Job Performance among COVID-19 Frontliners, with an overall mean of 4.33 described as very high with a standard deviation of 0.52. It indicates that the response of most of the respondents in their task performance, contextual performance, and adaptive performance towards job performance is outstanding. The overall mean score indicated was obtained from the following calculated mean score, ordered from highest to lowest; 4.41 or very high for task performance with a

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standard deviation of 0.59; 4.30 or very high for contextual performance with a standard deviation of 0.63; 4.28 or very high for adaptive performance with a standard deviation of 0.52. Task performance got the highest mean as an indicator for job performance. This indicates that most COVID-19 Frontliners keep in mind the results of their performance and at work, keep the significant issues separate from the minor ones. Further, they also manage their plans at work to finish on time while setting job priorities as the primary goal, even taking time in completing tasks than intended.

Affirmative response towards contextual performance implies COVI-19 Frontliner's participation in job meetings and learning from others' feedback. Moreover, it highlights collaboration and communication with coworkers. Also, took an action if anything was needed to prepare and start new tasks after finishing the other. Lastly, adaptive performance has the lowest mean among the indicators of job performance. However, the mean is still described as very high. This could imply keeping up-to-date on expertise and competencies coping well with difficult situations and setbacks on the job. While recovering fast after COVID-19, Frontliners encounter difficulties and adjust to any changes at work. Thus, under control, any uncertain and unpredictable situations occurred at work.

Table 1. Level of Job Performance among COVID-19 Frontliners

Indicator	Mean	SD	Descriptive Level
Task performance	4.41	0.59	Very High
Contextual performance	4.30	0.63	Very High
Adaptive Performance	4.28	0.61	Very High
Overall	4.33	0.52	Very High

B. Level of Job Stress among COVID-19 Frontliners

Shown in Table 2 are the mean scores for the indicators of Job Stress among COVID-19 Frontliners, with an overall mean of 3.42 described as moderate with a standard deviation of 0.62. This moderately felt could be attributed to the rating given by the respondents in all indicators. This suggests that the participants' responses to Job Stress among COVID-19 Frontliners are moderately felt in the items feeling overloaded and its effects on home, and dealing with the patients' suffering. On the other hand, having managerial responsibilities and feeling poorly managed and resourced are respectively high. The cited overall mean score was the result gathered from the following calculated mean score, ordered from highest to lowest; 4.01 or high for having managerial responsibilities with a standard deviation of 0.70; 3.64 or high for feeling poorly managed and resourced with a standard deviation of 0.90; 3.11 or moderate for dealing with patients suffering from a standard deviation of 1.00; 2.93 or moderate for feeling overloaded and its effects on home with a standard deviation of 1.11.

Having managerial responsibilities got the highest mean as an indicator for job stress. This implies verifying information sources about COVID-19 updates, setting protocols in avoiding COVID-19 infections, and updates on new job policies. This could indicate reduced workloads or postponement in the timeline of task deliverables. Likewise, it explains encountered stress management on COVID-19 Frontliners job. Secondly, feeling poorly managed and resourced describes COVID-19 Frontliners disregard disinfection at the office and workplace toilet because of unavailable disinfectants. At the same time, provide face masks and disinfectant products for personal use due to lack of resources. And, importantly, follow policies to social distancing but due to poor management reduce physical meeting and workplace layout re-design for COVID-19 safety measures are poorly resourced. On the brighter side, inquire on policies for travel history, and the like ensures safety. The same goes with work at home but owing to a scarcity of office resources.

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Table 2. Level of Job Stress among COVID-19 Frontliners

Indicator	Mean	SD	Descriptive Level
Feeling overloaded and its effects on home	2.93	1.11	Moderate
Dealing with patients' suffering	3.11	1.00	Moderate
Having managerial responsibilities	4.01	0.70	High
Feeling poorly managed and resourced	3.64	0.90	High
Overall	3.42	0.62	Moderate

Dealing with patients' suffering has the lowest mean. But, the mean is still described as moderate. This could suggest excessive fear and worry about COVID-19 Frontliner's health and the health of their loved ones. Such as stigma on having back and neck discomfort and other types of persistent tension-related pain. Moreover, taking chances or indulging in a risky activity that is harmful to one's health and welfare may relate to feeling emotionally numb and trouble feeling hopeful; felt sadness, anger, or frustration because of unfounded fears of friends or loved ones from contracting the disease due to their job. Lastly, feeling overloaded and its effects on home has a lower mean. However, it is still categorized as moderate. This means that COVID-19 Frontliners find it hard to make decisions and experience breathing rapidly. Also, it indicates trouble in thinking clearly and thinking about problems repeatedly. In the end, have sleeping issues (e.g., difficulty falling asleep, difficulty staying asleep, difficulty waking up, nightmares, etc.).

C. Level of Work-life Balance among COVID-19 Frontliners

Shown in Table 3 are the mean scores for the indicators of Work-life Balance among COVID-19 Frontliners, with an overall mean of 3.97 described as high with a standard deviation of 0.67. The high level is directly due to the respondents' rating for all indicators. It implies that the responses of most of the respondents in their flexible work arrangement, child and eldercare options, employees' health and wellness programs, leave options, and stress management towards Work-life Balance among COVID-19 Frontliners are much evident. The cited overall mean score indicated was obtained from the following calculated mean score, ordered from highest to lowest; 4.20 or high for Flexible work arrangement with a standard deviation of 0.66; 4.02 or high for employees' health and wellness programs with a standard deviation of 0.86; 3.95 or high for child and elder care options with a standard deviation of 0.96; 3.92 or high for stress management with a standard deviation of 0.82; 3.76 or high for leave options with a standard deviation of 1.08.

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Table 3. Level of Work-life Balance among COVID-19 Frontliners

Indicator	Mean	SD	Descriptive Level
Flexible work arrangement	4.20	0.66	High
Child and elder care options	3.95	0.96	High
Employees' health and wellness programs	4.02	0.86	High
Leave options	3.76	1.08	High
Stress management	3.92	0.82	High
Overall	3.97	0.67	High

Flexible work arrangement got the highest mean as an indicator for Work-life Balance. It means balancing work commitments, focusing on one duty at a time due to flexible work arrangements, and attending to any family responsibilities without jeopardizing the job. Also, it brings work anywhere, influencing productivity. Meanwhile, explore responsibilities outside work without affecting any duties in the workplace. E*mployees' health and wellness programs* entail participation in training and development, ensuring health and wellness program. Moreover, attending employee assistance program offering health, legal, and bereavement support; comes from experiencing wellness checks whenever they have unannounced leave or absences. Likewise, participating company's health and wellness assessments include company employee vacations. Thus, incorporate the company's health and wellness program as part of COVID-19 Frontliners daily routine.

Child and elder care options are described as teaching children household chores and child's emotion and supporting academic needs; spending time for COVID-19 Frontliners child and investing care on elders. Significantly, ensuring elder's financial assistance**.** And live with elders to assist with health, housing, and related legal issues. S*tress management* is having available time for personal leisure activities. Doing physical activities like jogging, walking, etc., to mitigate stress; practice healthy diet plan and better sleep habits to control pressure. This includes performing meditation techniques to make diversions in a stressful environment. Such as using social media outlets and platformsto reduce stress**.** L*eave options* are the lowest mean. But, it is still identified as high. Concerning having self-quarantine leave; annual leave, this includessick leave; allowed to take leave of absence with pay; take leave credits whenever needed for taking care of child or parents who are affected or suspected of having COVID-19.

D. Correlation between Job Performance and Work-life
1. Balance among COVID-19 Frontliners

One of the main objectives of this study is to assess if there is a strong correlation between job performance and work-life balance among COVID-19 Frontliners. In determining the correlation between the two variables, Pearson-r was utilized. Shown in Table 4 are the results of the computations. The result displayed that job performance, and work-life balance generates an r-value of 0.604*, which is significant. This outcome is attributed to the p-value of <.001, which is below the significant level of 0.05. As a result, the null hypothesis stating no significant relationship between job performance and work-life balance is rejected. Furthermore, this implies that there is a relationship between these two variables.

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Table 4. Correlation between Job Performance and Work-life Balance among COVID-19 Frontliners

Variables	Mean	SD	r-value	p-value
Job Performance	4.33	0.52	0.604*	<.001
Work-life Balance	3.97	0.67		

*Significant at 0.05 level of significance

E. Correlation between Job Stress and
1. Work-life Balance among COVID-19 Frontliners

Another main purpose of this research is to see a relationship between job stress and work-life balance among COVID-19 Frontliners. Pearson-r was used to determine the correlation between variables. Results of the computations are shown in Table 5.

The result revealed that job stress and work-life balance generate an r- value of 0.335*, which is significant. This result is depicted to the p-value of<.0 01, lower than the 0.05 level of significance. As a result, the null hypothesis, stating no substantial correlation in both job stress and work-life balance, has been denied. Furthermore, this implies that there is a relationship between these two variables.

Table 5. Correlation between Job Stress and Work-life Balance among COVID-19 Frontliners

Variables	Mean	SD	r-value	p-value
Job Stress	3.42	0.62	0.335*	<.001
Work-life Balance	3.97	0.67		

*Significant at 0.05 level of significance

F. Regression Analysis on the Influence of Job Performance,
1. Job Stress on Work-life Balance among COVID-19 Frontliners

Table 6 shows the data for regression coefficient to test the significant influence of job p erformance, job stress on the work-life balance among COVID Frontliners in Tagum City. Using Linear Regression Analysis, the data revealed that the influence of job performance, job stress on Work-life Balance among COVID Frontliners in Tagum City has an F-ratio of 30.024and a corresponding p-value of <.001. The *task performance* has a standardized coefficient of 0.181* with a corresponding p-value of 0.015, meaning task performance significantly influences work-life balance among COVID-19 Frontliners since the probability value is less than the significance level 0.05. Also, *having managerial responsibilities* got a standardized coefficient of 0.258* with a corresponding p-value of <.001, which implies that having managerial responsibilities significantly influences work-life balance among COVID-19 Frontliners because the probability value is less than the level of significance 0.05. While *feeling poorly managed and resourced* has astandardized coefficient of 0.270* with a corresponding p-value of <.001, which states that feeling poorly managed and resourced significantly influences work-life balance among COVID-19 Frontliners the probability value is less than the level of significance 0.05.

On the other hand, the *contextual performance* has a standardized coefficient of 0.121 with a corresponding p-value of 0.086 which means that contextual performance does not influence work-life balance among COVID-19 Frontliners due to the probability value being greater than the level of significance 0.05. Also, *adaptive performance* got a standardized coefficient of 0.133 with a corresponding p-value of 0.058, which explains that adaptive performance does not influence work-life balance among COVID-19 Frontliners due to the probability value greater than the level of significance 0.05. Next, *feeling overloaded and its effect on home life* has a standardized coefficient of -0.064 with a corresponding p-value of 0.358, which stated that feeling overloaded and its effect on home life does not influence work-life balance among COVID-19 Frontliners due tothe probability value which is greater than the level of significance 0.05.Lastly, *dealing with patients' suffering* got a standardized coefficient of 0.043 with a corresponding p-value of 0.517, which means

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that dealing with patients' suffering does not influence work-life balance among COVID-19 Frontliners due to the probability value, which is greater than the level of significance 0.05. Overall, this means that among the domains of Job Performance and Job Stress, only "Task Performance," "Having managerial responsibilities," and "Feeling poorly managed and resourced" significantly influence Work-life Balance as these indicators got a p-value of less than the level of significance 0.05. Thus, the null hypothesis is rejected. The r^2 value of 0.523 stated that 52.3% of the work-life balance among COVID-19 Frontliners is influenced by job performance, job stress, while other factors influenced the remaining 47.7%.

Table 6. Regression Analysis on the Influence of Job Performance, JobStress on work-life Balance among COVID-19 Frontliners

Job Performance, Job Stress (Indicators)	B (Unstandardized coefficients)	B (Standardized coefficients)	t-value	p- value
Constant	0.183		0.570	0.569
Task Performance	0.205	0.181*	2,444	0.015
Contextual Performance	0.129	0.121	1.726	0.086
Adaptive Performance	0.146	0.133	1.907	0.058
Feeling overloaded and its effect on home life	-0.039	-0.064	-0.922	0.358
Dealing with patients' suffering	0.029	0.043	0.649	0.517
Having managerial responsibilities	0.248	0.258*	3.86	<.001
Feeling poorly managed and resourced	0.201	0.270*	4.421	<.001
Dependent Variable:		Work-life Balance		
R = 0.723		R² = 0.523		
F-ratio = 30.024		p-value <.001		

*Significant at 0.05 level of significance

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IV. DISCUSSION

In this chapter, the data on job performance, job stress to work-life balance among COVID Frontliners in Tagum City are presented. The discussions will be based on the findings presented in the previous chapter.

A. Level of Job Performance among COVID-19 Frontliners

The result shows that the respondents' level of job performance is very high. It signifies that their standpoint on job performance is outstanding. Further, it indicates that the COVID-19 Frontliners show favorable dispositions regarding their task performance, contextual performance, and adaptive performance towards job performance. This result corresponds to the indicator task performance. COVID-19 Frontliners want to achieve good results on their performance and constantly categorizing personal issues from work-related problems to maintain standardized outputs. Also, COVID-19 Frontliners plans ahead of time in finishing tasks as well as setting priorities beforehand. This would help oneself from taking longer time in performing such duties. Moreover, this relates to the preposition of Thevanes & Mangaleswaran.T, (2018), who revealed the importance of enhancing job performance as well as organizational performance.

B. Level of Job Stress among COVID-19 Frontliners

The outcome shows that the COVID-19 Frontliners moderately felt job stress. This also means that job stress is recognized. Besides, it implies that the COVID-19 Frontliners is moderately felt in *feeling overloaded and its effects on home,* and *dealing with the patients' suffering.* However, COVID-19 Frontliners shows high results in *having managerial responsibilities* and *feeling poorly managed and resourced.* This result is similar to the indicator feeling overloaded and its effects on home. COVID-19 Frontliners deals with difficult decisions day-today as part of their duties and responsibilities which exhausts a person to think clearly over its own problems. And, whenever this exhaustion occurs, it can create physical illnesses that might jeopardize one's health. Likewise, this result is parallel to the preposition of Aruldoss et al., (2020), explains employees' commitment and satisfaction to their job amidst job stress.

C. Level of Work-life Balance among COVID-19 Frontliners

The response level of work-life balance among COVID-19 Frontliners is high. This indicates that work-life balance is experienced. It means that the COVID-19 Frontliners is much evident in terms of *flexible work arrangement*, *child and eldercare options*, *employees' health and wellness programs*, *leave options*, and *stress management.* This result is identical to the indicator flexible work arrangement. COVID-19 Frontliners balance their work commitments because of their responsibilities both personal and work-related duties. It is also unlikely to explore responsibilities without affecting their duties in the workplace. Thus, creates the idea of flexible work arrangement that may help COVID Frontliners to bring their work anywhere influencing productivity and to ensure health safety. Furthermore, this relates to the preposition of Thevanes & Mangaleswaran.T, (2018), which equal conditions inside the firm can lead to better work-life balance.

D. Significant Relationship between Job Performance and Work-life balance

Based on the current findings of this study, there is a significant relationship between job performance and work-life balance among COVID-19 Frontliners. This explains job performance has a positive link to work-life balance, as shown in the data. This result was presented by the fact that job performance relies on the work execution depending on the requests of the work, the objectives and missions of the association, and convictions in the association about which practices are generally esteemed in where the employees exert better performance through his skills, effort, and knowledge with a stable relationship in his workplace.

Related to the significant relationship of job performance and work-life balance, this means that work-life balance is critical in determining employee task performance by improving work satisfaction, dedication, involvement, organizational commitment, and efficiency (Kumar et al., 2021; Kumari & Vasantha, 2019; Ruan et al., 2020). Therefore, to boost employee productivity, firms generally utilize efficient work-life balance supporting strategies like as telecommute, workweeks, flexible time, part-time employment, work hours, employment services, on-site childcare services, vacation programmers, and reduced work weeks (Chu et al., 2016; Mullen, 2015; Weinberg et al., 2010).

This result is related to the theory of Saavedra & Kwun, 2000), which states that COVID Frontliners job characteristics are stable aspects of the work environment that could influence the affective experience in their work. Moreover, COVID-19 Frontliners will experience a positive, self-generated affective 'kick' when they perform well, and this internal reinforcement serves as an incentive for continued good performance and work-life balance. Significant Relationship between Job Stress and Work-life Balance

Another result shows a significant relationship between job stress and work-life balance among COVID-19 Frontliners. This means that job stress, on the other hand, is a disconnection between a person and their

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surroundings. By principle, the greater the disparity between external pressures and capabilities, the more strain that individual is likely to experience. Prolonged stress may have an impact on institutions over workers' low job satisfaction, exhaustion, underperformance, or intention to leave, which causes work under incredible tension in light of a hefty responsibility, battling with death and biting the dust, between staff struggle, absence of assets, and insufficient training.

There is a significant relationship between job stress and work-life balance. This denotes family interruption, employment unpleasantness, and job stress had a positive effect on work-life balance, with job stress being the most significant of the three (Kumar et al., 2021); Kumari & Vasantha, 2019; Ruan et al., 2020). Further, Above that, firms must place a greater emphasis on developing, recognizing, and executing efficient work-life balance advocate policies to maintain and enhance employee satisfaction because job stress is often coming from putting the needs of others before their own and sometimes even before the needs of their families (Chu et al., 2016; Mullen, 2015; Weinberg et al., 2010).This result is significant to the theory of Westman, (2002), which explains that job stress experienced by an individual leading to another person's stress in the same social environment. It is a dyadic, inter-individual, inter-domain contagion, generating similar reactions in another individual. In other words, it is conceptualized as a process occurring from one individual at the workplace to their family at home.

E. Regression Analysis on the Influence of Job Performance, Job Stress on Work-life Balance among COVID-19 Frontliners

The regression coefficient tests the significant influence of overall job performance, job stress on the work-life balance among COVID-19 Frontliners. Using Linear Regression Analysis, the data show that the influence of job performance, job stress on the work-life balance among COVID-19 Frontliners has a significant influence. It tells that job performance significantly influences work-life balance since it substantially influences job stress. The overall result of the domains of Job Performance and Job Stress, only "Task Performance," "Having managerial responsibilities," and "Feeling poorly managed and resourced" significantly influence Work-life Balance. Thus, the null hypothesis is rejected. This means a significant relationship between job performance, job stress, and work-life balance among COVID-19 Frontliners at a 0.05 level of significance.

The previous section of the study stated that the computation on the significance of the relationship conformed to two theories as mentioned in the study. In this section, the significant influence of independent variables on the dependent variable could be discussed again, similar to the previous theories. This is true to the indicator task performance to work-life balance, the ability of COVID-19 Frontliners to carry out fundamental actions to their job obligations while adhering to the norms and regulations outlined in their job description (Koopmans et al., 2011; Nyashanu et al., 2020; World Health Organization, 2019).

The result of the study confirms having managerial responsibilities to work-life balance, which deliberately regardless of profession, COVID-19 Frontliners had to adjust their task and activities and establish a communication pattern to function in a timely and understandable manner (Ebrahimi et al., 2021; Palacios-Ceña et al., 2021; Schroeder et al., 2020), Also, the results relate to the indicator feeling poorly managed and resourced to work-life balance, which regards COVID-19 Frontliners as the first line of defense that need to be educated and adequately trained to deal with global or nationwide crises. Outcry on workplace safety is a priority by setting separation of living places, change of clothes, and taking a shower right after duty could aid to minimize anxiety among Frontliners in such a situation (Adams & Walls, 2020); (Bansal et al., 2020); Blake et al., 2020; Choi et al., 2020, 2020; Lu et al., 2020; Zhang et al., 2020).

F. Conclusion

Based on the findings of the study, the conclusion is shown in this section. The level of job performance is very high. The level of job stress is moderate. The level of work-life balance is high among COVID-19 Frontliners. Also, there is a significant relationship between job performance and work-life balance, and between job stress and work-life balance. The domains of job performance and job stress that significantly predict work-life balance are task performance, having managerial responsibilities, and feeling poorly managed and resourced.

RECOMMENDATIONS

Based on the findings and conclusion, the following recommendations are formulated: To elevate the level of work-life balance into very high level, researchers recommend the following: DOTr, DOT, DPWH, LGU, and DOH to conduct health and wellness programs to the COVID Frontliners. This may help boost employee morale without jeopardizing their well-being. Also, the DOTr, DOT, DPWH, LGU, and DOH may collaborate

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and create advance training designs to the management focusing on task performance, having managerial responsibilities, and feeling poorly managed and resourced may help in creating conducive working environment which is safe for the stakeholders.

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