

Organizational Commitment, Work Life Balance and Job Performance of Employees

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ABSTRACT

This study examined organizational commitment, work-life balance, and job performance among permanent employees in a City Government in Negros Occidental. Utilizing a descriptive-comparative design, the research surveyed 268 permanent employees across 22 departments. The majority were female, married, college graduates, rank-and-file employees, with 11–15 years of service. Findings revealed high commitment—led by affective commitment—moderate work-life balance, and very satisfactory job performance across all respondents. Comparative analysis showed no significant differences in organizational commitment by demographic profile, nor in job performance except when grouped by length of service. However, work-life balance significantly differed by age, sex, and length of service. Recommendations include implementing targeted work-life balance initiatives, flexible work arrangements, and wellness programs for specific demographic cohorts, establishing peer-mentorship networks utilizing long-serving personnel, periodic HR diagnostic assessments, and updating individual performance indicators under the SPMS to sustain high public service delivery.

Keywords: Organizational Commitment; Work-Life Balance; Job Performance; Public Sector Employees; Human Resource Management

INTRODUCTION

The Civil Service Commission (CSC) acknowledges the significance of effective human resource management and employee performance on the provision of efficient and responsive government service. In the context of the Strategic Performance Management System (SPMS), performance evaluation of government employees is conducted based on standards set forth to meet the needs and objectives of the organization. An important example of the said significance is the case of Local Government Units (LGUs) where employees provide administrative, technical, and front-line services, which all directly assist in the provision of public service.

There are important elements in connection with government employees such as organizational commitment, work-life balance, and job performance. Organizational commitment is characterized by attachment to the organization and a feeling of belonging or sense of responsibility. There are various forms of commitment, which are affective, continuance, and normative commitment, and contemporary studies on civil service categories have highlighted the importance of these elements (Jahan et al., 2022; Orpiada & Tamayo, 2024). Work-life balance looks at employee ability to balance job obligations with personal/family responsibilities, and relevant studies in the Philippines demonstrates the relevance of the above in relation to LGU employees (Concepcion et al., 2024). Job performance as a concept implies performance of work responsibilities and performance assessment based on performance standards. For the purposes of this study, job performance of the civil service employees was assessed using official performance data from the Human Resource Management Office (HRMO).

Although numerous studies have been conducted on organizational commitment, work-life balance, and job performance, there has been limited research that examines whether these variables differ across demographic

groups among permanent employees in Philippine local government units. Most previous studies have emphasized the relationship(s) or the predictive nature of these variables while failing to take into account differences in subgroups of employees affected by these conditions. This study addresses this gap by detailing the three variables as they apply to demographic groups in terms of age, sex, civil status, educational attainment, length of service, and position/rank. The study utilizes a descriptive-comparative design where the relationships between the variables will not be determined, but rather, the similarities and differences between the various demographic profiles will be identified.

METHODOLOGY

This study employed a descriptive-comparative research design to describe the levels of organizational commitment, work-life balance, and job performance among permanent employees of a City Government in Negros Occidental, and to compare these variables across demographic groups. The design was appropriate as it allowed systematic description and comparison without manipulation of variables.

The respondents were permanent employees occupying plantilla positions, selected because they have security of tenure and are evaluated using standardized performance measures. Job-order, contractual, and casual personnel were excluded due to differing employment arrangements. From a total population of 805 permanent employees, a sample of 268 respondents was determined using Slovin's formula (5% margin of error). Stratified random sampling with proportionate allocation ensured representation across all departments, followed by simple random sampling using lottery method for respondent selection per strata.

Data were collected using a researcher-developed questionnaire for organizational commitment and work-life balance, and official Employee Performance Commitment and Evaluation (EPCE) ratings for job performance. Organizational Commitment was measured through affective, continuance, and normative dimensions. Work-Life Balance was assessed through work-to-life interference, life-to-work interference, and personal growth/satisfaction. Job Performance was objectively measured using official EPCE ratings from the City Human Resource Management Office (CHRMO). The questionnaire underwent content validation using Lawshe's Content Validity Ratio (CVR), reviewed by five expert validators with relevant academic and professional backgrounds. Revisions were made based on their recommendations. Reliability was established through pilot testing, with Cronbach's alpha values exceeding the acceptable threshold (≥ 0.70), confirming internal consistency.

Formal approval was secured from the City Mayor, followed by coordination with the CHRMO for employee lists and performance records. Questionnaires were distributed using the drop-and-collect method, ensuring minimal disruption to office operations. Respondents were oriented, informed consent was obtained, and confidentiality was strictly observed.

Data were organized, tabulated, and analyzed using appropriate statistical tools. Frequency distribution and percentage were employed to describe the demographic profile of respondents in terms of age, sex, civil status, educational attainment, length of service, and position/rank. The mean and standard deviation were computed to determine the levels of organizational commitment, work-life balance, and job performance, respectively. Inferential statistics were applied to test differences across demographic groups: the Mann-Whitney U test was used for comparisons based on sex, while the Kruskal-Wallis test was utilized for age, civil status, educational attainment, length of service, and position/rank. When significant differences were detected, post-hoc pairwise comparisons were conducted to identify specific group differences. This systematic application of descriptive and non-parametric inferential tools ensured that the analyses were both appropriate to the data type and responsive to the study's objectives, thereby strengthening the validity of the findings.

RESULTS AND DISCUSSIONS

Profile of the Permanent City Government Employees

Table 1. Frequency and Percentage Distribution of the Respondents According to Profile.

Profile	Category	f	%
Age			
	26 – 35 years old	68	25.37
	36 – 45 years old	87	32.46
	46 – 55 years old	84	31.34
	56 years old and above	29	10.82
	Total	268	100.00
Sex			
	Male	104	38.81
	Female	164	61.19
	Total	268	100.00
Civil Status			
	Single	52	19.40
	Married	215	80.22
	Widowed	1	.37
	Total	268	100.00
Educational Attainment			
	High School	5	1.87
	Graduate/Vocational		
	College Graduate	246	91.79
	With Master's Units/Master's Degree	15	5.60
	With Doctorate	2	.75
	Units/Doctorate Degree		
	Total	268	100.00
Length of Service			

	Less than 5 years	43	16.04
	5 – 10 years	48	17.91
	11 – 15 years	94	35.07
	16 – 20 years	48	17.91
	21 years and above	35	13.06
	Total	268	100.00
Position/Rank			
	Rank-and-File (Clerical, Technical, Administrative Support)	248	92.54
	Supervisory / Middle Management (Section Head / Division Chiefs)	15	5.60
	Top Management (Department Head/Local Officials)	5	1.87
	Total	268	100.00

The results show that the highest percentage of respondents were ages 36-45 years (32.46%). Close behind are those within the age bracket of 46-55 years (31.34%). Persons between the ages of 26-35 years account for 25.37%. Individuals above the age 56 years and above were only 10.82%. The implication of this distribution is that the majority of the employees in the City Government are middle-aged persons who are presumably within their productive years and with great and substantial work-related experience. The lower representation of older employees could be due to retirement reasons or succession planning by the local government.

Among the respondents, females made up the highest percentage (61.19%) as compared to the males (38.81%). This is an indication of the increasing involvement and/or active participation of women in the public sector employment, especially since the administrative, technical as well as professional posts have become available to all persons notwithstanding their sex. The overwhelming representation of the female employees also confirms the commitment of the City to provision of equal employment opportunities and sex inclusiveness.

Most respondents were married (80.22%). The few respondents were single (19.40%) or widowed (0.37%). This indicates that the majority of the employees already have families that would affect their opinions of organizational commitment, work-life balance, and job security. Most married employees would be interested in job security because of financial and family obligations.

In terms of educational level, the majority of respondents are educated to college level (91.79%), while very few had master's degree (5.60%), PhD (0.75%), and vocational/high school education (1.87%). This implies that almost all employees in the City Government have appropriate education as per the needs of government jobs. The implication of proper education is that higher education provides employees with experiences in relation to

competencies.

The study also shows that 35.07 percent of respondents have been working for 11-15 years. This means that many respondents have gained organizational experience working in the organization. The respondents with the least number of work-related years were within a smaller group of respondents.

Finally, the large majority of the respondents were rank-and-file staff (92.54%). There was only 5.60 percent of them who belonged to the supervisory level while only 1.87 percent who belonged to the top management level. It follows that the majority of people working in the local government will usually be operational and frontline staff, serving the public directly.

Overall, the respondents represent an aged population of highly educated and experienced rank-and-file member of workforce, which provides a good basis for the evaluation of organizational commitment, work-life balance, and job performance of employees.

Level of Organizational Commitment of Employees

Table 2. Level of Organizational Commitment of the Employees in terms of Affective Commitment, Continuance Commitment and Normative Commitment.

Statements	Mean	SD	Interpretation
Affective Commitment	4.37	.39	Very High
1. I have a strong sense of personal belonging/connection with this City Government.	4.40	.65	Very High
2. I am proud to say to people outside the organization, "I work for this City Government."	4.53	.64	Very High
3. I care a lot for the fate and future of this City Government.	4.45	.59	Very High
4. I feel like the problems and issues that my department faces are my own.	4.13	.76	High
5. I would be very pleased to spend the rest of my career working with this City Government.	4.28	.71	Very High
6. I find my personal values strongly reflect the mission and vision of the City Government.	4.41	.73	Very High
7. I share in the achievement that the City Government receives.	4.39	.60	Very High
8. As an employee, I feel valued by the City Government.	4.37	.59	Very High
Continuance Commitment	3.84	.47	High
1. Right now, to continue to stay with the City Government is more of a necessity than desire.	3.97	.78	High
2. It would be really hard for me to leave my job, given the security and stability a plantilla of my current position provides.	4.03	.69	High

3. I feel that I don't have enough options to leave the City Government.	3.45	.99	High
4. If I leave this City Government now, I have too much to forgo in terms of benefits acquired from government, retirement tracks or steps.	3.81	.86	High
5. One of the consequences of leaving this City Government would be the lack of stable employment nearby.	3.79	.93	High
6. Leaving this City Government would significantly disrupt the stability and security that I have established for myself and family.	3.79	.78	High
7. I feel it is financially safe for myself and my family to stay with this City Government.	3.87	.76	High
8. I have put too much time and effort into building my career in this City Government to start over somewhere else.	3.97	.73	High
Normative Commitment	4.23	.44	Very High
1. I feel a strong moral responsibility to stay in this City Government.	4.37	.66	Very High
2. Even if it were financially rewarding to me, I feel that it is the right thing to stick with City Government and public service obligations at this time.	4.16	.71	High
3. I owe much of my professional growth to this City Government.	4.35	.69	Very High
4. I would feel guilty leaving this City Government at a time where my service is needed.	4.18	.66	High
5. I have a responsibility to remain loyal to this City Government.	4.33	.66	Very High
6. This City Government took me in, offered me security when I needed it, and I feel obliged to stay on and give back what I can.	4.18	.65	High
7. I stay on as a City Government employee simply because I feel a strong sense of obligation to its people as the constituents I serve through my position.	4.21	.71	Very High
8. Even if presented with a superior job offer, I feel that staying in my current job to fulfill my professional commitment is the right thing to do.	4.06	.74	High
Organizational Commitment as a Whole	4.15	.33	High

Legend:(4.21-5.0)-Very High;(3.41 – 4.20)-High;(2.61-3.40) Moderate (1.81 – 2.60)-Low;(1.00 – 1.80)-Very

Low

The table illustrates the organizational commitment of permanent employees in City Government in terms of three dimensions: affective commitment, continuance commitment, and normative commitment. The total mean of 4.15 indicates a high organizational commitment on the part of employees and suggests that employees have a high level of psychological attachment to the organization and a high level of loyalty.

In terms of the three dimensions, employees possess the highest mean in affective commitment ($M = 4.37$), which is interpreted as Very High. Employees are committed to the City Government mainly as they sincerely identify with the organization, accept its goals and objectives, and feel a sense of belongingness. The statement with the highest mean was "I am proud to say to people outside the organization, "I work for this City Government." ($M = 4.53$), which indicates that employees have pride in their commitment to work for the City Government. Additionally, employees rated positively the statements related to collective organizational achievements, acceptance of organizational values, and feeling valued. Hence, it can be concluded that employees of the City Government have developed emotional attachment to the City Government instead of simply maintaining employment for financial reasons.

The result indicates that employees' intrinsic motivation is the main factor contributing to their organizational performance since employees view themselves as important members of this organization. Emotional attachment is significant for government organizations since the quality of service depends not only on employee's professional competence but also on their desire to put discretionary efforts in serving the public. Employees possessing high levels of affective commitment are more likely to be engaged, to practice more citizenship behavior, and to be more enthusiastic about the attainment of organizational goals. This supports the model developed by Meyer and Allen which says that affective commitment is the most genuine and desirable commitment type because the employees do not remain in the organization due to obligation but due to the actual attachment to it. Recent studies also show that affective commitment influences positively the attitude of employees working in the company.

The second dimension is normative commitment which had the mean of 4.23 described as Very High. Employees have a strong feeling of moral obligation to stay in the organization (city government) and serve the people. Employees say that they are responsible for being loyal to the organization and admit that this organization has contributed effectively to their professional life. The latter means that employees see public servants not only as a source of income but also as a professional responsibility to the society.

Normative commitment is high thanks to a culture of public service which exists at local level. Employees feel responsible for the citizens due to the values of public service. The latest studies reported that motivational factors of public service and values of public service increased commitment levels of the government employees because they consider their job meaningful and important.

Continuance commitment has the lowest degree of measurement in the study ($M = 3.84$) but it is still high as well. The employees also realize the practical advantages of being employed in the government: job security, retirement benefits, career growth, financial stability. The most important index demonstrating this was the hardship associated with leaving due to the benefits provided to an employee by the government organization. It means that the employees realize that there are many economic and career costs that can be incurred due to leaving the organization.

Despite the fact that continuance commitment positively affects overall commitment of the employees, it has a lower rating than affective and normative commitment. Employees' commitment has more emotional than economic and career components. It is good because it means that emotional commitment will have more influence on the employees than that based on economic considerations. Such employees are extremely active in working and exhibit a lot of positive attitudes and emotions towards the organization and their profession. Nevertheless, another study carried out among the local government employees in the Philippines showed that affective commitment was the first commitment dimension indicating that emotional commitment was proved to be more important for employee retention than continuance commitment

Level of Work Life Balance of Permanent of Employees

Table 3. Level of Work-Life Balance of the Employees in terms of Work-to-Life Interference, Life-to-Work Interference, Personal Growth/Satisfaction.

Statements	Mean	SD	Interpretation
Work-to-Life Interference	2.61	.65	Moderate
1. I don't have enough time to spend with family and friends because of my job.	2.61	.91	Moderate
2. I take work home/outside office hours.	2.75	1.08	Moderate
3. I am too tired from work to have energy for my hobbies/enjoy time at home.	2.63	1.03	Moderate
4. I have to skip personal appointments/social/family events because of work.	2.70	1.10	Moderate
5. I check work email or think about work during the weekend and family down time.	2.43	.94	Low
6. My family/friends complain that I am away or unavailable too much because of my job.	2.47	.95	Low
7. I have to change personal/family plans frequently because of unexpected meetings/urgent tasks at the office.	2.62	.90	Moderate
8. I have difficulty separating my work life from my personal life.	2.65	.97	Moderate
Life-to-Work Interference	2.11	.61	Low
1. I get preoccupied with personal family matters while at the office.	2.23	.98	Low
2. My family duties make it hard for me to start work every day.	2.04	.88	Low
3. I can't focus on my work because of personal distractions.	2.00	.87	Low
4. I leave work sometimes for personal or family matters.	2.24	.88	Low
5. I'm too tired after personal/family matters to put as much energy into my work as I would like.	2.07	.85	Low
6. I get distracted by personal calls or family matters too often at work.	2.12	.78	Low
7. Personal stressors interfere with my ability to maintain my usual level of productivity at work.	2.15	.85	Low

8. I feel that running my house takes a lot of my energy which I needed for my job.	2.03	.83	Low
Personal Growth / Satisfaction	4.15	.55	High
1. My work provides me a sense of pride and accomplishment at the end of the day.	4.31	.61	Very High
2. My work with the city gives me enough free time for activities aimed at my personal growth and self-improvement.	4.01	.80	High
3. I feel successful as a good public servant in my official work duties, and I also feel fulfilled as a person outside of work.	4.31	.61	Very High
4. I have free time for regular exercise and healthy habits, and/or things that are good for my mind and soul.	3.81	.90	High
5. I am satisfied with the balance I currently have between my job and personal life.	4.13	.76	High
6. I feel very successful at learning new skills and hobbies outside of my actual workplace success.	4.12	.69	High
7. I feel a true sense of achievement being able to balance my career and my personal life.	4.15	.61	High
8. I feel personally fulfilled and satisfied with my growth and experiences while working in this City Government.	4.33	.63	Very High
Work-Life Balance as a Whole	2.95	.36	Moderate

Legend:(4.21-5.0)-Very High;(3.41 – 4.20)-High;(2.61-3.40) Moderate (1.81 – 2.60)-Low;(1.00 – 1.80)-Very Low

The results in table 3 show how work-life balance on the part of City Government employees is measured through three issues: the extent to which work interferes in life, life interferes in work, and personal growth and satisfaction. The overall average figure of 2.95 indicates moderate work-life balance, which implies that City Government workers achieve certain balance between the job responsibilities and life even though sometimes their work imposes demands that contribute to difficulties at the personal level.

Among the three dimensions, the highest average of 4.15 on the aspect Personal Growth and Satisfaction shows that City employees derive positive experience from their jobs because government employment has a considerable positive impact on the result of both professional and personal development. Respondents found their achievements and experience while working in the City Government enjoyable and fulfilling. The most popular reply to the question, “I feel personally fulfilled and satisfied with my growth and development while working in this City Government,” had the highest average of 4.33 among the city workers.

The obtained results show that City workers are able to achieve psychological well-being through their work and have no difficulties with the difficulties of public service. The concept of growth and satisfaction represents one of the major aspects of work-life balance because personal and professional lives become interconnected under the condition of individual ability to seek meaning, success, and satisfaction in the professional sphere while growing as an individual and continues to evolve outside work domain. Individuals who achieve personal satisfaction at work tend to be more resilient, enthusiastic, and dedicated to their organization’s success, which

helps them maintain high levels of well-being in the face of work pressures.

The dimension Work-to-Life Interference had a mean of 2.61, classified as Moderate. This means that jobs occasionally spill over into the home. Participants agreed moderately that they work from home, feel tired after work, put off personal activities due to work, and are unable to clearly differentiate between work and home life. However, lower ratings on weekend work-related activities and family complaints indicate that this form of interference has not been overly common.

The moderate rating for work-to-life interference relates to the nature of work in government where personnel may have times when they are required to work longer than usual as a result of implementation of programs, budget processes, submission of reports, or emergency situations in public service. Therefore, even though there may be times when responsibilities reduce time spent with family or engaged in leisure activities, it is clear from the data that this degree of interference is not excessive.

On the contrary, Life-to-Work Interference had the lowest mean rating ($M = 2.11$), which was interpreted as Low. This finding shows that personal or family issues typically have little or no influence on the job performance of the employee. Participants were usually against the idea that family responsibilities detracted from their performance at work or affected their productivity.

In addition, the low level of life-to-work interference indicates that respondents are skilled at effectively managing this situation. This is a critical finding in public organizations because continual performance of employees directly affects the quality of services delivered by the organization.

Looking at the findings in total, it is clear that there is a moderate amount of work-life balance among respondents. It appears that the positive aspects of personal growth/satisfaction balanced the moderate demands of the work environment. In addition, having a supportive work culture allows employees to thrive both personally and professionally. However, some areas of management could further facilitate work-life balance.

Level of Job Performance

Table 4. Level of Job Performance of Employees.

Level of Job Performance	f	Mean	SD	Interpretation
Outstanding	0			Very Satisfactory
Very Satisfactory	268	4.24	0.13	
Satisfactory	0			
Unsatisfactory	0			
Poor	0			
Total	268			

The results in Table 4 show that the 268 permanent employees obtained a grand mean of 4.24 ($SD = 0.13$), which corresponds to a Very Satisfactory level of job performance under the performance rating system used by the City Government. Notably, all respondents were classified within the Very Satisfactory category, while no respondent was rated Outstanding, Satisfactory, Unsatisfactory, or Poor. This distribution indicates a highly restricted range of observed performance ratings within the present sample.

Although the findings demonstrate that employees were consistently rated at a Very Satisfactory level, the complete concentration of ratings within a single category should be interpreted cautiously. The restricted variability may reflect not only consistently satisfactory employee performance but also characteristics of the

institutional performance appraisal process. In government organizations, performance ratings are commonly generated within structured performance management systems in which targets, performance indicators, expected outputs, and evaluation procedures are established in advance. Such standardization may contribute to clustering of ratings around the expected or acceptable performance level.

The very small standard deviation ($SD = 0.13$) further indicates restricted variability in the official performance ratings. This restriction is important when interpreting the subsequent comparative analyses because limited dispersion can reduce the statistical ability of an outcome measure to reveal differences between demographic groups. Consequently, the absence of statistically significant differences in job performance across age, sex, civil status, educational attainment, and position/rank should not necessarily be interpreted as evidence that these characteristics are universally unrelated to actual employee performance. Rather, the results indicate that no statistically significant differences were detected in the official performance ratings available for the respondents in this study.

Thus, the Very Satisfactory rating obtained by all respondents should be understood as a characteristic of the official performance data examined in this study rather than as definitive evidence that all employees performed at an equivalent level in every aspect of their work. The finding highlights the importance of considering the measurement characteristics of administrative performance data when interpreting employee performance in local government settings.

This high-performance baseline strongly mirrors previous empirical patterns documented within both local and international organizational literature. In the Philippine public sector context, these results align with the findings of David and Aloriza (2021), who observed that formal government performance appraisal systems routinely yield heavily clustered "Very Satisfactory" ratings due to the rigid institutionalization of key result areas.

This uniform performance outcome is primarily driven by the structural architecture of the Strategic Performance Management System (SPMS) mandated under Civil Service Commission (CSC) Memorandum Circular No. 6, s. 2012. The SPMS framework structurally prevents massive performance deficits by forcing an explicit, pre-negotiated alignment between an employee's individual daily targets and the overarching strategic commitments of the agency. Because the system requires regular milestones, active managerial coaching, and formal performance reviews, it effectively creates an institutional safety floor that pulls underperforming staff up to standard while keeping the entire workforce operating at a highly predictable, satisfactory level.

Difference in Organizational Commitment When Grouped According to Age

Table 5a. Difference in the Level of Organizational Commitment when Grouped According to Age

Age	Test Statistics (H)	p-value	Decision for H_0	Interpretation
26 – 35 years old	3.327	0.344	Failed to Reject H_0	Not Significant
36 – 45 years old				
46 – 55 years old				
56 years old and above				
Total				

Table 5a indicates that there is no significant difference in the level of organizational commitment among employees based on their age ($H = 3.327$, $p = .344$). Since the p-value obtained is more than 0.05, this means that the null hypothesis cannot be rejected. Thus, it seems that the different age groups of employees show the same level of commitment in terms of organizational commitment.

The finding suggests that age does not distinguish employees in terms of their emotional attachment, sense of

obligation, or willingness to remain with the organization. Regardless of age, employees work within the same organizational policies, leadership structures, performance expectations, and workplace environment, which may contribute to similar experiences of organizational commitment. In a local government setting, commitment may therefore be shaped more by shared organizational experiences and working conditions than by chronological age.

Recent studies provide support for the present finding. Divine et al. (2024) found no significant relationship between age and organizational commitment among employees, indicating that age alone may not adequately explain differences in employees' commitment. Similarly, Ayo et al. (2024) reported no statistically significant differences in organizational commitment across generational groups, suggesting that employees from different age cohorts may demonstrate comparable levels of commitment. In the Philippine local government context, Soriano (2021) also examined age as a demographic variable in relation to organizational commitment among LGU employees, highlighting the relevance of demographic comparisons in understanding commitment within government organizations.

The implication of the finding is that age alone does not distinguish the organizational commitment of the permanent employees in the present study. The comparable commitment levels across age groups suggest that common organizational policies, workplace experiences, and institutional conditions may provide a more consistent basis for employees' commitment than age.

Difference in Organizational Commitment When Grouped According to Sex

Table 5b. Difference in the Level of Organizational Commitment when Grouped According to Sex.

Sex	Test Statistics (H)	p-value	Decision for H_0	Interpretation
Male	7444.500	.079	Failed to Reject H_0	Not Significant
Female				
Total				

Table 6b showed that there was no significant difference between the levels of organizational commitment of employees based on sex ($U = 7444.500$, $p = .079$). The null hypothesis was accepted because the p-value was greater than the level of significance 0.05.

The finding suggests that sex does not distinguish employees in terms of their emotional attachment, sense of obligation, or willingness to remain with the organization. Both male and female employees work within the same organizational policies, workplace culture, leadership structure, and performance expectations, which may contribute to similar experiences of commitment. In public organizations, standardized personnel policies and equal employment practices may also provide employees with relatively similar opportunities to develop loyalty and commitment to the organization.

This finding is supported by recent research. Rampal et al. (2023), in their study of employees in India's thermal power sector, found that gender did not produce a significant variation in organizational commitment, indicating comparable commitment levels among male and female employees. Similarly, Adamchik and Sedlak (2024), using a nationwide survey of nearly 3,000 Polish employees, found that men and women demonstrated similar levels of organizational commitment after other relevant factors were considered, with the observed gender difference being trivial in practical terms. In the Philippine public-sector context, Futralan (2024) also found that gender did not significantly influence organizational commitment among employees of the Pag-IBIG Fund Zamboanga Branch.

Difference in Organizational Commitment According to Civil Status

Table 5c. Difference in the Level of Organizational Commitment when Grouped According to Civil Status.

Civil Status	Test Statistics (H)	p-value	Decision for H ₀	Interpretation
Single	.594	.743	Failed to Reject H ₀	Not Significant
Married				
Widowed				
Total				

Table 5c presents the difference in the level of organizational commitment when grouped according to Civil Status. The findings demonstrated that there was no notable difference in the organizational commitment of employees based on civil status ($H = .594$, $p = .743$). Therefore, the null hypothesis could not be rejected.

The finding suggests that whether employees are single, married, or widowed does not distinguish their level of attachment, loyalty, or sense of obligation toward the organization. Despite differences in family circumstances and personal responsibilities, employees are exposed to similar organizational policies, workplace expectations, leadership practices, and employment conditions. These shared organizational experiences may contribute to comparable levels of commitment across civil-status groups.

The finding is consistent with Bajrami et al. (2023), who examined demographic characteristics and organizational commitment among employees in Croatia and found no significant differences in organizational commitment according to marital status. Their findings suggest that demographic characteristics do not necessarily produce differences in organizational commitment and that the effects of demographic factors may vary across organizational contexts. A similar finding was reported by Callao (2022) among teachers in a Philippine public university, where the respondents' demographic characteristics, including civil status, were not significantly associated with their organizational commitment. However, contrasting evidence was reported by Futralan (2024) among employees of the Pag-IBIG Fund Zamboanga Branch, where civil status was found to significantly influence employees' assessment of organizational commitment.

The differing findings across studies indicate that the influence of civil status on organizational commitment may depend on the characteristics and conditions of the organization. In the present study, the absence of a significant difference suggests that organizational commitment among permanent City Government employees is relatively consistent across civil-status groups. This may indicate that shared workplace experiences and institutional conditions are more relevant to their commitment than civil status alone.

Difference in Organizational Commitment According to Educational Attainment

Table 5d. Difference in the Level of Organizational Commitment when Grouped According to Educational Attainment.

Educational Attainment	Test Statistics (H)	p-value	Decision for H ₀	Interpretation
High School	4.386	.223	Failed to Reject H ₀	Not Significant
Graduate/Vocational				
College Graduate				
With Master's				

Units/Master's Degree				
With Doctorate				
Units/Doctorate Degree				
Total				

In Table 5d, the finding indicated that educational attainment ($H = 4.386$, $p = .223$) has no impact on organizational commitment. Thus, null hypothesis was retained.

The finding suggests that educational attainment does not distinguish employees in terms of their emotional attachment, loyalty, sense of obligation, or willingness to remain with the organization. Although higher educational qualifications may provide employees with additional knowledge and skills, these qualifications do not necessarily translate into stronger or weaker attachment to the organization. Employees with different educational backgrounds are exposed to similar organizational policies, workplace expectations, leadership practices, and employment conditions, which may contribute to comparable levels of commitment.

The present finding is consistent with Callao (2022), who examined organizational commitment among teachers of Cebu Technological University and found that the respondents' demographic characteristics, including highest educational attainment, were not significantly associated with their organizational commitment. Similarly, the findings of Futralan (2024) provide a useful comparison from the Philippine public-sector context, although the result was different. Futralan reported that educational attainment significantly influenced employees' assessment of organizational commitment among Pag-IBIG Fund employees in Zamboanga. This difference suggests that the influence of educational attainment may vary according to the organizational setting, workforce characteristics, and employment conditions.

The implication of the present finding is that organizational commitment among the permanent employees in the City Government is relatively comparable across educational-attainment groups. Thus, higher educational attainment alone does not appear to distinguish the commitment levels of the employees in this study. Shared organizational experiences, workplace conditions, and institutional practices may provide a more common basis for commitment among employees regardless of their educational background.

Difference in Organizational Commitment According to Length of Service

Table 5e. Difference in the Level of Organizational Commitment when Grouped According to Length of Service.

Length of Service	Test Statistics (H)	p-value	Decision for H_0	Interpretation
Less than 5 years	7.099	.131	Failed to Reject H_0	Not Significant
5 – 10 years				
11 – 15 years				
16 – 20 years				
21 years and above				
Total				

The results indicated that the length of service had no statistically significant effect on organizational commitment ($H = 7.099$, $p = .131$). Since the p -value exceeds the alpha level of 0.05, the null hypothesis is accepted.

The finding suggests that employees with shorter service periods exhibit organizational commitment levels similar to those of employees who have served the organization for many years. Although longer service may provide employees with greater opportunities to develop organizational familiarity, workplace relationships, and a sense of belonging, the present results indicate that these experiences do not distinguish the commitment levels of employees across tenure groups. Employees may develop commitment through their day-to-day experiences with the organization regardless of the length of time they have served.

The finding is supported by recent research showing that organizational commitment is not necessarily determined by tenure alone. Divine et al. (2024) found that demographic characteristics, including age and length of service, did not consistently explain differences in organizational commitment among employees. Similarly, Bajrami et al. (2023) reported that demographic characteristics had limited influence on organizational commitment, emphasizing that employees' commitment may be shaped by broader organizational and workplace conditions. In the Philippine public-sector setting, Soriano (2021) examined organizational commitment among government employees in a local government unit and highlighted the importance of organizational and workplace conditions in understanding employees' commitment.

The implication of the finding is that length of service does not distinguish the organizational commitment of the permanent employees in the present study. The comparable commitment levels among employees with different tenure periods may indicate that the City Government provides relatively consistent organizational experiences and working conditions that support commitment among both newer and more experienced employees. However, this interpretation should be understood within the context of the present study and should not be taken to mean that tenure can never influence organizational commitment in other settings.

Difference in Organizational Commitment According to Position/Rank

Table 5f. Difference in the Level of Organizational Commitment when Grouped According to Position/ Rank.

Position/ Rank	Test Statistics (H)	p-value	Decision for H_0	Interpretation
Rank-and-File (Clerical, Technical, Administrative Support)	.178	.915	Failed to Reject H_0	Not Significant
Supervisory / Middle Management (Section Head / Division Chiefs)				
Top Management (Department Head/Local Officials)				
Total				

In Table 5f which is the difference in the level of organizational commitment when grouped according to position/ rank, it can be seen that no appreciable distinction in terms of organizational commitment depending on the employees' rank or level ($H = .178$, $p = .915$). Therefore, this gives us an indication that we should next consider the possibility of rejecting the null hypothesis.

The finding suggests that rank or organizational level does not distinguish employees in terms of their emotional attachment, loyalty, sense of obligation, or willingness to remain with the organization. Although rank-and-file, supervisory, and top-management employees differ in authority, decision-making responsibilities, and scope of duties, they may nevertheless experience similar organizational policies, values, workplace expectations, and institutional practices. These shared experiences may contribute to comparable levels of organizational commitment across organizational levels.

Recent research provides support for this finding. Divine et al. (2024) reported that demographic and employment characteristics did not consistently produce differences in organizational commitment, suggesting that employee commitment may be influenced by broader organizational experiences rather than by individual characteristics alone. Similarly, Bajrami et al. (2023) found that demographic characteristics had limited influence on organizational commitment, emphasizing the importance of organizational conditions in understanding employees' commitment. In the Philippine public-sector context, Futralan (2024) also examined organizational commitment among government employees and highlighted the relevance of organizational conditions and employee experiences in understanding commitment within a public-sector workplace.

The implication of the finding is that organizational commitment among the permanent employees in the present study is relatively comparable across position/rank groups. This may suggest that employees at different organizational levels experience a common institutional environment that provides similar opportunities to develop attachment and commitment to the City Government. However, the result should be interpreted only within the context of the present study and should not be taken to mean that position/rank can never be associated with organizational commitment in other organizations.

Difference in Work-Life Balance When Grouped According to Age

Table 6a. Difference in the Level of Work-Life Balance when Grouped According to Age.

Age	Test Statistics (H)	p-value	Decision for H_0	Interpretation
26 – 35 years old	10.211	.017	Reject H_0	Significant
36 – 45 years old				
46 – 55 years old				
56 years old and above				
Total				

The findings in Table 6a showed that the work-life balance level differed significantly among employees' age groups ($H = 10.211$, $p = .017$). The null hypothesis was rejected as the value of p was less than the significance level of 0.05. This means that people in different ages experience and perceive work-life balance differently.

The finding suggests that employees at different stages of adulthood may experience different challenges in managing work and personal responsibilities. Younger employees may be adjusting to career demands and establishing their professional roles, while older employees may have accumulated greater work experience and developed strategies for managing competing responsibilities. Differences in family responsibilities, personal

priorities, and familiarity with workplace demands may also contribute to variations in employees' perceptions of work-life balance.

Recent research supports the view that work-life balance can vary across different stages of employees' lives. Vaziri et al. (2022) found that individual and work-related characteristics contribute to differences in employees' experiences of work-family balance. Similarly, Brulin et al. (2022) emphasized that work-life interference and enrichment are influenced by employees' work and personal circumstances, which may change across different stages of life. These findings provide support for the present result that employees belonging to different age groups may experience work-life balance differently.

The result implies that age is an important grouping characteristic to consider when examining work-life balance among permanent City Government employees. Employee-support programs may therefore benefit from considering the differing needs and circumstances of employees at various stages of their careers. However, the present finding establishes a difference among age groups, not that age itself causes differences in work-life balance.

Table 6a.1. Pairwise Comparisons of Age

Age		Test-statistic	p-Value	Interpretation
26 – 35 years old	36 – 45 years old	-13.499	0.281	Not Significant
	46 – 55 years old	-14.311	0.257	Not Significant
	56 years old and above	-54.701	0.001	Significant
36 – 45 years old	46 – 55 years old	-0.811	0.945	Not Significant
	56 years old and above	-41.201	0.013	Significant
46 – 55 years old	56 years old and above	-40.39	0.015	Significant

The pairwise comparison analysis revealed age groups differences on work-life balance. The results indicated there was no significant difference between the ages of 26-35 and 36-45 ($p=.281$) and between ages 26-35 and 46-55 ($p=.257$). Also, there was no significant difference between the 36-45 and 46-55 age groups ($p=.945$). Thus, the results indicate that throughout all three age groups there is relatively similar level of work-life balance.

There was a significant difference between the age group 26-35 and age group 56 and older ($p=.001$), between age groups 36-45 and 56 and older ($p=.013$), and between age groups 46-55 and 56 and older ($p=.015$). Thus, employees who are 56 and older have more different understanding of their work-life balance in comparison to younger employees.

This may be due to the fact that employees who are getting close to their retirement age usually have less family responsibilities, many work experiences, and have established their routines that allow them to better cope different obligations. In contrast, the younger employees are trying to maintain their careers, parenting responsibilities, and payment obligations.

One possible explanation is that employees at later stages of their careers may have accumulated greater work experience and developed more established routines for managing work and personal responsibilities. In

contrast, younger employees may be simultaneously managing career development, family responsibilities, and other personal demands. These differences in life and career circumstances may contribute to variations in work-life balance across age groups. Importantly, however, the present study establishes differences between age groups rather than demonstrating that age itself causes better work-life balance.

The finding is consistent with recent research. Vaziri et al. (2022) found that personal and work-related characteristics contribute to differences in work-family balance, while Brulin et al. (2022) showed that work-life interference and enrichment are shaped by employees' work and personal circumstances. These findings support the possibility that employees at different stages of their working and personal lives may experience work-life balance differently.

The result suggests that work-life balance programs in the City Government may benefit from considering the differing circumstances of employees at various career and life stages. Support mechanisms may therefore be designed to address the particular work and personal demands experienced by younger, mid-career, and older employees.

Difference in Work-Life Balance When Grouped According to Sex

Table 6b. Difference in the Level of Work Life Balance when Grouped According to Sex.

Sex	Test Statistics (U)	p-value	Decision for H ₀	Interpretation
Male	7165.500	.027	Reject H ₀	Significant
Female				
Total				

Table 6b presents the difference in the level of work-life balance when grouped according to sex. The results of the analysis showed that when the data was divided into the groups based on sex, statistically significant difference between the levels of work-life balance can be observed ($U = 7165.500$, $p = .027$). Because the significance level computed ($p < 0.05$) is less than 0.05, the null hypothesis was rejected. This implies that the two groups of employees, male and female employees differ significantly in perception and experience of work-life balance.

The finding suggests that employees' experiences of balancing work and personal responsibilities may vary according to sex. Differences in family responsibilities, caregiving expectations, household duties, and other social and professional demands may contribute to these variations. However, the present finding should not be interpreted to mean that sex itself causes differences in work-life balance. Rather, the result indicates that the two sex groups in this study reported significantly different experiences of work-life balance.

Recent research provides support for the importance of examining sex differences in work-life experiences. Vaziri et al. (2022) found that individual and work-related characteristics are associated with differences in work-family balance, demonstrating that employees' personal circumstances and work conditions can shape their experiences of balance. Similarly, Brulin et al. (2022) emphasized that work-life interference and enrichment are influenced by the interaction between employees' work and personal circumstances. These findings provide a basis for considering differences in employees' personal and social circumstances when interpreting variations in work-life balance.

In the Philippine context, the finding may also reflect differences in family and caregiving expectations that employees experience outside the workplace. Such responsibilities may influence the amount of time, energy, and attention employees can devote to their personal and professional roles. Nevertheless, the present study does not directly measure family responsibilities or caregiving demands; therefore, these factors should be considered possible explanations rather than established causes of the observed difference.

The finding implies that the City Government may consider inclusive and flexible work-life support programs that respond to the differing circumstances of employees. Flexible work arrangements, wellness initiatives, family-support measures, and supportive supervisory practices may help employees manage competing work and personal responsibilities. Such interventions should be available based on employees' needs rather than assuming that all male or all female employees experience work-life balance in the same manner.

Difference in the Level of Work-Life Balance when Grouped According to Civil Status

Table 6c. Difference in the Level of Work-Life Balance when Grouped According to Civil Status.

Civil Status	Test Statistics (H)	p-value	Decision for H ₀	Interpretation
Single	1.508	.471	Failed to Reject H ₀	Not Significant
Married				
Widowed				
Total				

This finding in Table 6c that presents the difference in the level of work-life balance when grouped according to civil status indicates that single, married, and widowed employees experience relatively similar levels of work-life balance. Regardless of marital status, employees may encounter comparable workplace demands and organizational expectations that influence how they manage work and personal responsibilities.

The finding indicates that civil status does not distinguish the employees' reported experiences of balancing their work and personal responsibilities. Regardless of whether employees are single, married, or widowed, they may encounter similar workplace demands, organizational expectations, and work-related responsibilities. These common organizational experiences may contribute to comparable perceptions of work-life balance among the different civil-status groups.

Recent literature likewise emphasizes that work-life balance is influenced by a combination of personal and work-related circumstances rather than by a single demographic characteristic. Vaziri et al. (2022) found that work-family balance is associated with multiple personal and work-related factors, while Brulin et al. (2022) emphasized the importance of the interaction between work and non-work circumstances in shaping employees' experiences of work-life balance. These findings support the interpretation that civil status alone may not adequately explain differences in employees' work-life balance.

For the City Government, the finding suggests that existing work-life balance practices may be experienced relatively similarly by employees regardless of civil status. Thus, employee-support initiatives may be designed to be inclusive and responsive to individual needs, rather than based solely on whether an employee is single, married, or widowed. Flexible work arrangements, wellness programs, and supportive workplace practices may benefit employees across different civil-status groups.

Difference in Work-Life Balance According to Educational Attainment

Table 6d. Difference in the Level of Work Life Balance when Grouped According to Educational Attainment.

Educational Attainment	Test Statistics (H)	p-value	Decision for H ₀	Interpretation
High School	2.915	.405	Failed to	Not Significant

Graduate/Vocational			Reject H ₀	
College Graduate				
With Master's Units/Master's Degree				
With Doctorate Units/Doctorate Degree				

The findings in Table 6d which presents the difference in the level of work-life balance when Grouped According to Educational Attainment revealed no significant difference in work-life balance according to employees' educational attainment ($H = 2.915$, $p = .405$). Since the p-value is greater than the 0.05 level of significance, the null hypothesis was accepted. The finding suggests that educational attainment does not distinguish employees in terms of their reported ability to manage work and personal responsibilities. Although educational qualifications may influence professional knowledge, competencies, and opportunities for career advancement, they do not necessarily determine how employees experience balance between their work and personal lives. Employees with different educational backgrounds may still encounter similar workplace demands, organizational expectations, and working conditions within the City Government.

This interpretation is consistent with recent research emphasizing that work-life balance is shaped by multiple personal and organizational factors rather than by educational attainment alone. Vaziri et al. (2022) found that work-family balance is associated with a combination of individual and work-related characteristics. Similarly, Brulin et al. (2022) emphasized that employees' work-life experiences are influenced by the interaction between work demands, personal circumstances, and conditions surrounding employment. These findings support the present result that educational attainment alone may not adequately explain differences in work-life balance.

The finding implies that educational attainment does not appear to be a distinguishing factor in the work-life balance of the employees in this study. Therefore, the City Government may consider providing work-life balance initiatives that are accessible to employees regardless of educational background, while giving greater attention to actual work demands, personal circumstances, and organizational support.

Difference in Work-Life Balance When Grouped According to Length of Service

Table 6e. Difference in the Level of Work Life Balance when Grouped According to Length of Service.

Length of Service	Test Statistics (H)	p-value	Decision for H ₀	Interpretation
Less than 5 years	20.757	<.001	Reject H ₀	Significant
5 – 10 years				
11 – 15 years				
16 – 20 years				
21 years and above				

Table 6e presents the analysis of the difference in the level of work-life balance when grouped according to length of service revealed a significant difference in the level of work-life balance when employees were grouped

according to length of service ($H = 20.757, p < .001$). Since the computed p-value is lower than the 0.05 level of significance, the null hypothesis was rejected. This indicates that employees with different lengths of service reported significantly different levels of work-life balance.

The finding suggests that employees at different stages of organizational tenure may experience work and personal responsibilities differently. Employees with longer service may have greater familiarity with organizational procedures, established work routines, and accumulated experience in managing job demands. In contrast, employees with shorter service may still be adjusting to organizational expectations, workplace procedures, and their professional responsibilities. These differences may contribute to variations in how employees perceive and manage work-life balance.

The significant differences in work-life balance according to length of service warrant the development of career-stage-sensitive human resource interventions. Rather than implementing a single work-life balance program for all employees, the City Government may consider a differentiated employee wellness framework that recognizes the changing needs of personnel across stages of service.

The finding is supported by Padios et al. (2022), whose Philippine study examined work-life balance according to demographic characteristics, including length of service. Their findings showed that work-life balance differed across tenure groups, with shorter-tenured employees reporting higher work-life balance than longer-tenured employees. This demonstrates that the relationship between tenure and work-life balance may vary depending on employees' circumstances and organizational context.

Similarly, recent research emphasizes that work-life balance is shaped by employees' work experiences and the conditions surrounding their employment. Vaziri et al. (2022) found that work-family balance is associated with multiple personal and work-related characteristics, suggesting that employees' experiences may vary according to their circumstances.

The finding implies that the City Government may consider tenure-sensitive employee support programs, particularly orientation and mentoring for employees with shorter service and continuing development and wellness programs for longer-serving personnel. Such initiatives may help employees at different stages of service manage workplace demands while maintaining their personal well-being. However, the present result demonstrates a difference among tenure groups and does not establish that length of service itself causes differences in work-life balance.

Table 6e.1. Pairwise Comparison of Length of Service.

Length of Service		Test-statistic	p-value	Interpretation
Less than 5 years	5 – 10 years	-40.116	.014	Significant
	11 – 15 years	-6.449	.651	Not Significant
	16 – 20 years	-8.616	.596	Not Significant
	21 years and above	-62.938	<.001	Significant
5 – 10 years	11 – 15 years	33.667	.014	Significant
	16 – 20 years	31.500	.046	Significant
	21 years and above	-22.822	.185	Not Significant

11 – 15 years	16 – 20 years	-2.167	.875	Not Significant
	21 years and above	-56.489	<.001	Significant
16 – 20 years	21 years and above	-54.322	.002	Significant

The pairwise comparison analysis was conducted to identify which groups differed significantly in their level of work life balance after the overall test revealed a significant difference according to length of service. The findings showed that employees with less than five years of service differed significantly from those with 5–10 years ($p = .014$) and 21 years and above ($p < .001$). However, no significant differences were found between employees with less than five years of service and those with 11–15 years ($p = .651$) or 16–20 years ($p = .596$). Furthermore, employees with 5–10 years of service significantly differed from those with 11–15 years ($p = .014$) and 16–20 years ($p = .046$), while no significant difference was observed between employees with 5–10 years and 21 years and above ($p = .185$). Likewise, employees with 11–15 years of service differed significantly from those with 21 years and above ($p < .001$), whereas no significant difference was found between employees with 11–15 years and 16–20 years ($p = .875$). Finally, employees with 16–20 years of service also significantly differed from those with 21 years and above ($p = .002$).

Overall, the results indicate that the 21-years-and-above group was the most consistently different group when compared with employees in the other tenure categories. This pattern may reflect differences in employees' accumulated organizational experience, familiarity with workplace procedures, established routines, and adaptation to organizational demands. In contrast, employees with shorter or mid-range tenure may still be adjusting to changing responsibilities and developing strategies for managing competing work and personal demands.

This interpretation is consistent with Padios et al. (2022), who found that work-life balance can vary according to employees' length of service. Their findings demonstrate that tenure is a relevant characteristic to consider when examining employees' experiences of balancing work and personal responsibilities. Similarly, Vaziri et al. (2022) emphasized that work-family balance is shaped by multiple personal and work-related characteristics, suggesting that employees' experiences may differ according to their employment circumstances.

The findings suggest that the City Government may consider different work-life balance interventions according to employees' stages of service. Newly hired and shorter-tenured employees may benefit from structured orientation, mentoring, and adjustment support, while longer-serving employees may benefit from wellness, career development, and programs that sustain their well-being throughout later stages of employment.

Difference in Work-Life Balance When Grouped According to Position/Rank

Table 6f. Difference in the Level of Work Life Balance when Grouped According to Position/ Rank.

Position/ Rank	Test Statistics (H)	p-value	Decision for H_0	Interpretation
Rank-and-File (Clerical, Technical, Administrative Support)	1.499	.473	Failed to Reject H_0	Not Significant
Supervisory / Middle Management (Section Head / Division				

Chiefs)				
Top Management				
(Department Head/Local Officials)				

Table 6f presents the difference in the level of work-life balance when employees are grouped according to position/rank. The results showed no significant difference in work-life balance according to position/rank ($H = 1.499$, $p = .473$). Since the p -value is greater than the .05 level of significance, the null hypothesis is not rejected. This indicates that rank-and-file, supervisory or middle-management, and top-management employees reported relatively similar levels of work-life balance.

The finding suggests that organizational position does not distinguish employees in terms of their reported ability to manage work and personal responsibilities. Although employees in higher positions may have greater decision-making responsibilities, they may also have greater autonomy and control over their work. Conversely, rank-and-file employees may have fewer managerial responsibilities but may experience different operational demands. These circumstances may contribute to comparable levels of work-life balance across organizational levels.

Recent studies emphasize the importance of organizational support, job autonomy, and workplace practices in shaping employees' work-life experiences. Liu et al. (2023) found that job autonomy and work-life balance are important job resources in the workplace, while Medina-Garrido et al. (2023) reported that organizational support and work-family policies contribute to employee well-being. Koon (2022) likewise found that employees and managers may have different perceptions of work-life balance practices, although overall perceptions can remain relatively consistent across organizational levels.

The finding implies that position/rank is not a distinguishing factor in the work life balance of the employees in this study. The City Government may therefore continue providing inclusive wellness programs, supportive supervision, workload management, and flexible work arrangements, where feasible, to employees across organizational levels. The result should be interpreted as a difference test only and not as evidence that position/rank has no influence on work-life balance in all organizational settings.

Difference in Job Performance When Grouped According to Age

Table 7a. Difference in Job Performance When Grouped According to Age.

Age	Test Statistics (H)	p-value	Decision for H_0	Interpretation
26 – 35 years old	2.753	.431	Failed to Reject H_0	Not Significant
36 – 45 years old				
46 – 55 years old				
56 years old and above				

The table presents the difference in the level of job performance when grouped according to age. Applying the comparative phase of the research design, the workforce was segmented into chronological brackets to determine if age functions as a differentiating factor in workplace productivity. The comparative analysis executed via the Kruskal-Wallis test for Age yielded a test statistic (H) of 2.753 with an associated p -value of .431. Because this computed p -value comfortably exceeds the conventional alpha significance threshold of .05, the study fails to

reject the null hypothesis. This mathematically proves that there is no statistically significant comparative difference in the job performance of employees when they are grouped according to age.

The analysis of this non-significant comparative finding demonstrates that core job performance remains remarkably stable and uniform across all generational cohorts. From a comparative standpoint, individual factors such as physical aging, shifting generational work ethics, or comfort levels with newer workplace technologies do not introduce variance between the groups. A younger worker in their late twenties executes their mandated targets with the same statistical efficiency as a late-career employee preparing for retirement, proving that the organization's operational outputs are insulated from generational differences.

Furthermore, the absence of a statistically significant difference in official job performance ratings across age groups indicates that no detectable difference was found in the administrative performance assessments of the respondents in the present sample. This finding should not be interpreted as evidence that age has no relevance to employee performance in other organizational settings. Given the highly restricted range of the performance ratings, the capacity of the measure to detect between-group differences may have been constrained. The result is therefore best understood within the context of the institutional performance appraisal system and the characteristics of the available performance data.

The absence of a significant difference in job performance across age groups is consistent with recent research indicating that age alone does not necessarily distinguish employee performance. Beier et al. (2022) noted that evidence generally shows no significant relationship between age and core task performance, suggesting that employees can maintain effective performance across different stages of their working lives. Similarly, Guzzo et al. (2022), through a meta-analysis of work-unit performance, found that age had no significant effect on work-unit performance after accounting for other factors, whereas accumulated organizational tenure showed a more positive association with performance.

The underlying cause for this widespread statistical equivalence across age groups is the rigid, merit-based structural design of the civil service framework. Under the guidelines of the Civil Service Commission, public sector personnel are managed through uniform qualification standards, standardized position descriptions, and universal performance indicators. When supervisors evaluate their staff under these strict parameters, they are explicitly required to grade documented outputs, timelines, and verifiable behavioral competencies rather than subjective individual traits. This institutional insulation ensures that the final performance ratings reflect actual task completion, thereby neutralizing the potential confounding impacts of an employee's age.

Difference in Job Performance When Grouped According to Sex

Table 7b. Difference in Job Performance when Grouped According to Sex.

Sex	Test Statistics (U)	p-value	Decision for H ₀	Interpretation
Male	8404.500	.842	Failed to Reject H ₀	Not
Female				Significant

Table 7b presents the difference in job performance when employees are grouped according to sex. The Mann–Whitney U test yielded $U = 8,404.500$, $p = .842$. Since the p-value is greater than the .05 level of significance, the null hypothesis is not rejected. This indicates that there is no significant difference in job performance between male and female employees.

The finding suggests that male and female employees demonstrated comparable levels of job performance based on their official performance ratings. This similarity may be associated with the use of established performance standards and position-specific expectations in evaluating government employees. Recent research likewise indicates that employee performance is influenced by workplace and job-related conditions, rather than demographic characteristics alone. Vanhove et al. (2023), for example, found that sex-based differences in assessment ratings can vary depending on assessment conditions and contextual factors.

Thus, the present finding suggests that sex does not distinguish the job performance ratings of employees in the City Government. The result may reflect the application of common performance expectations to employees according to their respective duties and responsibilities. However, the finding should be interpreted only within the context of the present study and does not imply that sex can never be associated with performance differences in other organizational settings.

Difference in Job Performance When Grouped According to Civil Status

Table 7c. Difference in Job Performance when Grouped According to Civil Status.

Civil Status	Test Statistics (H)	p-value	Decision for H ₀	Interpretation
Single	1.648	.439	Failed to Reject H ₀	Not Significant
Married				
Widowed				
Total				

Table 7c presents the difference in the level of job performance when employees are grouped according to civil status. The Kruskal–Wallis test yielded $H = 1.648$, $p = .439$. Since the p-value is greater than the .05 level of significance, the null hypothesis is not rejected. This indicates that there is no significant difference in job performance among single, married, and widowed employees.

The finding suggests that civil status does not distinguish the job performance of the employees in the present study. Although employees may have different family responsibilities and personal circumstances, these differences did not result in statistically different performance ratings. This may indicate that employees are able to fulfill their assigned duties and responsibilities despite variations in their personal or family situations.

Recent research provides a more nuanced view of this demographic factor. Yan et al. (2022) found that marital status may influence the relationship between work-family experiences and job performance, particularly when employees experience different levels of family-related demands. However, such findings do not necessarily mean that marital status directly determines performance. Similarly, research among employees in Vietnam examined marital status as a demographic factor in relation to job performance, demonstrating the importance of considering demographic characteristics within their specific organizational context.

In the present study, the absence of a significant difference may be associated with the standardized nature of government work, where employees are evaluated according to established responsibilities and performance expectations. Thus, single, married, and widowed employees demonstrated comparable job performance, suggesting that civil status alone is not sufficient to explain differences in their official performance ratings.

Difference in Job Performance When Grouped According to Educational Attainment

Table 7d. Difference in Job Performance when Grouped According to Educational Attainment.

Educational Attainment	Test Statistics (H)	p-value	Decision for H ₀	Interpretation
High School	5.753	.124	Failed to Reject H ₀	Not Significant
Graduate/Vocational				
College Graduate				
With Master's				

Units/Master's Degree				
With Doctorate				
Units/Doctorate Degree				

Table 7d shows the difference in the Level of Job Performance when Grouped According to Educational Attainment. The workforce was categorized by their highest academic credentials to evaluate if formal education creates a tier of superior performance. The Kruskal-Wallis H -test conducted across groups ranging from High School Graduates/Vocational workers to College Graduates, Master's holders, and Doctorate degree holders produced a test statistic (H) of 5.753 with an associated p -value of .124. Because this p -value is greater than the standard alpha threshold of .05, the study fails to reject the null hypothesis, showing that there is no statistically significant difference in job performance when employees are grouped by educational attainment.

The finding suggests that having higher educational qualifications does not necessarily result in higher job performance ratings. Employees with high school or vocational qualifications, college degrees, master's degrees, and doctoral degrees demonstrated comparable performance in the present study. This may be explained by the fact that employees are evaluated according to the duties, responsibilities, and performance expectations associated with their respective positions rather than their highest educational qualification.

Recent evidence supports the view that education does not automatically translate into superior workplace outcomes. Solomon et al. (2022) found that educational attainment provides employees with greater job resources such as autonomy and job variety, but these advantages may also be accompanied by greater job demands and stress. Similarly, Van Iddekinge et al. (2024) found through a meta-analysis that academic performance has only a modest relationship with subsequent job performance, indicating that academic achievement should not be treated as a direct substitute for actual workplace performance.

Thus, the present finding indicates that educational attainment does not significantly distinguish the job performance of the employees. In the City Government setting, actual performance may depend more on position-specific responsibilities, work experience, training, and the ability to meet established performance standards than on educational attainment alone.

Difference in Job Performance According to Length of Service

Table 7e. Difference in the Level of Job Performance when Grouped According to Length of Service.

Length of Service	Test Statistics (H)	p-value	Decision for H_0	Interpretation
Less than 5 years	10.952	0.027	Reject H_0	Significant
5 – 10 years				
11 – 15 years				
16 – 20 years				
21 years and above				

Table 7e shows the difference in the level of Job Performance when grouped according to length of service. The comparative design achieved its most critical breakthrough when assessing institutional tenure, isolating a highly significant variation in employee job performance across different lengths of service. The Kruskal-Wallis H test computed for this variable generated an H -value of 10.952 with an associated p -value of 0.027. Because $p < .05$, the null hypothesis was rejected, proving that there is a statistically significant difference in the level of job

performance when employees are grouped according to length of service.

To pinpoint exactly which tenure groups were driving this variance, a Post-Hoc Pairwise Comparison (Table 7e.1) was performed.

Table 7e.1. Pairwise Comparison of Length of Service.

Length of Service		Test-statistic	p-value	Interpretation
Less than 5 years	5 – 10 years	23.858	.143	Not Significant
	11 – 15 years	-17.081	.231	Not Significant
	16 – 20 years	14.785	.364	Not Significant
	21 years and above	6.147	.728	Not Significant
5 – 10 years	11 – 15 years	-40.939	.003	Significant
	16 – 20 years	-9.073	.566	Significant
	21 years and above	-17.711	.304	Not Significant
11 – 15 years	16 – 20 years	31.866	.020	Significant
	21 years and above	23.228	.130	Not Significant
16 – 20 years	21 years and above	-8.638	.616	Not Significant

The comparative data reveals that significant performance gaps are heavily concentrated within mid-career transitions, specifically when comparing employees with 5–10 years of service against those with 11–15 years of service ($p = .003$), as well as when comparing the 11–15 years cohort against the 16–20 years cohort ($p = .020$). Conversely, comparing the entry-level cohort against the most senior personnel—such as less than 5 years versus 21 years and above ($p = .728$)—yielded no significant difference, proving that performance variations are non-linear and fluctuate sharply at specific career milestones.

This finding shows that while demographic traits like age or sex do not affect productivity, the actual amount of time spent navigating the organization’s internal environment significantly alters performance. The concentration of significance within the 5-to-20-year cohorts shows that job performance follows a distinct career lifecycle pattern rather than a permanent upward trajectory. This suggests that as employees move out of their initial organizational integration phase, their day-to-day productivity patterns experience distinct adjustments, shifting as they cross different decade-long milestones within the institution.

The finding indicates that length of service may influence job performance through employees’ accumulated experience, familiarity with organizational procedures, changing responsibilities, and career development. Employees in the mid-career stages may experience adjustments in work roles, expectations, and motivation as they progress within the organization. In contrast, both newer and highly experienced employees may demonstrate comparable performance because of established performance standards and organizational support.

This finding is consistent with the Civil Service Commission’s emphasis on continuous performance management, competency development, and employee development throughout the government employee’s career (Civil Service Commission, 2021). It also suggests that job performance should not be viewed as

continuously increasing with tenure. Instead, performance may change as employees transition between different career stages and responsibilities.

Overall, the significant differences among selected tenure groups highlight the importance of career-stage interventions, continuous training, mentoring, and professional development to sustain employee performance throughout the different stages of government service.

Difference in Job Performance According to Position/Rank

Table 7f. Difference in the Level of Job Performance when Grouped According to Position/ Rank.

Position/ Rank	Test Statistics (H)	p-value	Decision for H ₀	Interpretation
Rank-and-File (Clerical, Technical, Administrative Support)	.783	.676	Failed to Reject H ₀	Not Significant
Supervisory / Middle Management (Section Head / Division Chiefs)				
Top Management (Department Head/Local Officials)				

Table 7f shows the difference in the level of job performance when grouped according to Position/ Rank. A comparative analysis was performed across the structural layers of the organizational pyramid to evaluate if hierarchical status causes discrepancies in performance outcomes. The Kruskal-Wallis test evaluating the variations between Rank-and-File staff, Supervisory/Middle Management, and Top Management yielded an *H*-statistic of .783 with a *p*-value of .676. Because this *p*-value is significantly larger than the .05 significance level, the null hypothesis is retained, indicating that there is no statistically significant difference in job performance when employees are grouped according to position or rank.

An analysis of this result demonstrates that accountability and efficiency are thoroughly distributed throughout all levels of the organization. The lack of comparative variance indicates that rank-and-file employees are just as diligent and effective at executing their specific administrative duties as top management officials are at managing executive responsibilities. This uniform distribution of "Very Satisfactory" performance across all ranks indicates a balanced corporate culture where performance standards are strictly enforced at every level of the structural pyramid.

The finding suggests that organizational position does not significantly distinguish the employees' performance ratings. Although employees at different levels have varying responsibilities, decision-making authority, and functions, they demonstrated comparable levels of job performance. This may be attributed to the use of position-specific performance standards, whereby employees are evaluated according to the duties and targets appropriate to their respective roles.

The result also indicates that the performance management system provides employees across organizational levels with comparable opportunities to meet established performance expectations. Rank-and-file employees are assessed based on their operational responsibilities, while supervisors and managers are evaluated according to their supervisory and administrative functions.

Overall, the absence of a significant difference suggests that position or rank alone does not determine job performance. Rather, employees across the organizational hierarchy can achieve satisfactory performance when provided with clear responsibilities, appropriate performance standards, and adequate organizational support.

Several limitations should be considered when interpreting the findings. First, the study relied on official employee performance ratings obtained from the City Human Resource Management Office. Although these records provide an administratively recognized measure of job performance, the complete concentration of respondents within the Very Satisfactory category and the very small standard deviation indicate restricted variability in the outcome measure. Consequently, the statistical capacity of the performance variable to distinguish employees across demographic groups may have been limited.

Second, the study did not independently examine possible rater effects, including central tendency bias, administrative leniency, evaluator calibration, or differences in rating practices across departments. These factors may potentially contribute to the clustering of official ratings and therefore represent alternative explanations that cannot be established from the present data.

Third, the study employed a descriptive-comparative design and consequently focused on describing levels and testing differences across demographic groups. It did not examine predictive, mediating, or causal relationships among work-life balance, organizational commitment, and job performance. The findings should therefore not be interpreted as evidence that demographic characteristics cause differences in employee outcomes.

Finally, the study was conducted among permanent employees within a single City Government. The findings may therefore not be directly generalizable to contractual personnel, job-order workers, other local government units, or organizations operating under different human resource and performance management conditions. Future studies involving multiple LGUs, broader employee groups, longitudinal data, and complementary objective or multi-source performance indicators may provide a more comprehensive understanding of these variables.

CONCLUSIONS

Based on the summarized findings in this study, the following conclusions are drawn:

The respondents were predominantly female, married, college graduates, rank-and-file employees, and had 11–15 years of service.

Organizational commitment was high, indicating a generally positive attachment to and identification with the local government organization. The findings further suggest that organizational commitment was relatively consistent across the demographic characteristics examined, as no statistically significant differences were found according to educational attainment, length of service, and position or rank. This consistency indicates that employees' organizational commitment may be relatively stable across these demographic groups within the study setting.

Work-life balance was moderate, with personal growth/satisfaction rated highest and life-to-work interference rated lowest; however, significant differences were observed according to age, sex, and length of service. These findings indicate that employees' experiences in managing work and personal responsibilities are not uniform across demographic groups. In particular, length of service emerged as an important characteristic associated with differences in work-life balance, highlighting the value of considering employees' career stages when designing workplace support and employee well-being initiatives.

Job performance was rated Very Satisfactory among all respondents, with the official performance records showing a highly restricted distribution of ratings. While this indicates consistently favorable administrative performance assessments, the absence of ratings outside the Very Satisfactory category and the small standard deviation suggest that the performance measure had limited variability. Accordingly, the findings further showed that job performance differed significantly according to length of service, whereas no statistically significant differences were found across age, sex, civil status, educational attainment, and position or rank. The significant

difference associated with length of service suggests that tenure is a relevant characteristic to consider when examining variations in employees' recorded performance within the study context. Nevertheless, given the restricted range of performance ratings, these results should be interpreted in relation to the characteristics and limitations of the organization's appraisal system.

Overall, the findings indicate that employees generally experienced favorable organizational commitment, work-life balance, and officially rated job performance, although differences were evident in work-life balance and job performance across selected demographic characteristics. Length of service consistently emerged as an important characteristic associated with differences in employees' work-life balance and job performance. The findings underscore the importance of considering career-stage differences in developing employee-support and human resource management strategies, while recognizing that the study's descriptive-comparative design and restricted variation in official performance ratings limit conclusions regarding predictive, mediating, or causal relationships among the study variables.

RECOMMENDATIONS

Based on the findings and limitations of the study, several recommendations are proposed for human resource management, organizational practice, and future research.

First, the City Government may strengthen its work-life balance initiatives by adopting a differentiated, needs-responsive approach rather than implementing uniform interventions for all employees. Since work-life balance significantly differed according to age, sex, and length of service, human resource managers may consider developing programs that respond to employees' differing career and life circumstances. Such programs may include flexible work arrangements where operationally feasible, workload review mechanisms, employee wellness activities, family-support initiatives, and structured opportunities for rest and recovery.

Second, particular attention may be given to employees with longer organizational tenure. The significant differences in work-life balance across length-of-service groups, together with the significant difference in job performance according to tenure, suggest the value of career-stage-sensitive human resource interventions. For longer-serving employees, the City Government may consider periodic wellness assessments, preventive health and stress-management activities, career revitalization or enrichment programs, opportunities for skills updating, peer-mentoring roles, and recognition programs that acknowledge sustained public service. These interventions should be guided by actual employee needs rather than by assumptions based solely on tenure.

Third, human resource managers may strengthen the quality of performance appraisal by periodically reviewing the distribution of official performance ratings. The finding that all respondents were classified as Very Satisfactory, together with the very small standard deviation, indicates restricted variability in the performance data. Regular evaluator calibration, review of rating patterns across departments, documentation of performance evidence, and appropriate use of objective accomplishment indicators may help determine whether rating concentration reflects genuinely consistent performance or possible central tendency and leniency effects.

Fourth, future researchers may extend the present descriptive-comparative design by employing multiple regression analysis to examine whether specific dimensions of work-life balance independently predict organizational commitment while controlling for relevant demographic and employment characteristics. Such an approach could provide a more comprehensive assessment of the relative contribution of work-to-life interference, life-to-work interference, and personal growth or satisfaction to organizational commitment.

Fifth, future studies may employ structural equation modeling (SEM) to examine more complex relationships among work-life balance, organizational commitment, and job performance. SEM may allow researchers to investigate direct and indirect pathways and to determine whether organizational commitment potentially functions as an intervening variable in the association between work-life balance dimensions and employee outcomes. Such an analytical approach would extend the present study beyond group comparisons and provide a more comprehensive model of how employee experiences may be interconnected.

Finally, future investigations may consider longitudinal, mixed-method, or multi-source research designs.

Longitudinal studies could examine whether changes in work-life balance are accompanied by changes in organizational commitment and performance over time, while qualitative evidence could provide deeper explanations for the experiences underlying statistically significant demographic differences. Multi-source performance assessment may also provide complementary evidence to administrative ratings and help address the restricted variance observed in the present study.

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