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Assessing the Impact of Work-Life Balance Initiatives on Employee Job Satisfaction and Productivity in Pharmaceutical Companies in Nueva Ecija: A Basis for Formulating Human Resource Policies

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CERTIFICATION OF ENGLISH EDITING

This is to certify that this thesis titled ASSESSING THE IMPACT OF WORK-LIFE BALANCE INITIATIVES ON EMPLOYEE JOB SATISFACTION AND PRODUCTIVITY IN PHARMACEUTICAL COMPANIES IN NUEVA ECIJA: A BASIS FOR FORMULATING HUMAN RESOURCE POLICIES prepared by GONZALES, EDWARD JOSEPH, OCHEDA, ARDAINE AND RAMOS, JHONA MAE, was edited by the undersigned. The said thesis has been found to be accepted and approved according to the rules of grammar and composition.

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This is to certify that the undersigned thoroughly reviewed and assessed the statistical methods and analysis used in this study and confirmed that the statistical conclusions drawn from the data are valid and reliably supported by the analysis in this thesis titled ASSESSING THE IMPACT OF WORK-LIFE BALANCE INITIATIVES ON EMPLOYEE JOB SATISFACTION AND PRODUCTIVITY INPHARMACEUTICAL COMPANIES IN NUEVA ECIJA: A BASIS FOR FORMULATING HUMAN RESOURCE POLICIES prepared by GONZALES, EDWARD JOSEPH, OCHEDA, ARDAINE AND RAMOS, JHONA MAE.

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APPROVAL SHEET

November 30, 2025

NUEVA ECIJA UNIVERSITY OF SCIENCE AND TECHNOLOGY

Graduate School

Subject: Official Approval of Research Project: ASSESSING THE IMPACT OF WORK-LIFE BALANCE INITIATIVES ON EMPLOYEE JOB

SATISFACTION AND PRODUCTIVITY IN PHARMACEUTICAL COMPANIES IN NUEVA ECIJA: A BASIS FOR FORMULATING HUMAN RESOURCE POLICIES

Dear NEUST,

We are pleased to inform you that your research proposal, "ASSESSING THE IMPACT OF WORK-LIFE BALANCE INITIATIVES ON EMPLOYEE JOB SATISFACTION AND PRODUCTIVITY IN PHARMACEUTICAL COMPANIES IN NUEVA ECIJA: A BASIS FOR FORMULATING HUMAN RESOURCE POLICIES," has been reviewed and officially approved by the relevant bodies within NUEVA ECIJA UNIVERSITY OF SCIENCE AND TECHNOLOGY.

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Proposed Start Date	
Proposed Completion Date	
Brief Objective	

- *Approval Details*

The project has received full authorization from the following reviewing bodies:

Approving Body	Status	Conditions/Notes
Department/Faculty Approval		
Institutional Review Board (IRB)/Ethics		
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We wish you success with your research. Please retain this letter for your official records and documentation.

Sincerely,

Gonzales, Edward Joseph Ocheda, Ardaine

Ramos, Jhona Mae O.

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To all those who have directly or indirectly supported us, thank you.

The Researchers

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ABSTRACT

This study utilized a Descriptive-Correlational Quantitative Research Design to assess the impact of implemented Work-Life Balance (WLB) initiatives on employee job satisfaction and productivity within seven selected pharmaceutical companies in Nueva Ecija, Philippines. A census of one hundred (100) full-time employees served as the respondents, with data collected via a four-part, self-administered survey questionnaire employing a 5-point Likert Scale. Statistical analysis included Descriptive Statistics (Weighted Mean) and Inferential Statistics (Pearson's r and Multiple Linear Regression).

➢ ***Key Findings***

- **WLB Initiative Implementation: The implementation of WLB initiatives was found to be highly inconsistent. Flexible Work Arrangements showed strength in time autonomy (Flextime avg, 4.20) but were critically weak in location flexibility (Remote/Hybrid work avg. 2.65). Employee Assistance Programs (EAPs) were the weakest policy area, with essential support like Mental Health Support rated as minimally implemented (avg. 2.45). Paid Time Off and Leave Policies were strong in basic provision (avg. 4.20) but low in providing additional, comprehensive leave options (avg. 2.85).**
- **Employee Outcomes: Despite the policy gaps, overall Job Satisfaction (avg. 4.05) and Productivity (avg. 3.88) were rated high, driven by a positive social environment (avg. 4.15). However, the single most critical area of concern was Compensation (avg. 3.40), the lowest-rated satisfaction item, suggesting a key risk for retention (Neutral retention avg. 3.50).**

➢ ***Conclusion and Policy Basis***

The high productivity and overall job satisfaction are currently being sustained despite, rather than because of, robust support structures. The study concludes that the positive employee outcomes are fragile and unsustainable without strategic intervention, as evidenced by the critical policy weaknesses in mental health support and compensation. The findings serve as a basis for urgently formulating Enhanced Human Resource Policies focusing on (1) Re-evaluating and adjusting Compensation and Workload Policy to align with employee output, (2) Immediately implementing and expanding Wellness and Mental Health Support, and (3) Enhancing Flexible Work and Leave Policy with structured remote options and comprehensive paid leave provisions to mitigate turnover risk and ensure the long-term well-being and operational capacity of the pharmaceutical sector in Nueva Ecija.

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TABLE OF CONTENTS

CERTIFICATION OF ENGLISH EDITING	3190
CERTIFICATION OF STATISTICS EDITING	3191
APPROVAL SHEET	3192
ACKNOWLEDGEMENT	3193
ABSTRACT	3194
TABLE OF CONTENTS	3195
CHAPTER ONE THE PROBLEM AND ITS BACKGROUND	3196
Rationale	3196
Literature Review	3196
Research Problem	3196
Significance of the Study	3197
Scope of the Study	3197
Delimitations of the Study	3197
Definition of Terms	3198
CHAPTER TWO RESEARCH METHODOLOGY	3200
Research Design	3200
Research Locale and Population	3200
Sampling Procedure	3200
Research Instruments	3200
Data Gathering Procedure	3200
Statistical Treatment or Data Analysis	3200
CHAPTER THREE RESULTS AND DISCUSSION	3202
PART I. Demographic Profile	3202
PART II. Flexible Work Arrangement	3202
PART III. Employee Assistance Program (EAP)	3202
PART IV. Paid Time Off and Leave Policies	3202
PART V: Employee Outcomes	3202
PART VI: Policy Recommendations and Suggested Resources	3203
CHAPTER FOUR SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS	3204
Conclusion	3204
Recommendation	3204
REFERENCES	3206
APPENDICES	3207

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

CHAPTER ONE
THE PROBLEM AND ITS BACKGROUND

- *Rationale*

The modern professional landscape recognizes that a healthy Work-Life Balance (WLB) is essential for organizational success. This is especially true for the pharmaceutical industry in Nueva Ecija, where companies were pushed to the forefront as essential service providers during the global pandemic in 2020. This frontliner status created immense operational stress, leading to long hours and blurred work-life boundaries for employees.

Consequently, industry trends suggest that this pressure has increased negative employee outcomes, including a rise in stress, depression, and boredom, and a corresponding drop in employee retention.

This study seeks to bridge the gap between employers and employees by assessing the impact of implemented WLB strategies on job satisfaction and productivity The resulting data will serve as a basis for formulating enhanced Human Resource policies that simultaneously protect employee well-being and safeguard the operational capacity of pharmaceutical companies in the region

- *Literature Review*

The study of Work-Life Balance (WLB) within the Philippine pharmaceutical industry is often positioned within the broader framework of Quality of Work Life (QWL). Research assessing QWL among Filipino pharmacists, for instance, indicated high levels of job satisfaction and professional commitment; however, these positive findings were notably juxtaposed with persistent negative reports of work-home conflict (Quality of Work Life of Pharmacists in the Philippines, 2014). This highlights a critical tension within the local context, underscoring the urgent relevance of formal WLB initiatives. This local finding aligns with general trends observed across the Philippines and the wider Asian region, where a perceived imbalance between professional and personal life is widely linked to increased stress, burnout, and tangible decrease in employee productivity (The Influence of Work-Life Balance on Job Satisfaction of Employees in Merchandising Enterprises in the City of Mati, 2024).

The relationship between WLB and organizational outcomes is typically understood through two primary conceptual models. The most commonly cited is the Mediated Model, which posits that WLB initiatives (the independent variable) foster increased job satisfaction (the mediating variable), which in turn drives higher employee performance or productivity (the dependent variable) (Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees, 2022). In this traditional view, organizational support such as flexible hours or family leave policies first improves an employee's sense of well-being and satisfaction, and it is that heightened satisfaction that ultimately fuels commitment and better performance. Conversely, research outside the Philippines, particularly in high-demand environments like the Jordanian pharmaceutical industry, sometimes supports a Direct Link Model, suggesting WLB and employee happiness can directly and significantly predict performance, with the mediating role of job satisfaction occasionally proving non-significant (Impact of Work-Life Balance, Happiness at Work, on Employee Performance in the Pharmaceutical industries in Jordan, 2019). Crucially, given the strong familial orientation of Filipino culture, a robust conceptual addition is the role of Moderating Variables such as Family-Supportive Supervisor Behaviors (FSSB). Studies show that a supervisor's demonstrated support significantly strengthens the positive connection between WLB policies, job satisfaction, and subsequent job performance (Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees, 2022).

Fundamentally, work–life balance refers to the sought-after equilibrium or satisfactory integration between a person's work (paid employment) and non-work domains (family, leisure, personal development). This concept is complex, involving multiple theoretical conceptualizations, including the management of multiple roles, perceived equity and satisfaction across roles, the fulfillment of role salience, the relationship between conflict and facilitation, and the employee's perceived control over these roles (Thomas Kalliath, 2015). Organizations are increasingly recognizing that workers with a better WLB make more significant contributions to business growth and success (Naithani and Jha, 2010). While research historically focused on the work-family axis, the diversity of the modern workforce necessitates attention to other non-work domains, most notably health. Research by Gragnano, Simbula, & Miglioretti (2020) demonstrated that employees rank health as highly as family in the WLB equation. Their findings indicated that Work-Health Balance (WHB) was a stronger explanatory variable for job satisfaction than Work-Family Balance (WFB). This emphasizes the need for comprehensive WLB policies that not only juggle competing demands, like time management and setting personal priorities as suggested by Dr. K. Krishnakumar & R. Premalatha (2019) but also explicitly incorporate the health and well-being domain, especially considering the varied worker characteristics like age, gender, and parental status

- *Research Problem*

This study aims to assess the impact of work-life balance (WLB) initiatives on employee job satisfaction and productivity in selected pharmaceutical companies in Nueva Ecija. The findings will serve as a basis for formulating enhanced human resource policies.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

- *Specifically, the Study Seeks to Answer the Following Key Questions:*

✓ How are the work-life balance initiatives implemented in pharmaceutical companies in Nueva Ecija in terms of:

- Flexible Work Arrangements
- Employee Support Programs
- Paid time off and leave Policies

✓ What is the current level of employee job satisfaction and productivity among employees in the Pharmaceutical Companies in Nueva Ecija?

- Job Satisfaction
- Productivity

✓ Based on the findings of the study, what specific human resource policies can be formulated to optimize work-life balance, enhance job satisfaction, and improve productivity within pharmaceutical companies in Nueva Ecija?

➢ *Significance of the Study*

This study is significant as it provides empirical evidence regarding the effectiveness of Work-Life Balance (WLB) initiatives within the context of the pharmaceutical industry in Nueva Ecija. The findings will be beneficial to the following key stakeholders:

- *Pharmaceutical Companies Management*

The study will provide management with quantitative data and insights into which specific WLB initiatives are most strongly correlated with higher job satisfaction and productivity. This will allow the management to make informed decisions based on data.

- *Human Resource Department*

The results will serve as the basis for formulating and updating HR policies. The HR department can utilize the policy recommendations to design tailored and impactful WLB programs that directly address employee needs.

- *Employees*

The research aims to prioritize the needs of the employees. By identifying the initiatives that foster satisfaction and productivity, the study indirectly advocates for the implementation of policies that support a better quality of life, mental health, and career longevity within the pharmaceutical sector.

- *Future Researchers*

This study contributes to the limited body of literature focusing specifically on the pharmaceutical industry in the regional context of Nueva Ecija, Philippines.

- *Academic Institutions/Policy Makers*

The findings of this study can be used by local government units and government agencies involved in economic development to use the data to understand and promote best practices for local industries.

➢ *Scope of the Study*

The scope of this study is to primarily assess the impact of Work-Life Balance (WLB) initiatives on two key organizational outcomes: Employee Job Satisfaction and Employee Productivity. Specifically, the research will measure the extent of implementation of WLB initiatives, categorized into three core dimensions - Flexible Work Arrangements, Employee Support Programs, and Paid Time Off/Leave Policies. The study is focused on obtaining data from employees within seven (7) selected pharmaceutical companies operating in Nueva Ecija.

➢ *Delimitations of the Study*

The study is subject to the following limitations:

- *Subject Delimitation*

The study is limited to the assessment of WLB initiatives, job satisfaction, and productivity of the employees employed in the

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

pharmaceutical industry.

- *Geographical Delimitation*

The research is strictly confined to seven (7) selected pharmaceutical companies operating within the province of Nueva Ecija. The findings, therefore, may not be generalizable to pharmaceutical companies in other regions of the Philippines or to companies in other industries.

- *Respondent Delimitation*

The respondents of the study will be limited to a selected sample of employees from seven (7) companies. The total target population for the study consists of approximately one hundred (100) employees.

- *Methodological Delimitation*

The study will primarily employ a quantitative and descriptive research design. Data will be collected mainly through survey questionnaires.

➢ *Definition of Terms*

The following key terms are defined both conceptually (based on existing literature) and operationally (as they are specifically measured in this study).

- *Work-Life Balance (WLB)*

✓ Conceptual: A state of satisfying equilibrium or successful integration between an individual's professional roles (work) and personal life (family, leisure, health) (Thomas Kalliath, 2015).
✓ Operational: The core independent variable (IV) of the study. It refers to the employee's perceived equilibrium achieved through company programs. It is measured by assessing the implementation levels of the three WLB Initiatives in Part II of the survey.

- *Work-Life Balance Initiatives (WLB Initiatives)*

✓ Conceptual: Formal organizational policies and practices designed to assist employees in managing the demands and conflicts between their work and personal lives (Quality of Work Life of Pharmacists in the Philippines, 2014).
✓ Operational: The specific, measurable strategies categorized into three dimensions in the survey instrument:

▪ Flexible Work Arrangements**:** Policies that allow employees choice over their work schedule or location (e.g., flextime, remote work).
▪ Employee Support Programs**:** Company-provided resources to aid in personal or professional wellness (e.g., counseling, wellness seminars).
▪ Paid Time Off and Leave Policies: Organizational provisions for generous paid vacation, sick, or family leaves.

- *Job Satisfaction (JS)*

✓ Conceptual: An employee's overall positive feeling, contentment, or emotional response toward their job or work experiences. It often serves as a factor that connects WLB to performance (Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees, 2022).
✓ Operational: The mediating variable (MV) in this study, reflecting the employee's contentment across different job facets (e.g., supervision, pay, colleagues). It is measured using a 5-point Likert Scale in Part III of the survey.

- *Employee Productivity (EP)*

✓ Conceptual: The efficiency and effectiveness with which an employee accomplishes work tasks, goals, and required outputs, which is influenced by their well-being and satisfaction (The Influence of Work-Life Balance on Job Satisfaction of Employees in Merchandising Enterprises in the City of Mati, 2024).
✓ Operational: The dependent variable (DV), referring to the employee's self-reported quality of work, efficiency, and success in meeting professional targets. It is measured by self-assessment statements using a 5-point Likert Scale in Part IV of the survey.

- *Pharmaceutical Companies in Nueva Ecija*

✓ Conceptual: Entities classified under the essential services sector involved in drug manufacturing, distribution, and wholesale, characterized by high operational demands.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

- ✓ Operational: The research locale and population. This term is strictly limited to the seven (7) identified pharmaceutical distribution and/or wholesaling firms operating within Nueva Ecija, Philippines, whose full-time employees serve as the study's respondents.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

CHAPTER TWO
RESEARCH METHODOLOGY

This chapter details the research design, locale, population and sampling techniques, instrumentation, data collection, and statistical methods employed to assess the impact of work-life balance initiatives on employee job satisfaction and productivity in pharmaceutical companies within Nueva Ecija.

➢ *Research Design*

This study will utilize a Descriptive-Correlational Quantitative Research Design. The descriptive aspect is necessary to assess and report the current status and levels of the variables, namely the implemented Work-Life Balance (WLB) Initiatives, Employee Job Satisfaction, and Employee Productivity, using descriptive statistics.

➢ *Research Locale and Population*

The study will be conducted in all seven (7) identified pharmaceutical companies and their respective branches/distribution centers located within Nueva Ecija, Philippines. Since the number of pharmaceutical companies in the specified locale is limited and accessible, the researcher will aim for a complete enumeration (census) of the target population. This population consists of all full-time employees from the seven (7)selected companies who are eligible for or currently utilizing Work-Life Balance initiatives. The goal is to survey every eligible employee to eliminate sampling error and provide the highest possible accuracy and basis for the proposed human resource policies for this specific sector in Nueva Ecija.

➢ *Sampling Procedure*

Since the study includes all seven (7) pharmaceutical companies in Nueva Ecija, a **census approach** is used instead of a formal sampling procedure. This involves the purposive inclusion of all seven companies as the primary study units and targeting a complete enumeration of all eligible full-time employees within those firms.

➢ *Research Instruments*

The primary research instrument will be a modified, four-part self-administered survey questionnaire adapted from established literature on WLB, job satisfaction, and productivity. The instrument will use a 5-point Likert Scale (ranging from 5=Strongly Agree to 1=Strongly Disagree) to quantify employee perceptions.

- Part I: Demographic Profile.
- Part II: Work-Life Balance Initiatives. Measures the perceived availability and effectiveness of company-provided WLB initiatives.
- Part III: Employee Job Satisfaction. Measures the employee's contentment with various job facets.
- Part IV: Employee Productivity. Measures self-reported aspects of productivity.

➢ *Data Gathering Procedure*

- Permit and Approval: A formal letter will be sent to the management of the selected pharmaceutical companies in Nueva Ecija, explaining the purpose of the research and requesting permission to conduct the survey.
- Administration: Upon securing approval, the researcher will personally administer or coordinate the distribution of the survey questionnaires to the target employee-respondents. Electronic (online via Google Forms) or printed formats may be used, depending on the company's preference, while ensuring strict anonymity.
- Informed Consent: Respondents will be informed about the voluntary nature of their participation, the confidentiality of their responses, and their right to withdraw at any time. Informed consent will be obtained before proceeding with the survey.
- Collection and Validation: The completed questionnaires will be collected within an agreed timeframe. Data will then be checked for completeness and consistency before being encoded for statistical analysis.

➢ *Statistical Treatment or Data Analysis*

The collected data will be analyzed using descriptive and inferential statistics with the aid of the Statistical Package for the Social Sciences (SPSS) software.

➢ *Descriptive Statistics*

- Frequency and Percentage Distribution: Used to analyze the respondents' demographic profile.
- Weighted Mean and Standard Deviation: Used to describe the average perception and variability of Work-Life Balance Initiatives, Job Satisfaction, and Employee Productivity.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

➢ *Inferential Statistics*

- Pearson Product-Moment Correlation Coefficient (*r*): Used to determine the strength and direction of the linear relationship between the Work-Life Balance Initiatives (IV), Job Satisfaction (DV), and Productivity (DV).
- Multiple Linear Regression Analysis: Used to determine the combined influence and predictive power of Work-Life Balance Initiatives on Job Satisfaction and Employee Productivity. This test will help establish the extent to which WLB initiatives serve as a basis for formulating human resource policies.
- Analysis of Variance (ANOVA): Used to test for significant differences in the levels of job satisfaction and productivity when respondents are grouped according to their demographic variables (e.g., position, years of service

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

CHAPTER THREE
RESULTS AND DISCUSSION

➢ *Part I. Demographic Profile*

The survey population is generally young and predominantly married.

- *Age* The majority of respondents (47%) are in the 20-30 years old bracket, followed by 31-40 years old (32%). Respondents 41 and older represent a smaller combined group (21%):

Table 1 Demographic Profile

Age	Percentage
20-30	47%
31-40	32%
41-50	12%
51 - above	9%

- *Marital Status.* A significant majority are Married (69%), while 26% are Single. Widowed and Separated individuals account for 5% combined.

➢ *Part II. Flexible Work Arrangement*

The implementation of Flexible Work Arrangements shows high availability in time management autonomy but low availability in location flexibility. The average rating scale is: 5 (Highly Implemented) to 1 (Not Implemented at all).

- *Strengths (Highly Implemented, Average: 4.00).* Flextime in choosing start and end time is the most highly implemented FWA, with an average rating of 4.20 (Routinely
- Available). The company is rated highly for providing sufficient resources and tools to work flexibly (4.05).
- *Moderate Implementation (Average: 3:00 – 3.99).* Fair application across departments (3.85) and flexibility in managing break times (3.75) are moderately implemented (often/slightly available). Shift swapping (3.45) and on-call flexibility (3.15) are also considered implemented, though less so than the top items.
- *Areas for Improvement (Slightly to Minimally Implemented, Average: 3:00).* Remote/Hybrid work (2.65) and Compressed work week (2.80) are the lowest-rated FWAs, indicating they are only Slightly to Minimally Implemented (Sometimes/Rarely Available).

➢ *Part III. Employee Assistance Program (EAP)*

EAPS are generally minimally implemented with the exception of team-building and coaching.

- *Areas of Relative Strength (Slightly to Moderately Implemented, Average 3:00).* Team-building activities/family day (3.55) and coaching and development programs (3.30) are the most available EAPs (Slightly Implemented/Sometimes Available).
- *Areas for Improvement (Minimally Implemented, Average: 3.00).* The core support programs—financial and legal consultations (2.70), physical wellness (2.60), and especially mental health support services (2.45) — all fall into the Minimally Implemented category (Rarely Available).

➢ *Part IV. Paid Time Off and Leave Policies*

Leave policies are strong in basic provision and equal access but weaker in supplementary and communicated details.

- *Strengths (Highly Implemented, Average: 4.00).* The company is highly rated for providing equal access to paid leave for all employees (4.20).
- *Moderate Implementation (Average 3.00 - 3.99).* The communication of policy details, eligibility, and process is moderately implemented (3.55).
- *Area for Improvement (Slightly Implemented, Average: 3.00).* The availability of additional paid leaves (e.g., parental, emergency) is rated low (2.85), suggesting this is only Slightly Implemented (Sometimes Available).

➢ *Part V: Employee Outcomes*

- *Job Satisfaction (Overall Average:3.83).* Overall, employees express moderate to high job satisfaction, with several key strengths and specific areas of concern.

✓ *Key Strengths (Agree/Strongly Agree, Average: 4.00).* Respondents report high satisfaction with their overall job experience (4.05) and a high ability to maintain a good work-life balance (4.10). Enjoyment of working with colleagues (4.15) is the

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

highest-rated item, suggesting a positive social environment.

- ✓ *Moderate Satisfaction/Neutral (Average :3.50-3.99).* Employees generally feel encouraged to take time off (3.95), feel comfortable accessing support (3.85), and are satisfied with growth opportunities (3.85). Respondents report a moderate level of trust/lack of micromanagement (3.60) and feeling valued and appreciated (3.75). Retention likelihood (3.50) is neutral, suggesting a potential risk factor.
- ✓ *Area of Concern (Neutral/Slightly Dissatisfied, Average: 3.50).* Compensation is the lowest-rated item, with an average of 3.40, indicating that a significant number of employees feel they are not adequately compensated for their work.

- *Productivity (Overall Average: 3.88).* Productivity metrics are consistently rated high across all measures, suggesting employees generally Agree they are performing well.

- ✓ *High Agreement (Agree/Strongly Agree, Average: 3.85).* Motivation is the highest-rated item, with respondents generally feeling motivated to perform their best (4.00). All four measures of work performance—Timeliness (3.85), Quality (3.85), Efficiency (3.85), and Volume/Balanced Workload (3.85)—received the same, consistent average rating, indicating a uniform perception of high productivity and resource adequacy.

➢ *Part VI: Policy Recommendations and Suggested Resources*

The policy recommendations align with the lowest-rated areas in both the Employee Outcomes section (e.g., compensation, retention) and the preceding policy sections (e.g., paid leave, mental health support). The key areas suggested for policy change include:

- Workload and Compensation. Addressing concerns about workload allocation and compensation (mirroring the low 3.40 compensation rating).
- Flexible Work & Rest. Implementing more flexible work schedules or rotating days off and reconsidering more day-off and paid leave provisions.
- Wellness & Culture. Providing wellness programs or mental health support and fostering a culture that values rest as much as performance.
- Work-Life Balance: Creating additional activities that promote work-life balance and expanding wellness programs to include more mental health support.

- *To Reduce Work-Related Stress, Respondents Specifically Suggested:*

- ✓ Mental Health Support. Implementing mental health consultation monthly and providing access to counseling or Employee Assistance Programs.
- ✓ Wellness Programs. Introducing stress management programs such as mindfulness/relaxation workshops and recreational activities.
- ✓ Communication & Environment. Encouraging open communication to address workload concerns and providing spaces or short breaks for relaxation during work hours.

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CHAPTER FOUR
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents the conclusions and recommendations derived from the summary of findings.

A. Conclusion

The study, conducted among 100 employees in pharmaceutical companies in Nueva Ecija, reveals a significant discrepancy between the perceived implementation of Work-Life Balance (WLB) initiatives and the resulting Employee Outcomes. While employees exhibit high levels of productivity and overall job satisfaction, this is underpinned by critical weaknesses in organizational support programs, suggesting current positive outcomes may be fragile and unsustainable without strategic policy intervention.

➢ *Implementation of Work-Life Balance Initiatives*

Implementation of WLB initiatives is highly inconsistent:

- *Flexible Work Arrangements (FWA).* Implementation is strong in time autonomy (Flextime avg. 4.20) and resource provision (avg. 4.05) but critically weak in location flexibility, with Remote/Hybrid work (avg. 2.65) and Compressed work week (avg. 2.80) being minimally implemented. This lack of structural flexibility suggests a traditional work model prevails, limiting true work-life integration.
- *Employee Assistance Programs (EAP).* EAPs are the weakest policy area, with essential core support programs rated as minimally implemented. Mental health support (2.45), physical wellness (2.60), and financial/legal consultations (2.70) are barely available, indicating the company may not be adequately addressing employee well-being and stress, despite the high-stress nature of the industry.
- *Paid Time Off and Leave Policies.* These are strong in fundamental provision and equal access (avg. 4.20) but fail in providing comprehensive support, as the availability of additional paid leaves (e.g., parental, emergency) is low (avg. 2.85).

➢ *Current Level of Employee Job Satisfaction and Productivity*

Employees demonstrate surprisingly high functional outcomes despite the policy gaps:

- *Job Satisfaction*. Overall job satisfaction (4.05) and perceived work-life balance (4.10) are high, driven primarily by a positive social environment (Enjoyment of working with colleagues avg. 4.15). However, a significant source of dissatisfaction and a key risk factor is Compensation (3.40), which is the lowest-rated satisfaction item. The neutral retention likelihood (3.50) directly links policy weaknesses (low compensation, minimal support) to potential turnover risk.
- *Productivity.* Motivation (4.00) is high, and all four metrics of productivity—Timeliness, Quality, Efficiency, and Volume—are rated consistently high (avg. 3.85). This suggests that employees are currently performing at a high level, potentially overriding the lack of formal support, but this high performance is being achieved at the expense of feeling valued and adequately compensated.

➢ *Formulated Human Resource Policies*

Based on these findings, the following HR policies are crucial to optimize WLB, enhance satisfaction, and sustain productivity:

- *Compensation and Workload Policy.* Re-evaluate and adjust compensation structures to align with the high productivity and effort demonstrated by employees (addressing the 3.40 compensation rating). Simultaneously, implement formal workload allocation policies to ensure balance and prevent burnout.
- *Expanded Wellness and Mental Health Support.* Immediately implement and expand Employee Assistance Programs to provide accessible mental health consultation (monthly) and wellness programs (mindfulness, recreation), directly addressing the lowest-rated policy area (2.45). This will mitigate work-related stress, which is currently a self-reported concern.
- *Enhanced Flexible Work and Leave Policy.* Implement structured options for Remote/Hybrid work and the Compressed Work Week to improve location flexibility (addressing the 2.65 and 2.80 ratings). Furthermore, reconsider and expand additional paid leave provisions (e.g., parental/emergency) and increase general day-off allowances to formalize a culture that values rest and work-life balance.

B. Recommendation

Based on the findings, the following specific Human Resource policies are recommended to address the identified gaps in support programs, improve the low compensation sentiment, mitigate turnover risk (neutral retention), and sustain high productivity within pharmaceutical companies in Nueva Ecija.

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

➢ *Enhance Compensation and Performance Management*

The low rating for compensation (3.40) and high productivity (3.88) highlight a clear misalignment between effort and reward, posing the greatest threat to retention.

- *Performance-linked Compensation Review*. Conduct an immediate, comprehensive salary and benefits benchmarking against industry and regional standards, specifically for pharmaceutical roles. Implement a transparent, merit-based increase program directly linking the consistently high productivity metrics (Timeliness, Quality, Efficiency) to annual salary adjustments and bonuses.
- *Workload Allocation and Overtime Management.* Formalize a Workload Allocation System to ensure balanced distribution of tasks, addressing concerns about workload (a key recommendation from respondents). Ensure fair and competitive compensation for any necessary overtime, reinforcing the value of employee time.

➢ *Formalize and Expand Flexible Work Arrangements (FWA)*

To address the low implementation of structural flexibility (Remote/Hybrid and Compressed Work Week), policies must move beyond basic Flextime.

- *Hybrid Work Option Pilot Program*. Introduce a formal Hybrid Work Option (e.g., 2-3 days remote) for roles where tasks permit, immediately addressing the lowest-rated FWA item (2.65). Establish clear criteria, security protocols, and performance metrics to ensure fairness across departments (building on the moderate 3.85 fairness rating).
- *Compressed Work Week (CWW) Trial*. Pilot the Compressed Work Week (e.g., 4 days of 12 hours) in select departments to offer greater blocks of personal time, responding to employee requests for flexible schedules and time off.

➢ *Implement Comprehensive Employee Assistance and Wellness Program*

The critically low ratings for core EAPs (Mental Health 2.45, Physical Wellness 2.60) necessitate immediate investment in employee well-being.

- *Integrated Mental Health Support System*. Establish a contract with an external provider for an Employee Assistance Program (EAP) offering confidential, monthly mental health consultations and counseling access. Mandate regular Stress Management and Mindfulness workshops as suggested by employees.
- *Holistic Physical Wellness Program*. Allocate budget for gym subsidies, on-site fitness facilities, or subsidized health screenings to boost the low physical wellness rating (2.60). Organize frequent recreational and team-building activities (as suggested by employees) to strengthen social bonds and reduce stress

➢ *Optimize Paid Time Off and Leave Policies*

While basic leave is strong, supplementary leave needs expansion and communication must be clearer.

- *Enhanced Supplemental Paid Leave*. Significantly increase the provision of additional paid leaves (e.g., parental leave, compassionate leave, emergency leave) to move the rating above the current low of 2.85.
- *Culture of Rest and Leave Encouragement*. Formally mandate a minimum number of vacation days employees must take annually. Encourage managers to visibly support and approve leave requests without making employees feel their job security is impacted (sustaining the current high rating of 3.95). Conduct annual mandatory orientations to clearly communicate details, eligibility, and the process for all leave policies (improving the communication rating of 3.55)

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APPENDICES

APPENDIX A. DATA GATHERING INSTRUMENT

Appendix A. Data Gathering Instrument

Survey Questionnaire: Work-Life Balance and Employee Outcomes

Good day!

We are Master in Business Administration (MBA) students from the **Nueva Ecija University of Science and Technology (NEUST)**. As future business leaders, we recognize that our local **Pharmaceutical Companies** play a vital "frontliner" role, which puts immense pressure on your workforce.

This research, titled **"Assessing the Impact of Work-Life Balance Initiatives on Employee Job Satisfaction and Productivity in Pharmaceutical Companies in Nueva Ecija: A Basis for Formulating Human Resource Policies,"** is being conducted to understand how current company policies affect your daily experience.

* Indicates required question

PART I. DEMOGRAPHIC PROFILE

1. Age *

Mark only one oval.

- ◯ 20-30 years old
- ◯ 31-40 years old
- ◯ 41-50 years old
- ◯ 51 years old and above

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2. Marital Status *

Mark only one oval.

- ◯ Single
- ◯ Married
- ◯ Widowed
- ◯ Separated
- ◯ Prefer not to say

3. Employment status *

Mark only one oval.

- ◯ Full Time/Regular
- ◯ Part-time/Contract/Temporary

PART II. WORK-LIFE BALANCE INITIATIVES

SCALE

5	-	Highly Implemented (Routinely Available)
4	-	Moderately Implemented (Often Available)
3	-	Slightly Implemented (Sometimes Available)
2	-	Minimally Implemented (Rarely Available)
1	-	Not Implemented at all (not available)

A. FLEXIBLE WORK ARRANGEMENTS

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4. The company offers either of the following work arrangements: *

Flextime in choosing start and end time while maintaining total work hours.

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

5. The company offers either of the following work arrangements: *

Remote/Hybrid work when tasks permit.

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

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6. The company offers either of the following work arrangements: *

Compressed work week (Total of 48 hours in fewer days)

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

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7. The company offers either of the following work arrangements: *

Shift swapping with colleagues for personal flexibility

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

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8. The company offers either of the following work arrangements: *

On-call flexibility outside regular hours as needed

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

9. The company provides flexibility to employees in managing their break times. *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

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10. The company applies flexible work options fairly across departments. *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

11. The company provides sufficient resources and tools to work flexibly. *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

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B. EMPLOYEE ASSISTANCE PROGRAMS

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12. The company provides mental health support services (counseling, therapy, stress management training, etc.) *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

13. The company provides physical wellness program (gym subsidies/health and wellness facilities, sports day, health screenings). *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

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14. The company provides coaching and development programs to enhance employee skills, knowledge, and abilities. *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

15. The company offers access to consultations and resources for financial and legal matters. *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

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16. The company organizes/fosters team-building activities or family day. *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

C. PAID TIME OFF AND LEAVE POLICIES

17. The company provides paid vacation and sick leave days. *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

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18. The company provides additional paid leaves e.g., parental, emergency. *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

19. The company has communicated the details, eligibility of paid leave policies, and the process to the employee. *

SCALE

5 - Highly Implemented (Routinely Available)

4 - Moderately Implemented (Often Available)

3 - Slightly Implemented (Sometimes Available)

2 - Minimally Implemented (Rarely Available)

1 - Not Implemented at all (not available)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

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20. The company provides equal access to paid leave for all employees. *

SCALE

5 - Highly Implemented (Routinely Available)
4 - Moderately Implemented (Often Available)
3 - Slightly Implemented (Sometimes Available)
2 - Minimally Implemented (Rarely Available)
1 - Not Implemented at all (not available)

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

PART III. EMPLOYEE OUTCOMES

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

A. JOB SATISFACTION

21. I am satisfied with my overall job experience at this company. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

22. I am able to maintain a good balance between my work and personal life. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

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23. I am trusted to manage my time and responsibilities without micromanagement. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

24. I feel comfortable accessing the company's support services if needed. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

25. I feel encouraged to take time off from work without impacting my job security. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

26. I am satisfied with the opportunities for growth and advancement in this company. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

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27. I enjoy working with my colleagues. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

28. I feel adequately compensated for the work I do. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

29. I feel valued and appreciated by this company. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

30. I am likely to stay with this company for the next 3-10 years. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

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B. PRODUCTIVITY

SCALE

5 - Strongly Agree

4 - Agree

3 - Neutral

2 - Disagree
1 - Strongly Disagree

31. I consistently meet or exceed targets and complete tasks within the expected deadlines. (Timeliness) *

SCALE

5 - Strongly Agree

4 - Agree

3 - Neutral

2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

32. I have the necessary resources to produce and maintain a high standard of quality work (Quality). *

SCALE

5 - Strongly Agree

4 - Agree

3 - Neutral

2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

33. My workflow allows me to be productive with tools and technology provided to work efficiently (Efficiency). *

SCALE

5 - Strongly Agree

4 - Agree

3 - Neutral

2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

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34. My workload is balanced and supports sustained productivity (Volume). *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

35. I feel motivated to perform my best at work. *

SCALE

5 - Strongly Agree
4 - Agree
3 - Neutral
2 - Disagree
1 - Strongly Disagree

1 2 3 4 5

☆ ☆ ☆ ☆ ☆

PART IV. POLICY RECOMMENDATIONS

36. What changes would you recommend to your company's current work-life balance policies to better support employees? *

37. What additional resources or programs would you suggest to help reduce work-related stress? *

ISSN No:-2456-2165 https://doi.org/10.38124/ijisrt/25nov1572

APPENDIX B. LETTER TO COMPANIES

(Name of HR Manager)

(Title of Manager, e.g., Human Resources Manager) (Name of Pharmaceutical Company)

(Address of Company/Branch in Nueva Ecija)

Subject: Formal Request to Conduct Research: The Impact of Work-Life Balance Initiatives on Employee Job Satisfaction and Productivity

Dear Mr./Ms./Mx. [Manager's Last Name],

We are writing to formally request permission to conduct our academic research within your esteemed company. We are Master of Business Administration students in Nueva Ecija University of Science and Technology, currently completing our thesis entitled: "The Impact of Work-Life Balance (WLB) Initiatives on Employee Job Satisfaction and Productivity in Selected Pharmaceutical Companies in Nueva Ecija."

This study is vital to understanding the effectiveness of WLB programs in the local pharmaceutical industry, especially in the context of the operational stress experienced during and after the recent global pandemic. The findings will provide management and HR departments with quantitative data regarding which specific WLB policies (such as Flexible Work Arrangements and Employee Support Programs) are most strongly correlated with high job satisfaction and productivity among your personnel.

- *Commitment and Logistics:*

To achieve the research objectives, we humbly request your assistance in the following areas:

- Respondent Access: Permission to approach and survey a sample of your full-time/regular employees who are eligible for or currently utilize WLB initiatives. Our target is a sample size of approximately one hundred (100) employees across seven companies in Nueva Ecija, which translates to approximately fifteen (15) respondents from your company.
- Instrument: The study will be conducted using a structured, self-administered online survey questionnaire (via Google Forms) to maximize efficiency and maintain hygiene protocols. The survey is estimated to take no more than 10–15 minutes to complete.
- Procedure: We commit to coordinating the survey distribution and collection through your Human Resource Department at a time that causes the least possible disruption to your daily operations.

- *Assurance of Confidentiality:*

We assure you that participation in this study is entirely voluntary, and all responses will be treated with the strictest confidentiality and anonymity. No individual or company names will be mentioned in the final thesis, and the data will be analyzed in aggregate form only. Data gathered will be used solely for academic purposes.

We firmly believe that the results of this study will be of significant value to your company's Human Resource policy formulation, leading to enhanced employee well-being and sustained operational capacity.

We would be grateful for the opportunity to discuss this request further at your earliest convenience. You may reach me through the contact details provided above.

Thank you very much for your time, consideration, and support of this important academic undertaking.

Sincerely,

Gonzales, Edward Joseph Ocheda, Ardaine
Ramos, Jhona Mae