

Work Environment and Job Performance Among Filipino Millennial Employees in Private Companies in Calamba City Laguna

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ABSTRACT

As workplaces evolve swiftly, the delicate interplay between the work environment dimensions and the employees' job performance becomes increasingly crucial for organizational success. This connection becomes even more vital when considering Filipino millennials in the workforce, who bring with them distinctive cultural values and ambitions that shape their approach to work. Understanding how their views and expectations intersect with the work environment is essential for grasping their impact on job performance.

The study investigated how the various aspects of the work environment correlate with the job performance of Filipino millennials employed in private companies located in Calamba City, Laguna. Additionally, it sought to determine if there were differences in the evaluations of managers and millennial employees regarding the work environment's manifestations and job performance levels. A researcher-designed questionnaire was utilized to gather 472 randomly selected surveys for analysis. The model's examination and assessment involved statistical methods such as the Mean, t-test, and Pearson Product-moment Correlation. The results indicated a high-positive correlation between the manifestation of work environment dimensions and job performance levels. Additionally, significant differences were observed between the evaluations of managers and millennial employees regarding the manifestation of work environment dimensions and job performance levels. Moreover, the research put forward a program aimed at enhancing job performance among Filipino millennial workers.

Keywords: Work environment, job performance, Filipino millennial workers, manifestation, performance

INTRODUCTION

Filipino millennials constituted a significant portion of today's workforce, characterized by distinct attitudes and expectations shaped by digital advancements and societal changes (Milieu Insight, 2023). They prioritized meaningful work, work-life balance, and opportunities for growth. However, challenges such as low salary, limited promotion prospects, and mental health prioritization contribute to "quiet quitting" behavior among employees (Hailo, 2023). Despite valuing job satisfaction over monetary compensation, burnout remained prevalent, with a considerable portion of HR managers attributing workforce turnover to it (Cullimore, 2023).

Existing research underscored the importance of understanding Filipino millennials' attitudes and expectations in the workplace, yet there was a gap in comprehending these within the Filipino culture. Consequently, this study bridged this gap by investigating the attitudes, motivations, and behaviors of Filipino millennial employees, providing insights to inform tailored management strategies. By understanding their unique mindset, organizations fostered engagement, satisfaction, and productivity in the workplace, ultimately enhancing organizational performance.

METHODS

The study employed a quantitative methodology to examine the relationship between work environment characteristics and job performance among Filipino millennial employees in private companies in Calamba City, Laguna. Descriptive techniques offered in-depth understanding of leadership expressions and employee motivation levels, whereas correlational analysis delved into the strength and direction of their relationship.

A researcher-made questionnaire was used to collect data, covering demographic information, work environment manifestation, and job performance from employees in private companies in Calamba City, Laguna, with the age ranging from 27-42 years old. The sample consisted of 236 managers and an equal number of millennial employees, resulting in a total of 472 respondents. Sampling was conducted through simple random sampling, ensuring a 95% confidence level, a 5% margin of error, and an anticipated effect size of 0.15. G*Power software facilitated the determination of the sample size.

RESULTS AND DISCUSSION

Table 1.1

Level of Manifestation of Work Environment Dimensions in Private Companies in Calamba City, Laguna in terms of Demands at Work as assessed by Managers and Millennial Employees

Indicators in terms of Demands at Work	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employees are required to work at a rapid pace.	3.06	M	2.93	M	3.00	M	3
2. Employees frequently find their selves unable to complete all of their work tasks due to time constraints.	2.50	SM	2.55	M	2.53	M	8
3. Employees are expected to maintain a consistently high work pace throughout the day.	3.25	HM	3.12	M	3.19	M	1
4. Employees are responsible for addressing or handling other people's problems as part of their job.	2.31	SM	2.33	SM	2.32	SM	10
5. Employee's work entails significant emotional demands.	2.61	M	2.56	M	2.59	M	6.5
6. Employees often fall behind in their workload.	2.37	SM	2.38	SM	2.38	SM	9
7. Employees often face tight deadlines and pressure to meet them	2.69	M	2.69	M	2.69	M	4
8. The workload frequently requires employees to multitask and manage competing priorities	3.08	M	2.97	M	3.03	M	2
9. Employees experience frequent interruptions or disruptions during their work	2.64	M	2.56	M	2.60	M	5
10. There is a high expectation for employees to work long hours or overtime regularly	2.62	M	2.55	M	2.59	M	6.5
GENERAL ASSESSMENT	2.71	M	2.66	M	2.69	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Demands at Work was **Manifested** with a mean of **2.69** as to the level of manifestation of work environment dimensions as assessed by managers and millennial employees in private companies in Calamba City, Laguna. In the evaluation of work environment dimensions in private companies, the highest manifestation pertained to the “expectation for employees to maintain a consistently high work pace”, with a mean of **3.19** verbally interpreted as **Manifested**. Conversely, the lowest mean was associated with the “responsibility for employees to address others' problems”, resulting in a mean of **2.32** verbally interpreted as **Slightly Manifested**.

In conclusion, there is a consistent recognition of high work pace expectations, with multitasking and competing priorities as common challenges. While managers and millennial employees generally align on workload demands, variations exist in handling others' problems. Addressing workload management and balancing work demands with employee well-being are crucial for fostering a sustainable and productive work environment.

Echoing Soelton (2019), the article stressed vital job demands like work conditions and role pressures contributing to workplace stress. Anand and Cato (2021) highlighted the Demand-Control (DC) model's significance in managing employee well-being by addressing workload and time demands. Managing these job demands was pivotal for nurturing a supportive work environment.

Table 1.2

Level of Manifestation of Work Environment Dimensions in Private Companies in Calamba City, Laguna in terms of Influence at Work as assessed by Managers and Millennial Employees

Indicators in terms of Influence at Work	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employees possess influence and decision-making power in relation to their work.	3.11	M	3.00	M	3.06	M	4
2. Employees are involved in the process of selecting their work colleagues.	2.32	SM	2.20	SM	2.26	SM	10
3. Employees exert influence over the workload assigned to them.	2.81	M	2.74	M	2.78	M	9
4. Employees have the ability to influence the methods and approaches they use to perform their work.	3.06	M	3.01	M	3.04	M	5
5. Employees are empowered to have a say in determining the tasks and responsibilities they undertake in their job.	2.89	M	2.84	M	2.87	M	8
6. Employees can influence the pace at which they work.	3.03	M	2.92	M	2.98	M	7
7. Employees have a role in setting performance goals and objectives that align with their job responsibilities.	3.27	HM	3.11	M	3.19	M	2
8. Employees are encouraged to take ownership of their work and make decisions autonomously	3.07	M	2.90	M	2.99	M	6
9. Supervisors/Managers actively seek input and feedback from employees on their job roles and responsibilities	3.36	HM	3.06	M	3.21	M	1
10. The organization values and incorporates employee feedback when making significant changes or decisions	3.25	M	3.03	M	3.14	M	3
GENERAL ASSESSMENT	3.02	M	2.88	M	2.95	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Influence at Work was **Manifested** with a mean of **2.95** as to the level of manifestation of work environment dimensions in private companies in Calamba City as assessed by managers and millennial employees. The highest mean was observed in “supervisors or managers actively seeking input” with a mean of **3.21** verbally interpreted as **Manifested**, while the lowest mean was associated with “employee involvement in selecting colleagues” with a mean of **2.26** verbally interpreted as **Slightly Manifested**.

It can be concluded that there is a generally positive perception of employee empowerment and involvement in decision-making process. Supervisors actively seek input and feedback from employees, indicating a highly manifested dimension. However, involvement in selecting work colleagues is rated lower. Thus, fostering a culture of collaboration and autonomy is crucial for enhancing job satisfaction and organizational effectiveness within the organizational landscape.

Petty (2021) noted that workplace influence, not limited to formal roles, involves attracting attention, persuading others, and commanding respect, crucial for effective leadership. Wong (2020) emphasized influence's role within the JD-R Theory, correlating it with increased motivation and well-being. Those with greater influence feel empowered, contributing to enhanced performance and job quality, emphasizing its importance in fostering a productive work environment.

Table 1.3

Level of Manifestation of Work Environment Dimensions in Private Companies in Calamba City, Laguna in terms of Social Support and Social Relations as assessed by Managers and Millennial Employees

Indicators in terms of Social Support and Social Relations	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employees frequently receive assistance and support from their colleagues.	3.29	HM	3.12	M	3.21	M	7.5
2. Colleagues are often open and receptive to listening to Employee's work-related problems.	3.30	HM	3.11	M	3.21	M	7.5
3. Employees often receive help and support from their immediate supervisor.	3.34	HM	3.11	M	3.23	M	5.5
4. The Manager/Supervisor is often willing to listen and address employee's work-related problems.	3.54	HM	3.16	M	3.35	HM	2.5
5. Employees often work in isolation from other colleagues.	2.34	SM	2.44	SM	2.39	SM	10
6. Employees often engage in conversations with their colleagues while working.	2.88	M	2.90	M	2.89	M	9
7. Employees have opportunities to collaborate with colleagues on projects and tasks	3.32	HM	3.21	M	3.27	HM	4
8. Employees have opportunities to participate in team-building activities or events	3.48	HM	3.29	HM	3.39	HM	1
9. Employees often engage in social interactions, such as lunch or coffee breaks, with their colleagues	3.44	HM	3.26	HM	3.35	HM	2.5
10. The organization provides channels for employees to connect and build relationships beyond work tasks	3.32	HM	3.14	M	3.23	M	5.5
GENERAL ASSESSMENT	3.23		3.07	M	3.15	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Social Support and Social Relations was **Manifested** with a mean of **3.15** as to the level of manifestation of work environment dimensions in private companies in Calamba City, Laguna as assessed by managers and millennial employees. The highest mean was observed in “opportunities for team-building activities” with a mean of **3.39** verbally interpreted as **Highly Manifested**, while the lowest mean was associated with “employees working in isolation” with a mean of **2.39** verbally interpreted as **Slightly Manifested**.

In conclusion, there is a high importance of fostering a supportive workplace culture. While there is a generally high perception of support from colleague and supervisors, opportunities for collaboration and social interactions beyond work tasks could be further improved. Enhancing social support and promoting meaningful interactions can contribute to a more cohesive work environment.

Okojie et al. (2023) emphasized workplace social support and positive relations in stress reduction and teamwork promotion through transparent communication. Bupa (2023) also stressed the significance of workplace social interaction for team building and communication enhancement, underlining the importance of managing diverse interaction types for a positive work atmosphere.

Table 1.4

Level of Manifestation of Work Environment Dimensions in Private Companies in Calamba City, Laguna in terms of Job Insecurity as assessed by Managers and Millennial Employees

Indicators in terms of Job Insecurity	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employees have concerns about the possibility of being unemployed.	2.59	M	2.60	M	2.60	M	3
2. Employees are worried about advancements in technology which potentially rendering their role obsolete.	2.51	M	2.42	SM	2.47	SM	7
3. Employees have anxieties about the difficulty of finding another job if they were to become unemployed.	2.61	M	2.54	M	2.58	M	4
4. Employees are worried about the possibility of being involuntarily transferred to a different job.	2.56	M	2.46	SM	2.51	M	6
5. Employees have concerns about having to leave their current job due to health-related reasons.	2.55	M	2.50	SM	2.53	M	5
6. There is a lack of transparency regarding the criteria used for employee retention and layoffs.	2.38	SM	2.26	SM	2.32	SM	10
7. Employees often discuss job security concerns with their coworkers.	2.68	M	2.56	M	2.62	M	2
8. Employees have concerns about the organization's financial stability and its impact on job security.	2.71	M	2.58	M	2.65	M	1
9. There is a sense of insecurity among employees regarding potential layoffs or downsizing.	2.35	SM	2.37	SM	2.36	SM	8
10. The organization provides limited opportunities for skill development and upskilling, leading to job insecurity.	2.32	SM	2.33	SM	2.33	SM	9
GENERAL ASSESSMENT	2.52	M	2.46	SM	2.49	SM	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM) 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Job Insecurity was **Slightly Manifested** with a mean of **2.49** as to the level of manifestation of work environment dimensions in private companies in Calamba City, Laguna as assessed by managers and millennial employees. The highest mean was observed in “employees' concerns about the organization's financial stability and its impact on job security” with a mean of **2.65** verbally interpreted as **Manifested**, while the lowest mean was associated

with a “lack of transparency regarding criteria for employee retention and layoffs” with a mean of **2.32** verbally interpreted as **Slightly Manifested**.

It can be concluded that worries about potential unemployment, technological advancements, and organizational stability are prevalent. Transparency issues in criteria for retention and layoffs exacerbate anxieties. Limited opportunities for skill development add to job insecurity. Addressing transparency, providing skill development opportunities, and effective communication are crucial to mitigate job insecurity and foster stability.

Job insecurity, as noted by Cao et al. (2023), stemmed from factors like organizational changes or economic instability, leading to stress and reduced control. It affected emotional well-being, job satisfaction, and engagement, necessitating mitigation for a stable work environment. Similarly, Yu et al. (2021) defined it as the perception of lacking control in maintaining job continuity amid threats, impacting engagement and organizational commitment. However, its effects may vary, highlighting the need for case-specific analysis.

Table 1.5

Level of Manifestation of Work Environment Dimensions in Private Companies in Calamba City, Laguna in terms of Possibilities for Development as assessed by Managers and Millennial Employees

Indicators in terms of Possibilities for Development	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employees are offered a diverse range of tasks and activities.	3.14	M	2.94	M	3.04	M	10
2. Employee's work necessitates a significant level of skill or expertise.	3.25	M	3.08	M	3.17	M	7
3. Employees are required to perform repetitive tasks in their work.	3.11	M	3.11	M	3.11	M	9
4. Employee's work requires them to take initiative and be proactive.	3.46	HM	3.22	M	3.34	HM	4
5. Employees have opportunities to learn and acquire new knowledge through their work.	3.51	HM	3.31	HM	3.41	HM	3
6. Employees can apply and utilize their skills or expertise in their work.	3.53	HM	3.32	HM	3.43	HM	1.5
7. Employee's work provides opportunities for skills development and growth.	3.49	HM	3.37	HM	3.43	HM	1.5
8. Employees are encouraged to pursue professional development and further education	3.27	HM	3.14	M	3.21	M	5.5
9. The organization offers formal training programs to enhance employee skills and knowledge	3.32	HM	3.09	M	3.21	M	5.5
10. Employees are given challenging assignments that stretch their skills and capabilities	3.25	M	3.01	M	3.13	M	8
GENERAL ASSESSMENT	3.33	HM	3.16	M	3.25	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Possibilities for Development was **Manifested** with a mean of **3.25** as to the level of manifestation of work environment dimensions in private companies in Calamba City, Laguna in terms of possibilities for development as assessed by managers and millennial employees.

The highest mean was observed in “employees' ability to apply and utilize their skills” with a mean of **3.43** verbally interpreted as **Highly Manifested**, while the lowest mean was associated with a “diverse range of tasks and activities” with a mean of **3.04** verbally interpreted as **Manifested**.

In conclusion, both managers and millennial employees acknowledge the importance of opportunities for skills enhancement and growth, with formal training programs and challenging assignments being highly valued. However, the presence of repetitive tasks suggests a need for diversification to stimulate employee engagement and creativity. Encouraging proactive professional development initiatives can empower employees to take ownership of their career advancement, ultimately contributing to organizational agility and competitiveness in a rapidly evolving landscape.

Wang (2020) stressed the benefits of perceiving development opportunities, leading to increased motivation and job satisfaction. Organizations offered training, feedback, and challenging assignments to enhance skills and adaptability. Perry (2023) noted the value of any activity improving professional knowledge, from formal training to informal learning like reading or networking, which lead to promotions or salary increases.

Table 1.6

Level of Manifestation of Work Environment Dimensions in Private Companies in Calamba City, Laguna in terms of Meaning of Work as assessed by Managers and Millennial Employees

Indicators in terms of Meaning of Work	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employee's work holds a sense of meaning and purpose for you.	3.37	HM	3.20	M	3.29	HM	4
2. Employees perceive that the work they do is important and impactful.	3.40	HM	3.31	HM	3.36	HM	3
3. Employees feel motivated and engaged in their work.	3.29	HM	3.07	M	3.18	M	8
4. The work the employees do is valuable and beneficial to those who receive it.	3.47	HM	3.29	HM	3.38	HM	2
5. Employee's work contributes to a larger purpose or a greater goal.	3.52	HM	3.34	HM	3.43	HM	1
6. Employees feel a sense of pride and fulfillment in their daily work activities	3.37	HM	3.14	M	3.26	HM	6
7. Employees are encouraged to share stories or examples of how their work has made a difference	3.17	M	2.93	M	3.05	M	10
8. The organization recognizes and celebrates the meaningful contributions of its employees	3.31	HM	3.01	M	3.16	M	9
9. Employees often reflect on the positive impact their work has on clients, customers, or society	3.35	HM	3.12	M	3.24	M	7
10. Employees feel a strong connection between their values and the work they do	3.39	HM	3.16	M	3.28	HM	5
GENERAL ASSESSMENT	3.36	HM	3.16	M	3.26	HM	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Meaning of Work was **Highly Manifested** with a mean of **(3.26)** as to the level of manifestation of work environment dimensions in private companies in Calamba City, Laguna as assessed by managers and millennial employees. The highest mean was observed in “employees' work contributing to a larger purpose” with a mean of **3.43** verbally interpreted as **Highly Manifested**, while the lowest mean was associated with “encouraging employees to share impactful stories” with a mean of **3.05** verbally interpreted as **Manifested**.

It can be concluded that employees perceive their work as important and impactful, contributing to larger goals and benefiting recipients. Encouraging employees to share stories of their contributions and recognizing their meaningful efforts could deepen their sense of pride and connection to their work. By prioritizing the meaningfulness of work, organizations can foster a culture of fulfillment, which in turn can lead to higher employee satisfaction and overall organizational success.

Aligned with Albrecht et al. (2021), the concept of meaningful work involved perceiving tasks as purposeful and fulfilling, fostering a deeper connection to one's job. Tablan's (2021) study, "Meaningful Work for Filipinos," explored how Filipino virtues contributed to meaningful work within a virtue-ethics framework, suggesting managers leverage these virtues to inspire workers and align their tasks with ethical principles.

Table 1.7

Level of Manifestation of Work Environment Dimensions in Private Companies in Calamba City, Laguna in terms of Organizational Justice as assessed by Managers and Millennial Employees

Indicators in terms of Organizational Justice	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employees conflicts are resolved in a just and equitable manner.	3.26	HM	3.08	M	3.17	M	4.5
2. Employees are recognized and appreciated for their outstanding performance.	3.38	HM	3.14	M	3.26	HM	1
3. Suggestions from employees are given serious consideration by the management.	3.22	M	2.97	M	3.10	M	9.5
4. The distribution of work among employees are handled fairly and impartially.	3.30	HM	3.00	M	3.15	M	7
5. Employees believe that promotions and advancement opportunities are allocated fairly	3.23	M	2.97	M	3.10	M	9.5
6. Employees feel that performance evaluations and feedback are conducted objectively	3.35	HM	3.05	M	3.20	M	3
7. The organization maintains a consistent approach to handling disputes and conflicts among employees	3.31	HM	3.03	M	3.17	M	4.5
8. The organization actively seeks feedback from employees to improve fairness in its policies and practices	3.39	HM	3.08	M	3.24	M	2
9. The organization actively seeks feedback from employees to improve fairness in its policies and practices	3.28	HM	2.97	M	3.13	M	8
10. The organization provides transparent and clear explanations for decisions that affect employees	3.31	HM	3.00	M	3.16	M	6
GENERAL ASSESSMENT	3.30	HM	3.03	M	3.17	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Organizational Justice was **Manifested** with a mean of **3.17** as to the level of manifestation of work environment dimensions in private companies in Calamba City, Laguna as assessed by managers and millennial employees. The highest mean was observed in “employees feeling recognized for outstanding performance” as seen in the rating of **3.26** verbally interpreted as **Highly Manifested**. The lowest mean was associated with “suggestions from employees being given serious consideration” with a mean of **3.10** verbally interpreted as **Manifested**.

In conclusion, discrepancies between managerial and millennial perceptions highlight potential areas for improvement, particularly in conflict resolution and promotion fairness. By prioritizing transparent decision-making and actively seeking employee feedback, organizations can cultivate a culture of equity and trust. Embracing these changes not only enhances employee satisfaction but also contributes to improved organizational performance and long-term success.

Organizational justice, as emphasized by Rusinowitz (2022), revolved around employees' perceptions of fairness in workplace processes, decisions, and norms, significantly influencing trust, satisfaction, and commitment. Myers et al. (2020) further elaborated, delineating distributive justice, procedural justice, and interactional justice, which ensure equitable outcomes, unbiased procedures, and respectful interpersonal interactions, respectively.

Table 1.8

Level of Manifestation of Work Environment Dimensions in Private Companies in Calamba City, Laguna in terms of Work-Home Interface as assessed by Managers and Millennial Employees

Indicators in terms of Work-Home Interface	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. There are instances when employees find their selves needing to be present both at work and at home simultaneously.	2.83	M	2.72	M	2.78	M	3
2. Employees feel that the amount of time their work demands negatively impacts their personal life at home.	2.59	M	2.52	M	2.56	M	8
3. Employees' work drains so much of their energy that it has a negative effect on their personal life at home.	2.53	M	2.56	M	2.55	M	9
4. Demands of employees' work interfere with their family life at home.	2.54	M	2.47	SM	2.51	M	10
5. Employees have to make adjustments or changes to accommodate work-related issues that affect their family at home.	2.78	M	2.61	M	2.70	M	4
6. Employees often find it challenging to disconnect from work when they are at home.	2.63	M	2.53	M	2.58	M	7
7. There are occasions when work-related responsibilities spill over into employees' personal time.	2.67	M	2.62	M	2.65	M	5
8. The demands of the job frequently require employees to work from home or outside regular hours.	2.67	M	2.50	SM	2.59	M	6
9. Employees have access to resources and tools that facilitate remote work and work-life balance.	2.98	M	2.87	M	2.93	M	2
10. The organization encourages employees to set boundaries between work and personal life.	3.11	M	2.96	M	3.04	M	1
GENERAL ASSESSMENT	2.73	M	2.64	M	2.69	M	

Legend: 3.26 – 4.00 Always / Highly Manifested (HM), 1.76 – 2.50 Sometimes / Slightly Manifested (SM), 2.51 – 3.25 Often / Manifested (M), 1.00 – 1.75 Never / Not Manifested (NM)

Work-Home Interface was **Manifested** with a mean of **2.69** as to the level of manifestation of work environment dimensions in private companies in Calamba City, Laguna in terms of work-home interface as assessed by managers and millennial employees. The highest mean was observed in the “organization encouraging employees to set boundaries” with a mean of **3.04** verbally interpreted as **Manifested**. The lowest mean was associated with “job demands frequently requiring work outside regular hours” with a mean of **2.59** verbally interpreted as **Manifested**.

It can be concluded that there is a pressing need for organizations to acknowledge and address the challenges faced by employees in balancing work and personal responsibilities.

Implementing strategies to promote clearer boundaries between work and personal life, along with facilitating remote work and providing resources for work-life balance, can significantly enhance employee well-being and overall job satisfaction.

A positive work-home interface, emphasized by Bobbio et al. (2022), enhanced well-being by integrating work and home responsibilities effectively, supported by organizational policies. Holmes (2022) underscored the bidirectional influence between work and home life, highlighting its impact on various aspects like parenting and individual well-being, emphasizing the need for balancing both domains for overall employee well-being.

Table 2

Test of Significant Difference between the Assessment of the Managers and Millennial Employees on the Level of Manifestation of Work Environment Dimensions in Private Companies in Calamba City, Laguna

Sub-variables		Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Demands At Work	Between Groups	.280	1	.280	.749	.387	Not Significant	Accept H_0
	Within Groups	175.890	470	.374				
	Total	176.170	471					
Influence At Work	Between Groups	2.210	1	2.210	7.566	.006	Significant	Reject H_0
	Within Groups	137.309	470	.292				
	Total	139.519	471					
Social Support and Social Relations	Between Groups	2.761	1	2.761	11.193	.001	Significant	Reject H_0
	Within Groups	115.938	470	.247				
	Total	118.699	471					
Job Insecurity	Between Groups	.483	1	.483	.842	.359	Not Significant	Accept H_0
	Within Groups	269.601	470	.574				
	Total	270.084	471					
Possibilities of Development	Between Groups	3.527	1	3.527	13.025	.000	Significant	Reject H_0
	Within Groups	127.266	470	.271				
	Total	130.793	471					
Meaning of Work	Between Groups	5.025	1	5.025	15.616	.000	Significant	Reject H_0
	Within Groups	151.236	470	.322				
	Total	156.260	471					
Organizational Justice	Between Groups	8.814	1	8.814	21.943	.000	Significant	Reject H_0
	Within Groups	188.794	470	.402				
	Total	197.608	471					
Work-Home Interface	Between Groups	1.160	1	1.160	2.834	.093	Not Significant	Accept H_0
	Within Groups	192.376	470	.409				
	Total	193.536	471					

Note: Level of Significance: 0.05

Significant differences emerged in the assessment of work environment dimensions between managers and millennial employees in private companies in Calamba City, Laguna. While dimensions like Influence at Work and Social Support showed **significant differences** (F Ratios ranging from 7.566 to 21.943, p-values < 0.05), others such as Demands at Work and Job Insecurity **did not exhibit significant differences** (F Ratios of 0.387 and 0.359, respectively, with p-values > 0.05).

It can be concluded that to foster a more cohesive and productive environment, organizations prioritize initiatives that promote employee involvement in decision-making, enhance social support networks, offer ample development opportunities, and ensure fairness in organizational practices. By embracing these insights, companies can cultivate a workplace culture that values employee satisfaction, engagement, and overall well-being.

Workplaces, as noted by Shammout (2021), differed in physical settings, social dynamics, and factors influencing performance. A positive environment fostered motivation and engagement, essential for optimal performance even in evolving virtual workspaces. Perry

(2023) underscored the diversity of work environments, including physical and emotional spaces varying in layout, compensation, and social dynamics across organizations.

Table 3.1

Job Performance Level among Filipino Millennial Employees in Private Companies in Calamba City, Laguna in terms of Task Performance as assessed by Managers and Millennial Employees

Indicators in terms of Task Performance	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employees successfully organize and schedule their work to ensure timely completion.	3.47	VG	3.24	G	3.36	VG	1
2. Employee's planning approach was highly effective and optimized for efficiency.	3.35	VG	3.19	G	3.27	VG	6
3. Employees consistently keeps the desired outcomes and results in mind while executing their work.	3.39	VG	3.18	G	3.29	VG	4.5
4. Employees demonstrate the ability to distinguish between primary issues and peripheral matters in the workplace.	3.27	VG	3.16	G	3.22	G	8
5. Employees possess the skill to accurately prioritize tasks and assignments.	3.40	VG	3.24	G	3.32	VG	2
6. Employees achieve high performance levels with minimal time and effort.	3.13	G	2.92	G	3.03	G	10
7. Collaborating with others yielded highly productive and fruitful outcomes.	3.41	VG	3.18	G	3.30	VG	3
8. The quality of work produced by employees is consistently high and error-free	3.11	G	2.97	G	3.04	G	9
9. Employees effectively adapt to changes in their work environment and tasks	3.30	VG	3.17	G	3.24	G	7
10. Employees demonstrate a strong attention to detail in their work	3.34	VG	3.23	G	3.29	VG	4.5
GENERAL ASSESSMENT	3.32	VG	3.15	G	3.24	G	

Legend: 3.26 – 4.00 Always / Very Good (VG), 1.76 – 2.50 Sometimes / Fair (F), 2.51 – 3.25 Often / Good (G), 1.00 – 1.75 Never / Poor (P)

Task Performance was **Good** with a mean of **3.24** among Filipino millennial employees in private companies in Calamba City, Laguna as assessed by managers and millennial employee. The highest mean was observed in “efficient work organization” with a mean of **3.36** verbally interpreted as **Very Good**, while the lowest mean was associated with “achieving high performance with minimal effort” with a mean of **3.03** verbally interpreted as **Good**.

It can be concluded that strong organizational skills, effective prioritization, and adaptability fosters a conducive work environment. Collaboration is highlighted as a significant contributor to productivity, showcasing the benefits of teamwork. However, the challenge lies in optimizing efficiency while maintaining high-quality, error-free work. This underscores the importance of ongoing training initiatives and cultivating a culture of continuous improvement to enhance employee capabilities and overall organizational performance.

In tandem with Asian (2022), task performance referred to efficiently fulfilling assigned duties, directly impacting company activities like production. It involved meeting job

responsibilities, aligning with expectations, and receiving evaluations and rewards. Similarly, Hayati and Caniago (2023) described it as intentional actions promoting collaboration, boosting morale, and aiding colleagues by executing work effectively, focusing on quality, planning, and result-oriented approaches.

Table 3.2

Job Performance Level among Filipino Millennial Employees in Private Companies in Calamba City, Laguna in terms of Contextual Performance as assessed by Managers and Millennial Employees

Indicators in terms of Contextual Performance	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employees willingly assumes additional responsibilities beyond their regular job duties.	3.10	G	2.97	G	3.04	G	9
2. Upon completing employee's previous tasks, they proactively initiate new tasks.	3.06	G	2.97	G	3.02	G	10.5
3. Employees willingly undertakes challenging work assignments whenever they were available.	3.13	G	2.99	G	3.06	G	8
4. Employees are doing conscious efforts to stay updated with the knowledge required for their job.	3.27	VG	3.14	G	3.21	G	3
5. Employees are continuously working on improving and updating their job-related skills.	3.30	VG	3.14	G	3.22	G	2
6. Employees exhibit creativity in finding innovative solutions to novel problems.	3.28	VG	3.03	G	3.16	G	7
7. Employees actively seek out new challenges within their job.	3.09	G	2.95	G	3.02	G	10.5
8. Employees consistently exceed expectations by going above and beyond in their work.	3.08	G	2.93	G	3.01	G	12
9. Employees actively engage and contribute to work meetings.	3.32	VG	3.05	G	3.19	G	5
10. Employees actively seek ways to enhance and improve their performance in the workplace.	3.33	VG	3.17	G	3.25	VG	1
11. Employees seize opportunities as they presented themselves.	3.26	VG	3.14	G	3.20	G	4
12. Employees possess the ability to quickly resolve difficult situations and setbacks.	3.28	VG	3.08	G	3.18	G	6
GENERAL ASSESSMENT	3.21	G	3.05	G	3.13	G	

Legend: 3.26 – 4.00 Always / Very Good (VG), 1.76 – 2.50 Sometimes / Fair (F), 2.51 – 3.25 Often / Good (G), 1.00 – 1.75 Never / Poor (P)

Contextual Performance was **Good** with a mean of **3.13** as to the job performance level among Filipino millennial employees in private companies in Calamba City, Laguna as assessed by managers and millennial employees. The highest mean was observed in “employees actively seeking ways to enhance their performance” with a mean **3.25** verbally interpreted as **Very Good**, while the lowest mean was associated with “willingly assuming additional responsibilities” with a mean of **3.04** verbally interpreted as **Good**.

In conclusion, the existing workforce is driven by initiative and a commitment to growth. Their proactive stance towards tasks and eagerness to expand their skill sets signal a culture ripe for innovation. However, there's an opportunity to cultivate a more robust environment for creative problem-solving and seizing opportunities. By nurturing a culture that fosters and

rewards initiative, organizations can harness the full potential of their workforce, driving innovation and adaptability in the ever-evolving business landscape.

Le Sante et al. (2021) found that cooperative and persistent individuals were more likely to engage in contextual performance, positively impacting leadership emergence. Decu (2023) highlighted the importance of voluntary actions beyond core job responsibilities, fostering a positive work culture and promoting excellence and employee satisfaction.

Table 3.3

Job Performance Level among Filipino Millennial Employees in Private Companies in Calamba City, Laguna in terms of Adaptive Performance as assessed by Managers and Millennial Employees

Indicators in terms of Adaptive Performance	Managers		Millennial Employees		Composite		Rank
	Mean	VI	Mean	VI	Mean	VI	
1. Employees possess the ability to attain complete focus on the situation, enabling them to respond quickly.	3.35	VG	3.17	G	3.26	VG	1
2. When seeking solutions, Employees engage in calm discussions with colleagues.	3.26	VG	3.13	G	3.20	G	3
3. Employees leverage a diverse range of information sources and types to develop innovative solutions.	3.26	VG	3.11	G	3.19	G	4.5
4. Employees effortlessly reorganize their work to accommodate and adjust to new circumstances.	3.17	G	3.05	G	3.11	G	10
5. Employees actively participate in regular training, both within and outside of work, to maintain up-to-date competencies.	3.25	VG	3.04	G	3.15	G	8
6. Employees make an effort to understand the perspectives of their counterparts to enhance interaction with them.	3.24	G	3.13	G	3.19	G	4.5
7. Employees continuously seek new approaches to their job in order to foster improved collaboration with others.	3.20	G	3.06	G	3.13	G	9
8. Employees strive to adapt and navigate through challenging working conditions.	3.21	G	3.15	G	3.18	G	6
9. Employees display resilience and persistence when facing unexpected setbacks	3.19	G	3.13	G	3.16	G	7
10. The organization encourages and supports employees in adapting to evolving work conditions	3.33	VG	3.10	G	3.22	G	2
GENERAL ASSESSMENT	3.25	VG	3.11	G	3.18	G	

Legend: 3.26 – 4.00 Always / Very Good (VG), 1.76 – 2.50 Sometimes / Fair (F), 2.51 – 3.25 Often / Good (G), 1.00 – 1.75 Never / Poor (P)

Adaptive Performance was **Good** with a mean of **3.18** as to the job performance level among Filipino millennial employees in private companies in Calamba City, Laguna as assessed by managers and millennial employees. The highest mean was observed in “employees’ ability to focus and respond quickly” with a mean of **3.26** verbally interpreted as **Very Good**, while the lowest mean was linked to “effortlessly reorganizing work in response to new circumstances” with a mean of **3.11** verbally interpreted as **Good**.

It can be concluded that the existing workforce is adept at swiftly focusing and engaging in constructive dialogue. Their commitment to ongoing learning and flexible problem-solving

signifies a culture of resilience and adaptability. Nonetheless, opportunities exist to refine organizational support for reorganizing work and fostering innovation. Cultivating a climate that champions agility and collaborative problem-solving can amplify their capacity to thrive amidst dynamic challenges, fostering sustained growth and resilience within the workforce.

Loughlin et al. (2021) introduced guidelines for measuring expatriate effectiveness, emphasizing adaptability in diverse contexts. Park et al. (2019) defined adaptive performance as flexible behaviors that excel in problem-solving, managing uncertainty, and adapting to changing conditions in the workplace.

Table 4

Test of Significant Difference between the Assessment of the Managers and Millennial Employees on the Job Performance Level among Filipino Millennial Employees in Private Companies in Calamba City, Laguna

Sub-variables		Sum of squares	df	Mean square	F Ratio	Sig.	Remarks	Decision
Task Performance	Between Groups	3.339	1					
	Within Groups	123.448	470	3.339	12.713	.000	Significant	Reject H ₀
	Total	126.787						
Contextual Performance	Between Groups	3.027	1					
	Within Groups	150.348	470	3.027	9.463	.002	Significant	Reject H ₀
	Total	153.375						
Adaptive Performance	Between Groups	2.349	1					
	Within Groups	154.340	470	2.349	7.154	.008	Significant	Reject H ₀
	Total	156.690						

Note: Level of Significance: 0.05

The analysis revealed substantial variations in Task, Contextual, and Adaptive Performance between managers and millennial employees in private companies in Calamba City, Laguna. The rejection of the null hypothesis suggested that these differences were statistically **significant**. Specifically, Task Performance, Contextual Performance, and Adaptive Performance exhibited **F Ratios** of **12.713** (**p = 0.000**), **9.463** (**p = 0.002**), and **7.154** (**p = 0.008**), respectively.

In conclusion, the significant differences in Task, Contextual, and Adaptive Performance assessments between managers and millennial employees underscored the need for better alignment and communication with organizations. Addressing these disparities could enhance fairness in evaluations and promote organizational effectiveness. It highlights the importance of understanding and bridging the gap between different perspectives to foster a cohesive and productive work environment.

Sandall et al. (2022) highlighted job performance as a complex construct influenced by organizational demands, often lacking conceptual alignment and comprehensive observation methods. Smart Capital Mind (2023) defined job performance as the effective fulfillment of

work tasks, varying across organizations and evaluated by human resource expertise and managerial personnel. The variability in job performance assessment underscores its dynamic nature and organizational context dependence.

Table 5

Test of Significant Relationship between the Level of Manifestation of Work Environment Dimensions and the Job Performance Level among Filipino Millennial Workers of Private Companies in Calamba City, Laguna

Work Environment Dimensions	Job Performance	r value	P value	Remarks	Decision
Demands at Work	Task Performance	.103*	.049	Significant	Reject H_0
	Contextual Performance	.207**	.000	Significant	Reject H_0
	Adaptive Performance	.091*	.049	Significant	Reject H_0
Influence at Work	Task Performance	.465**	.000	Significant	Reject H_0
	Contextual Performance	.541**	.000	Significant	Reject H_0
	Adaptive Performance	.485**	.000	Significant	Reject H_0
Social Support and Social Relations	Task Performance	.571**	.000	Significant	Reject H_0
	Contextual Performance	.542**	.000	Significant	Reject H_0
	Adaptive Performance	.557**	.000	Significant	Reject H_0
Job Insecurity	Task Performance	.094*	.041	Significant	Reject H_0
	Contextual Performance	.216**	.000	Significant	Reject H_0
	Adaptive Performance	.122**	.008	Significant	Reject H_0
Possibilities for Development	Task Performance	.647**	.000	Significant	Reject H_0
	Contextual Performance	.669**	.000	Significant	Reject H_0
	Adaptive Performance	.674**	.000	Significant	Reject H_0
Meaning of Work	Task Performance	.694**	.000	Significant	Reject H_0
	Contextual Performance	.673**	.000	Significant	Reject H_0
	Adaptive Performance	.692**	.000	Significant	Reject H_0
Organizational Justice	Task Performance	.658**	.000	Significant	Reject H_0
	Contextual Performance	.644**	.000	Significant	Reject H_0
	Adaptive Performance	.674**	.000	Significant	Reject H_0
Work-Home Interface	Task Performance	.179**	.000	Significant	Reject H_0
	Contextual Performance	.316**	.000	Significant	Reject H_0
	Adaptive Performance	.209**	.000	Significant	Reject H_0

Note: ***Correlational at the level 0.01
 ***Correlational at the level 0.05 (Two-tailed)

Based on the findings, there was a **significant relationship** between the level of manifestation of work environment dimensions and the job performance level among Filipino millennial workers of private companies in Calamba City, Laguna. The **r values** ranging from **.091 to .694** were interpreted as with a **low to moderate positive** correlation as to correlate Work Environment Dimensions and Job Performance. The computed probability values **.000, .008, .041, and 0.49** were lesser than the level of significant (**$P < 0.05$**); thus, the null hypothesis was rejected.

It can be concluded that the quality of the work environment plays a vital role in shaping employee job performance outcomes. It prompts organizations to critically evaluate and enhance factors such as social support, opportunities for development, and organizational justice to foster a conducive workplace culture. This emphasizes the imperative for companies to prioritize initiatives aimed at creating a supportive, fair, and growth-oriented environment. Doing so not only enhances employee well-being and satisfaction but also cultivates a more resilient and high-performing workforce poised for long-term success.

Zhenjing et al. (2022) noted that favorable workplace environments are linked to improved employee performance and organizational productivity. Similarly, Vohra et al. (2022) found

that positive workplace atmospheres enhance job satisfaction and performance across industries. Aggarwal et al. (2023) emphasized the importance of conducive work environments in promoting employee engagement and organizational success.

The Proposed Program

An all-encompassing initiative to enhance job performance level among Filipino Millennial employees in private companies in Calamba City has been put forth. This proposed comprehensive job performance enhancement initiative is a strategic and tailored approach that addresses the diverse needs of Filipino Millennial employees by focusing on stress management, inclusive leadership, interpersonal connections, job security, continuous learning, purposeful engagement, equity, and well-being, reflecting a commitment to fostering a positive and supportive work environment.

CONCLUSIONS

After the presentation of the summary of findings of the study, the foregoing conclusions were deduced:

1. That prioritizing workload management, empowerment, social support, and job security fosters a nurturing work environment, essential for employee well-being and productivity. Addressing disparities in perceptions between managers and millennial employees through transparent communication and collaborative decision-making fosters organizational adaptation and innovation.

2. That significant differences in perspectives between managers and millennial employees underscore the need for initiatives promoting employee involvement in decision-making, enhancing social support, offering development opportunities, and ensuring fairness. Embracing these insights cultivates a workplace culture valuing employee satisfaction, engagement, and overall well-being

3. That the current workforce demonstrates organizational skills, adaptability, and a drive for growth, forming a solid foundation for a thriving work environment. Balancing efficiency with quality necessitates continuous training and a culture fostering creative problem-solving and initiative, unlocking untapped potential for innovation and adaptability.

4. That noticeable differences in performance appraisals between managers and millennial employees highlight the need for enhanced harmonization, coordination, and communication within the organizational framework. Addressing disparities promises fairness in evaluations and strengthens the organizational fabric, emphasizing the importance of bridging perspectives for a cohesive workplace culture.

5. That the quality of the work environment significantly influences employee job performance outcomes, prompting organizations to evaluate and enhance factors like social support, development opportunities, and organizational justice. Prioritizing initiatives aimed at creating a supportive, fair, and growth-oriented environment enhances employee well-being, satisfaction, and organizational resilience.

6. That a comprehensive program is necessary since the program elevates job performance among Filipino Millennial employees in private enterprises in Calamba City, Laguna. This initiative enhances job performance for Filipino Millennial employees in Calamba City focused on workload optimization, collaborative leadership, interconnected culture, employment confidence, continuous growth culture, purposeful engagement, equity and fairness, and holistic well-being.

RECOMMENDATIONS

Based on the above findings and conclusions, suggestions and recommendations were outlined below:

1. Private companies in Calamba City can benefit from implementing regular feedback systems led by HR departments or designated employee engagement teams. Focusing on training sessions to cultivate a collaborative, transparent, and well-being-oriented workplace culture, with HR or training and development teams at the helm, is crucial. Recognizing and promoting meaningful work, social support, and organizational justice should involve senior management and HR teams.

2. Bridging the gap between managers and millennials through communication workshops and open forums led by HR departments or organizational development specialists is essential. Targeted interventions can address specific concerns based on variations in work environment dimensions, with collaboration between HR and departmental managers for implementation.

3. Improving job performance requires capitalizing on strengths in organizing, planning, adaptability, and collaboration. Continuous skill development programs led by HR departments or learning and development teams can foster a culture encouraging engagement, proactivity, and adaptive proficiency, involving HR departments and organizational leaders.

4. Introducing joint training programs for managers and millennials to align perspectives on job performance necessitates collaboration between HR departments and departmental managers. Establishing transparent communication channels for regular feedback and performance reviews should involve HR departments and senior management for a cohesive perspective.

5. Investing in initiatives fortifying social support, providing meaningful work experiences, and enhancing organizational justice requires collaboration between HR departments, senior management, and relevant employee support teams. Monitoring the correlation between work environment dimensions and job performance and adapting strategies should involve HR departments and data analytics teams.

6. Implementing a comprehensive program aimed at enhancing job performance among Filipino millennial employees in private companies in Calamba City requires coordination between HR departments, senior management, and cross-functional teams. Initiatives focused on various aspects like workload optimization, collaborative leadership, and holistic well-being should involve a collective effort from relevant stakeholders within the organization.

7. Future research may explore the impact of integrating AI tools on work environment dimensions within Calamba City's private sector. Investigating AI's contributions to collaboration, transparency, and employee well-being and its applications in talent management and performance evaluation could offer valuable insights for understanding its evolving role in the workplace.

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