

Bridging Work-Life Conflicts through Organizational Culture: A Strategic Intervention Framework for Small and Medium Enterprises in Metro Manila

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Abstract

This study aimed to examine how organizational culture can be strategically utilized to mitigate work-life conflict (WLC) among employees of Small and Medium Enterprises (SMEs) in Metro Manila, and to develop a culturally grounded intervention framework. Specifically, it sought to (1) describe the demographic and professional profile of respondents, (2) assess the level of WLC, (3) evaluate perceptions of organizational culture, (4) identify current organizational practices addressing WLC, (5) determine significant differences in WLC when grouped according to profile variables, and (6) recommend strategies to strengthen organizational culture for reducing WLC. Using a quantitative research design, data were collected from 100 purposively selected SME employees through a structured survey questionnaire utilizing a four-point Likert scale. Statistical treatments included frequency and percentage for profile data, weighted mean for perception-based responses, and t-test and ANOVA for testing significant differences. Findings revealed that respondents experienced a high level of WLC, particularly in emotional strain and time-based interference between work and personal responsibilities. Organizational culture was generally perceived positively, with leadership support, open communication, flexibility, and team cooperation identified as strengths. Significant differences in WLC were observed based on age, sex, job position, and work schedule, but not on civil status, educational attainment, or length of service. The study concluded that while SMEs demonstrate positive cultural attributes, targeted and differentiated interventions are necessary to address WLC effectively. Recommendations include leadership training on work-life sensitivity, the institutionalization of wellness and mental health programs, participatory policymaking, managerial role modeling of balance, expanded flexible work arrangements, and tailoring interventions to demographic-specific needs. This research underscores the critical role of organizational culture in shaping employee well-being and provides actionable strategies for SME leaders to create more balanced and supportive work environments in the Philippine context.

Keywords: work-life conflict, organizational culture, SMEs, Metro Manila, employee well-being