#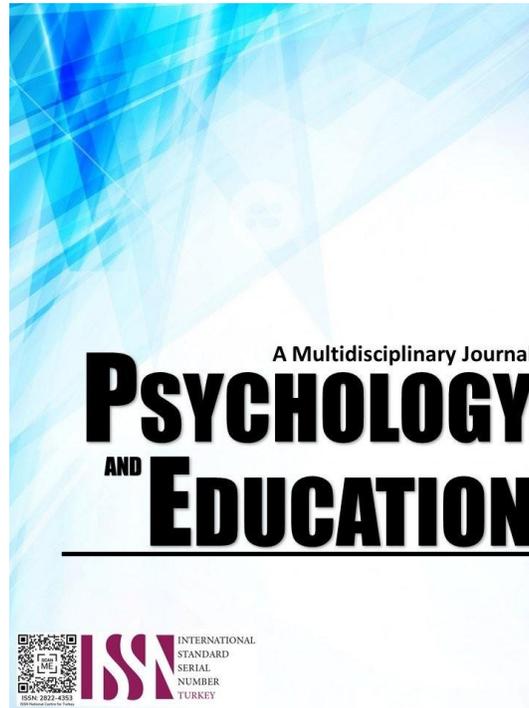 RELATIONSHIP BETWEEN STRESS MANAGEMENT PRACTICES AND JOB PERFORMANCE AMONG SELECTED WORK FROM HOME CALL CENTER EMPLOYEES IN LIPA CITY: BASIS FOR STRESS MANAGEMENT PROGRAM

Relationship Between Stress Management Practices and Job Performance among Selected Work from Home Call Center Employees in Lipa City: Basis for Stress Management Program

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Abstract

This research aims to investigate the impact of stress management practices on job performance among selected work-from-home (WFH) call center employees in Lipa City. The study utilized a self-made survey questionnaire and was responded to by two hundred twenty (220) employees from various BPO companies operating remotely within the city. The findings revealed that most employees frequently use time management, regular short breaks, physical exercise, and online social interaction as primary stress management strategies. Overall, respondents reported moderate to high levels of job performance, particularly in areas such as task completion, responsiveness, and communication. The study also found a strong positive correlation between stress management practices and job performance, indicating that employees who regularly engage in proactive stress coping strategies—such as mindfulness, structured routines, and peer support—tend to perform better. In contrast, employees relying on reactive or passive strategies (e.g., avoidance, excessive multitasking) reported lower performance outcomes. Notably, respondents cited digital fatigue, inconsistent work schedules, and challenges to work-life boundaries as major sources of stress. These stressors negatively impacted concentration, motivation, and job satisfaction for a significant portion of the sample. These findings underscore the importance of implementing structured support systems for remote employees. A targeted stress management program is proposed, focusing on time-use planning, supervisor communication, mental health resources, and physical wellness activities to enhance employee well-being and sustain job performance in a remote work setup.

Keywords: *stress management practices, job performance, work-from-home, call center employees, remote work, Lipa City, BPO industry*

Introduction

The call center industry in the Philippines has emerged as one of the largest and fastest-growing sectors in recent years, significantly contributing to national economic development and providing stable employment opportunities to millions of Filipinos (Magtibay-Ramos, Estrada, & Felipe, 2020). While Metro Manila continues to serve as the industry's nerve center, the rise of regional business hubs such as Lipa City in Batangas has brought increased attention to the role of provincial cities in the growth of the business process outsourcing (BPO) sector. These regional expansions have enabled companies to tap into new talent pools while also fostering local economic growth.

However, behind this growth lies a high-pressure work environment often characterized by long hours, emotionally taxing interactions with customers, performance-based evaluations, and the need to adjust to night shifts and erratic schedules that align with international time zones (Contawe, 2022). These stress-inducing factors, while manageable in structured office settings with access to peer support and managerial supervision, have become even more complex with the widespread adoption of work-from-home (WFH) arrangements.

The onset of the COVID-19 pandemic catalyzed a rapid transformation in work arrangements across the BPO sector. In response to government lockdowns and health concerns, companies transitioned swiftly from centralized office spaces to remote operations (Parilla et al., 2022). While this shift provided greater flexibility and removed geographical barriers, it also introduced a new layer of challenges for employees. Work-from-home setups, especially in households not originally designed for professional use, created difficulties in maintaining productivity, setting boundaries, and preserving mental well-being.

In the context of remote work, stressors such as social isolation, lack of physical supervision, poor ergonomic conditions, and the constant overlap of personal and professional responsibilities have become more prominent (Chong et al., 2020). Employees, especially those living in shared spaces or with family obligations, have reported higher emotional strain and diminished work-life balance. For many call center agents, the transition disrupted their sense of structure and routine, elements that previously anchored their performance and motivation in a traditional office setup (Montalbo, 2016).

Unmanaged stress in these scenarios can lead to serious repercussions not only for the employee's well-being but also for the organization's overall productivity. Prolonged exposure to stress is associated with burnout, reduced job satisfaction, increased absenteeism, poor customer service, and higher attrition rates (Jex & Beehr, 2018). In remote environments, where agents are required to be self-motivated and technically independent, stress can be even more detrimental. Key performance metrics such as average handling time, first-call resolution, and customer satisfaction scores can all suffer as a result of stress-induced fatigue and disengagement (Golden et al., 2008).

Recognizing the urgency of these concerns, both organizations and employees have turned to stress management practices to navigate

the evolving work landscape. Personal coping mechanisms, including effective time management, regular physical activity, mindfulness practices, and emotional support from family and peers, have gained traction among remote workers. Simultaneously, companies have begun to explore formalized stress management programs, such as online wellness sessions, virtual team-building activities, and access to telehealth or counseling services (Richardson & Rothstein, 2008). These efforts highlight a growing recognition of mental health and resilience as core components of workplace performance and sustainability.

In the Philippine context, recent research emphasizes the importance of culturally appropriate and context-specific stress management interventions. Montalbo (2016) found that Filipino call center agents who participated in online support groups or counseling sessions were better equipped to manage stress, maintain emotional stability, and meet performance goals. Likewise, Montalbo (2016) observed that employees who established clear boundaries between their work and personal lives reported significantly better well-being and productivity during extended periods of remote work.

Yet, despite these developments, a gap remains in localized studies that examine how stress is managed specifically by work-from-home call center agents in cities like Lipa. Regional hubs may face unique challenges such as inconsistent internet infrastructure, limited access to professional mental health services, and varying degrees of managerial support, all of which influence the effectiveness of stress management practices. What sets this study apart is its focus on capturing the lived experiences of WFH agents in a rapidly developing but often overlooked regional center, bridging the gap between national industry trends and local employee realities. In addition, this research is conducted after the COVID-19 pandemic, during a period when some companies have continued to implement or adopt long-term remote work arrangements, making the investigation of stress management strategies particularly timely and relevant. Therefore, a focused exploration into the experiences of WFH agents in Lipa City is both timely and necessary.

This study aims to explore the stress management practices employed by selected work-from-home call center employees in Lipa City and analyze their relationship with job performance. By examining both individual coping strategies and organizational support mechanisms, the research seeks to identify best practices and areas for improvement. Ultimately, the goal is to provide evidence-based recommendations for a tailored stress management program that supports employee well-being and enhances performance in remote work settings.

Research Questions

The study focused on the stress management practices and their impact on the job performance of selected work-from-home call center employees in Lipa City. Moreover, this sught to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
    1.1. age;
    1.2. sex;
    1.3. no. of hours of duty; and
    1.4. monthly income?
2. What is the level of job performance of call center employees working from home in Lipa City, based on self-assessment and performance metrics?
3. What stress management practices are employed by call center employees working from home in Lipa City in terms of their:
    3.1. personal;
    3.2. social;
    3.3. cognitive;
    3.4. emotional;
    3.5. financial; and
    3.6. spiritual?
4. Is there a significant difference between the level of job performance of call center employees working from home in Lipa City based on self and Team Leaders assessment?
5. Is there a significant relationship between the level of job performance and the stress management practices employed by call center employees working from home in Lipa City?
6. Is there a significant difference between the responses of the respondents on the level of job performance and stress management practices of the work-from-home employees when grouped according to their profile?
7. Based from the findings of the study, what stress management program can be proposed?

Methodology

Research Design

This study utilized a descriptive-correlational research design. The descriptive aspect was employed to identify and describe the common stressors experienced by call center employees working from home, the personal stress management practices they use, and the organizational stress management programs available to them. The correlational aspect was used to determine the relationship

between stress management practices and job performance among remote call center employees in Lipa City. This design was appropriate because it allowed the researcher to quantify both stress management practices and job performance and determine whether a statistically significant relationship exists between these variables.

Respondents

The respondents of this study were call center employees working from home in Lipa City. The target population included employees from various call center companies located in Lipa City, regardless of their tenure, account type, or employment status. The selection criteria required that respondents be currently employed in a work-from-home setup at the time of the study. The sampling technique used was stratified random sampling, ensuring representation across different departments (e.g., customer service, technical support, sales). The sample size was determined using Raosoft, with a 5% margin of error and a 95% confidence level, and a 20% response distribution. According to the information provided by the call center companies, there were a total of 509 employees with a WFH setup. Using this information, the sample size is 220.

Instrument

The primary tool used in this study was a structured survey questionnaire divided into three main sections, each designed to collect information relevant to the study's objectives. The first section collected demographic details, including age, gender, daily working hours, and monthly income. This information helped determine whether stress management practices and job performance varied across different groups within the population.

The second part of the questionnaire focused on the respondents' self-assessment of their job performance while working from home. It covered areas like productivity, time management, quality of work, responsiveness to customer concerns, and feedback from supervisors. Responses were measured using a five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree."

The third section explored how employees managed occupational stress. It inquired about the frequency and types of coping strategies they employed, categorized into seven groups: personal, social, psychological, mental, emotional, financial, and spiritual. A five-point scale ranging from "Never" to "Always" was used to record their responses.

All questions were closed-ended to ensure the data could be easily analyzed and compared. The standardized format enabled consistency and facilitated the identification of patterns and relationships between stress management practices and job performance. The questionnaire was developed specifically to support the study's goal of creating a stress management program for work-from-home call center employees in Lipa City.

To ensure the accuracy and reliability of the research instrument, the questionnaire used in this study was carefully adapted from validated instruments in previous studies on occupational stress, remote work, and job performance.

Specifically, items measuring work-related stressors, personal stress management practices, organizational support programs, and self-assessed job performance were modified from established instruments used in studies by Montalbo (2016) on stress management in the Philippine BPO industry. The questionnaire was refined to align with the specific context of call center employees working from home in Lipa City, incorporating insights from the literature review and field observations.

The final questionnaire integrates expert recommendations and pilot study findings, ensuring that it accurately measures the stressors, coping mechanisms, and job performance of remote call center employees. This validation process strengthens the credibility of the study and enhances the reliability of the data collected.

Procedure

The data gathering process began with the distribution of an online survey link to the sampled call center employees through company email systems, internal communication platforms (e.g., Microsoft Teams, Slack), and employee group chats. Prior to data collection, permission was secured from call center management, and the purpose of the study was explained to potential respondents through a cover letter attached to the survey form. The cover letter emphasized voluntary participation, anonymity, and the right to withdraw at any point.

Respondents were given five (5) days to complete the questionnaire, with a reminder sent on the third day to maximize response rates. Completed surveys were automatically collected through Google Forms, ensuring both ease of data collection and secure data storage.

Data Analysis

The data collected was coded and processed with the assistance of a statistician to facilitate analysis. The following statistical tools were used:

Frequency and Percentage Distribution – To describe the demographic profile of the respondents (age, gender, number of hours of duty, and monthly income) and to summarize the frequency of various stress management practices employed by work-from-home call center employees.

Mean and Standard Deviation – To measure the average levels of job performance and stress management practices (personal, social,

psychological, mental, emotional, financial, and spiritual), as well as to assess the consistency or variation in responses among participants.

Pearson's r (Correlation Coefficient) – To test for the strength and direction of the relationship between the respondents' stress management practices and their self-assessed job performance.

T-Test and One-Way ANOVA – t-Test was used to determine if there were significant differences in stress management and job performance based on gender (a variable with two groups). One-way ANOVA was used to test for significant differences among three or more groups based on age, working hours, and monthly income.

All statistical tests were conducted at a 0.05 level of significance to determine whether the relationships and differences identified in the study were statistically meaningful.

Ethical Considerations

Making sure the study was carried out ethically was a top priority, especially since it involved real people whose rights needed to be respected and protected. The following steps were taken to ensure that all participants were treated fairly and that the research adhered to proper ethical guidelines.

Before collecting any data, participants were clearly informed about the study's purpose, methodology, and potential risks and benefits. Their participation was completely voluntary, and informed consent was obtained. They were also informed that they had the right to withdraw from the study at any time without incurring any negative consequences, ensuring they fully understood their rights and the implications of their participation.

To maintain privacy, no personally identifying details were collected. All information was kept confidential and stored securely. Audio recordings were deleted once the responses had been analyzed, following the guidelines of the Data Privacy Act. Only the researcher had access to these recordings, and all findings were presented in a general format to ensure that no individual could be identified.

The research was carefully designed to avoid causing any kind of harm—physical, emotional, or psychological. If any sensitive issues arose during the process, support was provided as needed.

The research also received approval from the adviser to make sure it met academic and ethical standards. All data was collected honestly and presented truthfully, with full respect for participants' privacy and dignity.

Results and Discussion

This part presents the data gathered from the questionnaires answered by the respondents.

Profile of the Respondents.

The profile of the respondents was shown in Table 1.

Table 1. *Profile of the Respondents*

Profile	Frequency	Percentage	Rank
Age			
18 - 25 years old	150	68.18	1
26 - 33 years old	56	25.45	2
34 - 41 years old	10	4.55	3
42 - 49 years old	4	1.82	4
Total	220	100	
Sex			
Male	100	45.45	2
Female	120	54.55	1
Total	220	100	
Number of Hours of Duty Per Day			
7 - 8 hours	207	94.09	1
More than 8 hours	13	5.91	2
Total	220	100	
Monthly Income			
Below P10,000	3	1.36	3.5
P10,001 - P20,000	191	86.82	1
P20,001 - P30,000	23	10.45	2
P30,001 - P40,000	3	1.36	3.5
Total	220	100	

As reflected in Table 1, out of 220 total respondents, 150, or 68.18%, at rank 1, came from the age range of 18-25 years old, while those aged 42 - 49 years old had the least frequency count, four, or 1.82%, at rank 4. In terms of the genders of the respondents, females

made the highest frequency count of 120, or 54.55%, at rank 1, while males obtained the least frequency count of 100, or 45.45%, at rank 2.

For the respondents' number of hours of duty per day, 7-8 hours received the highest frequency count of 207, or 94.09%, at rank 1, whereas more than 8 hours gained the least frequency count of 13, or 5.91%, at rank 2. Regarding the respondents' monthly incomes, the range of P10,001 - P20,000 yielded the highest frequency count of 191, or 86.82%, at rank 1. Meanwhile, the ranges below P10,000 and P30,001 - P40,000 had the least equal frequency counts of three, or 1.36%, at ranks 3.5.

Level of Job Performance of Call Center Agents Working from Home in Lipa City Based on Self and Team Leaders Assessment

Table 2.1. *Level of Job Performance of Call Center Agents Working from Home in Lipa City Based on Self-Assessment*

	Weighted Mean	Interpretation	Rank
1. I complete my daily work goals, even when household responsibilities arise.	3.67	Agree	1
2. I reply to messages from customers or teammates on time, even with slow internet (e.g., brownouts, spotty data).	3.64	Agree	2
3. I perform tasks with minimal errors despite interruptions at home.	3.47	Agree	9
4. I manage my time well, balancing work and helping with chores or family duties.	3.58	Agree	4
5. I receive recognition from my team leader or supervisor for my output.	3.52	Agree	6
6. I follow instructions and produce quality works that meet or exceed expectations.	3.63	Agree	3
7. I stay focused during work hours even with distractions like TV, noise, or visitors.	3.51	Agree	7
8. I actively speak or give suggestions during online meetings or chats.	3.45	Agree	10
9. I resolve basic customer issues or questions without always needing assistance.	3.50	Agree	8
10. I adapt well to changes, such as new tools, system updates, or shifting work priorities.	3.56	Agree	5
Composite Mean	3.65	Agree	

As revealed in Table 2.1, the call center agent-respondents agreed that they complete their daily work goals, even when household responsibilities arise which got the highest weighted mean of 3.67 and the highest rank of 1. This suggests that most respondents perceive themselves as capable of maintaining productivity even when faced with domestic responsibilities. The results suggest a level of adaptability and personal discipline among Filipino remote workers, particularly in the BPO sector, where balancing work and household responsibilities has become a crucial skill. Bloom et al. (2015) found that employees in a Chinese call center who were allowed to work from home recorded higher productivity, primarily due to fewer distractions and a more controlled work environment. Similarly, Bailey and Kurland (2002) noted that telecommuting enhances focus and efficiency when workers are given autonomy and flexibility.

This reflects the concept of primary appraisal in Lazarus and Folkman's model, where individuals assess whether a situation is threatening or manageable. Respondents who continued to meet work goals despite home distractions likely viewed these stressors as manageable and chose coping strategies that helped them maintain control.

This finding also reflects what has been observed locally. Rioveros et al. (2020) reported in a study of BPO workers in CALABARZON that many employees successfully adapted to the work-from-home setup by developing better time management and multitasking skills. Likewise, San Jose et al. (2022) emphasized that Filipino cultural values, such as malasakit (concern for others) and a strong sense of family responsibility, play a role in motivating workers to stay committed to their tasks even when faced with household demands. These findings help explain why the respondents view themselves as productive despite the dual pressures of work and home life.

Additionally, the said group of respondents also agreed that they actively speak or give suggestions during online meetings or chats, which resulted in the least weighted mean of 3.45 and the lowest rank of 10. This suggests that while agents perform well independently, they may be less engaged in collaboration within virtual environments. According to Gajendran and Harrison (2007), remote work tends to limit interpersonal interactions, which can reduce opportunities for informal communication and spontaneous idea-sharing. Wang et al. (2021) also noted that employees may experience a psychological sense of distance in virtual meetings, making them less inclined to contribute during discussions.

This issue is further reflected in the Philippine context. Mores (2021) observed that during the COVID-19 pandemic, many Filipino BPO workers were hesitant to speak up in online meetings due to anxiety about miscommunication, compounded by unstable internet connections. Additionally, San Jose et al. (2022) noted that Filipino workers often hesitate to share their ideas in group settings, particularly when authority figures are present. This may stem from cultural norms that value respect for hierarchy, which can inadvertently discourage open communication. These challenges highlight the need for interventions that can help remote workers feel more confident and included during virtual engagements.

According to the model's emotion-focused coping strategy, when employees feel unable to control external stressors (like unstable

internet or the presence of superiors during meetings), they may withdraw from social engagement to preserve emotional energy. This could explain lower participation in meetings despite strong individual performance.

The composite mean of 3.65 signified that the call center agent-respondents agreed on their level of job performance as call center agents working from home. This suggests a positive self-perception of their ability to handle job tasks effectively, even in a remote setting. Choudhury, Foroughi, and Larson (2021) argued that employees working remotely, especially under flexible arrangements, often experience higher productivity and satisfaction when provided with the right support systems. The findings are also consistent with the report by Eurofound and the International Labour Office (2017), which emphasized that workers who possess strong self-management skills and have access to digital tools tend to maintain or even enhance their performance in remote setups. In the local setting, Bodwell (2016) found that Filipino BPO workers generally display high levels of resilience and adaptability, qualities that are crucial for navigating the demands of a work-from-home environment. Altogether, these insights confirm that the agents in Lipa City possess the necessary competencies, work habits, and cultural values to maintain professional performance while working remotely.

This also ties into re-appraisal, where successful coping strategies lead to improved perception of one's ability to handle challenges. The respondents' agreement on their ability to manage tasks suggests that their chosen coping methods helped them view their work situation more positively, which contributed to sustained performance.

Table 2.2. *Level of Job Performance of Call Center Agents Working from Home in Lipa City Based on Team Leaders Assessment*

	Weighted Mean	Interpretation	Rank
The call center agent…			
1. Meets or exceedshis daily productivity goals.	3.36	Moderately Agree	6
2. Responds to customer concerns in a timely and efficient manner.	3.40	Agree	4.5
3. Rarely make errors during his tasks.	3.20	Moderately Agree	10
4. Can manage his time effectively while working from home.	3.48	Agree	2
5. Receives positive feedback from his supervisor/team leader.	3.29	Moderately Agree	9
6. Maintains high quality in call handling and resolution.	3.50	Agree	1
7. Stay focused and minimizes distractions during work hours.	3.35	Moderately Agree	7.5
8. Participates actively in virtual meetings and contributes to discussions.	3.35	Moderately Agree	7.5
9. Is able to resolve most issues independently without supervision.	3.43	Agree	3
10. Adapts quickly to changes in tools, systems, or procedures.	3.40	Agree	4.5
Composite Mean	3.38	Moderately Agree	

As presented in Table 2.2, the Team Leader respondents agreed that their call center agents maintain high quality in call handling and resolution, which reported the highest weighted mean of 3.50 and the highest rank of 1. This received a weighted mean of 3.50 and ranked first. This suggests that despite the remote work setup, call center agents are able to maintain service quality as viewed by their supervisors. A study by Aksoy et al. (2025) on a call center organization found that remote agents were often more focused, attributing this to the quieter environment at home, which allowed for better attention to detail during calls. In addition, Baliling (2025) emphasized that Filipino BPO workers, when equipped with proper digital tools and consistent supervisor feedback, tend to maintain call handling standards even in a remote context. Maintaining service quality in the BPO sector is critical, and this result indicates that team leaders in Lipa City recognize agents' ability to sustain performance expectations even without constant in-person oversight.

This aligns with the Transactional Model, which emphasizes the importance of both the individual's appraisal and their available coping resources. In this case, support systems (e.g., supervisor feedback, proper tools) act as coping resources that enhance performance even when stressors are present.

On the contrary, the said group of respondents only moderately agreed that their call center agents rarely make errors during his tasks with the least weighted mean of 3.20 and the least rank of 10. Although team leaders still "moderately agreed" with this statement, the lower rating indicates some concerns about task accuracy in a work-from-home environment. According to Li and Wang (2024), errors in remote work settings are more likely to occur due to a lack of real-time supervision and immediate feedback. This challenge is echoed in the Philippine setting by Diaz et al. (2023), who observed that BPO agents working from home in Pampanga experienced occasional declines in task accuracy, largely due to internet instability and the absence of technical support typically available in on-site offices.

The composite mean of 3.38 concluded that the team leaders agreed on the job performance of their call center agents. Although not as high as the agents' self-assessment (composite mean of 3.65), this suggests that supervisors still view remote performance in a generally positive light. As noted by SIEPR (2023), managers tend to evaluate remote performance more cautiously than workers evaluate themselves, especially when direct observation is limited. Nevertheless, the team leaders' agreement in key areas, such as call handling quality, time management, and the ability to resolve customer concerns independently, demonstrates confidence in the agents' ability to perform effectively in remote setups. Baliling (2025) also emphasized that agent performance is closely tied to self-regulation and the structure of remote work support systems, rather than the physical presence of supervisors. This underscores the importance of empowering agents with tools, training, and feedback mechanisms to ensure quality performance continues outside the traditional office setting.

Stress Management Practices Employed by Call Center Employees Working from Home in Lipa City In Terms of Personal

Table 3. *Stress Management Practices Employed by Call Center Employees Working from Home in Lipa City in Terms of Personal*

	Weighted Mean	Interpretation	Rank
1. I take short breaks to stretch, drink water, or look outside at our garden or surroundings.	3.66	Agree	2
2. I follow a daily routine that separates work from family or household duties.	3.50	Agree	6
3. I get enough rest, especially after a long day in front of the computer.	3.44	Agree	9
4. I eat regular meals (e.g., lutongbahay like tinola, adobo) to maintain energy and focus.	3.25	Moderately Agree	10
5. I include some form of physical activity (e.g., walking around the barangay or yard chores).	3.52	Agree	5
6. I drink enough water, salabat, or local juice to stay hydrated.	3.61	Agree	3
7. I make my workspace clean and comfortable, even in a small space like a dining area.	3.49	Agree	7
8. I step outside for fresh air (e.g., terrace, garden, street) to feel refreshed.	3.56	Agree	4
9. I take power naps or short rests to recharge during the day.	3.68	Agree	1
10. I reduce distractions by setting boundaries with family during work hours.	3.46	Agree	8
Composite Mean	3.52	Agree	

As shown in Table 3, the call center employee-respondents agreed that they take power naps or short rests to recharge during the day, yielding the highest weighted mean of 3.68 and the highest rank of 1. This suggests that brief rest periods are widely practiced and considered effective by respondents in managing stress brought on by long hours of screen time, back-to-back calls, and mental fatigue. According to Mednick, Nakayama, and Stickgold (2003), even short naps can improve alertness, memory retention, and overall cognitive function. Power naps are especially relevant to remote workers, who, compared to their in-office counterparts, have more control over their break times. Stillman (2024) noted that many work-from-home employees utilize this flexibility to rest and reset, which positively contributes to sustained concentration and emotional stability throughout the workday.

According to the problem-focused coping strategy from the model, engaging in short breaks is a proactive response to mitigate the impact of stress before it escalates. This supports the idea that the respondents are not merely reacting to stress but are actively managing it with effective strategies. Meanwhile, the said group of respondents moderately agreed that they eat regular meals (e.g., lutong bahay, such as tinola and adobo) to maintain energy and focus, which resulted in the least weighted mean of 3.25 and the least rank of 10. This result suggests that while meal preparation and nutrition are recognized as important, they may be neglected by some employees due to the overlap of work and household schedules. This finding is consistent with the observations of SupportZebra (2025), which reported that Filipino BPO workers who transitioned to work-from-home arrangements often experienced irregular meal times and poor eating habits, particularly during peak shifts or when balancing family needs. Regular and nutritious meals are essential in maintaining energy and cognitive focus, but remote work settings, especially when boundaries are unclear, can make consistent eating routines difficult to maintain.

The effort to maintain structured routines and clear work-life boundaries also reflects coping efforts that modify the stressor, a core idea in the model. Employees are attempting to reduce demands that cause stress, which improves their emotional and physical energy for work.

The composite mean of 3.52 affirmed that they agreed on the personal stress management practices that they employed as call center employees working from home in Lipa City. Practices such as taking breaks, staying hydrated, maintaining a clean workspace, and setting clear boundaries with family members are considered essential for minimizing stress. This aligns with a global survey conducted during the height of the pandemic, which found that workers who established personal routines and deliberately managed their space and time reported lower stress levels and higher job satisfaction (Cararro et. al., 2025). Additionally, local practices such as drinking salabat or taking a walk outside for fresh air reflect a blend of culturally relevant habits and practical self-care techniques, which appear to support the mental well-being of Filipino remote workers.

In Terms of Social

As discussed in Table 4, the call center employee-respondents agreed that they join small group gatherings or local events when possible (e.g., church groups, barangay activities), which received the highest weighted mean of 3.65 and the highest rank of 1. This finding suggests that, despite working from home, many call center employees continue to actively seek social connections through community events or small group interactions. This behavior aligns with Filipino cultural values, such as pakikisama (harmonious coexistence with others) and bayanihan (community spirit), which play a crucial role in providing emotional support and a sense of belonging during stressful times. According to Alibudbud and Gonzalo (2022), Filipinos often turn to faith-based or community-related gatherings not only for spiritual growth but also to cope with stress, loneliness, and uncertainty, especially during the pandemic and post-lockdown period. These practices illustrate emotion-focused coping, where the goal is not to remove the stressor but to regulate the emotional response. Staying socially connected helps reduce emotional burden, which is essential in remote work setups.

Table 4. *Stress Management Practices Employed by Call Center Employees Working from Home in Lipa City in Terms of Social*

	Weighted Mean	Interpretation	Rank
1. I talk to family or friends when I feel stressed or overwhelmed.	3.47	Agree	5
2. I communicate regularly with co-workers, even just to check in or say hi.	3.39	Moderately Agree	6
3. I spend time with my family after work (e.g., bonding over dinner, TV, or kwentuhan).	3.48	Agree	4
4. I join small group gatherings or local events when possible (e.g., church group, barangay activities).	3.65	Agree	1
5. I maintain relationships that make me feel supported and uplifted.	3.60	Agree	2
6. I have people I can rely on in times of emotional or financial difficulty.	3.35	Moderately Agree	10
7. I feel a sense of belonging in my home, community, or faith circle.	3.38	Moderately Agree	7
8. I participate in family decision-making even while working from home.	3.36	Moderately Agree	8.5
9. I celebrate milestones (e.g., birthdays, graduations) with loved ones, even virtually.	3.36	Moderately Agree	8.5
10. I avoid isolating myself and keep in touch with friends outside of work.	3.50	Agree	3
Composite Mean	3.45	Agree	

However, the said group of employee-respondents moderately agreed that they have people they can rely on in times of emotional or financial difficulties, which obtained the least weighted mean of 3.35 and the least rank of 10. Though still interpreted as "Moderately Agree," this lower score may reflect respondents' hesitation to rely on others due to pride, fear of burdening others, or strained relationships. Salazar (2020) explained that while the Philippines has a collectivist culture, some workers, particularly young professionals, prefer to manage personal concerns independently, especially financial stress, as part of maintaining self-image or professionalism. This shows that while social engagement is appreciated, emotional or financial vulnerability is often kept private.

This is consistent with Lazarus and Folkman's view that an individual perception of social support influences coping. If employees perceive asking for help as a sign of weakness, they may avoid it—even when support is available—impacting the effectiveness of their coping strategies.

The composite mean of 3.45 implied that they agreed on the social stress management practices that they employed as call center employees working from home in Lipa City. This suggests that maintaining social relationships—whether through family bonding, casual conversations with colleagues, or community involvement—plays a meaningful role in how call center employees in Lipa City cope with work-related stress in a remote setup. Although physically separated from coworkers, these employees appear to value consistent interaction with people in their social circles as a buffer against isolation and emotional fatigue.

This finding aligns with the work of Alibudbud and Gonzalo (2022), who emphasized that Filipino workers often rely on pakikipagkapwa (interpersonal connectedness) and involvement in their faith or barangay communities to reduce stress. Even casual forms of socialization, such as checking in with colleagues or participating in small group activities, serve as grounding rituals that help workers maintain emotional equilibrium.

Moreover, a study by Salazar (2020) observed that maintaining meaningful social bonds—whether through physical presence or virtual interaction—helps Filipino employees manage both emotional and practical challenges, especially in times of uncertainty. In remote work contexts, this support system becomes even more essential, as employees juggle the blurred lines between personal and professional responsibilities.

Overall, the agreement reflected in the composite mean shows that social interaction remains a vital and actively practiced coping strategy among call center workers. Their ability to stay socially connected, despite the limitations of remote work, contributes significantly to their emotional resilience and sense of well-being.

In Terms of Cognitive

As seen in Table 5, the call center employee-respondents agreed that they recognize when they are mentally tired and take action to recharge, which yielded the highest weighted mean of 3.66 and the highest rank of 1. This suggests that many call center employees are able to monitor their mental state and employ proactive strategies, such as pausing work, resting, or switching tasks, when they feel overwhelmed. Cruzat (2014) emphasized that recognizing cognitive fatigue and acting on it promptly is a protective factor against burnout, especially in cognitively demanding jobs such as customer service.

In addition, the said group of employee-respondents agreed that they manage their time wisely to avoid cramming or last-minute stress, which made the least weighted mean of 3.41 and the least rank of 10. Although still within the "Agree" interpretation, this result suggests that time management is an area where some remote workers face difficulty. Caringal et al. (2020) found that overlapping work and household responsibilities often interfere with Filipino remote employees' ability to follow structured schedules, particularly in multi-role households.

The composite mean of 3.54 indicated that they agreed on the cognitive stress management practices employed as call center employees working from home in Lipa City. These strategies include task planning, recognizing signs of mental fatigue, and using tools to stay

organized. The results suggest that most call center employees in Lipa City actively monitor their cognitive state and implement practical solutions to maintain focus and mental balance.

Table 5. *Stress Management Practices Employed by Call Center Employees Working From Home in Lipa City in Terms of Cognitive*

	Weighted Mean	Interpretation	Rank
1. I plan my tasks or to-do lists to stay organized during the workday.	3.60	Agree	2
2. I take regular breaks to prevent mental fatigue.	3.54	Agree	5.5
3. I avoid multitasking too much to stay mentally sharp.	3.53	Agree	7
4. I do mentally stimulating activities (e.g., reading, puzzles, watching educational videos or vlogs).	3.58	Agree	4
5. I reflect on my thoughts and habits to improve how I work or relate to others.	3.45	Agree	9
6. I manage time wisely to avoid cramming or last-minute stress.	3.41	Agree	10
7. I recognize when I'm mentally tired and take action to recharge.	3.66	Agree	1
8. I focus on one task at a time when possible, especially during busy days.	3.47	Agree	8
9. I use local or digital tools (e.g., planner, calendar apps) to stay on track.	3.54	Agree	5.5
10. I continue to learn or improve skills that help me adapt to remote work challenges.	3.59	Agree	3
Composite Mean	3.54	Agree	

These strategies correspond to problem-focused coping, aimed explicitly at managing cognitive demands. By organizing tasks and recognizing mental fatigue, employees are actively reducing the strain caused by work demands.

Cruzat (2014) observed that Filipino professionals in high-pressure environments, such as BPOs, often develop habits like list-making, taking short mental breaks, and conducting self-check-ins to help manage mental overload. These practices are especially important in remote setups where direct supervision is limited. Caringal et al. (2020) also noted that time management and planning are key to managing work demands from home, although interruptions from family responsibilities can still pose a challenge. The respondents' agreement with cognitive strategies indicates that many of them are aware of the importance of mental organization and are making conscious efforts to apply it in their daily work routine.

This reflects the Transactional Model's emphasis on self-regulation in the absence of external control. Employees are evaluating their own mental states (a form of self-appraisal) and adjusting their behavior to maintain optimal performance and emotional balance.

In Terms of Emotional

Table 6. *Stress Management Practices Employed by Call Center Employees Working from Home in Lipa City in Terms of Emotional*

	Weighted Mean	Interpretation	Rank
1. I express emotions (e.g., stress, frustration, joy) in a respectful and calm manner.	3.37	Moderately Agree	10
2. I talk to someone (friend, family, mentor) when I feel emotionally overwhelmed.	3.54	Agree	9
3. I accept that feeling tired or down is part of life and allow myself to rest.	3.64	Agree	6
4. I use positive outlets like music, hobbies, or chat to manage my mood.	3.78	Agree	1
5. I forgive myself when I make mistakes or fall short of my goals.	3.70	Agree	4
6. I try not to dwell on negative emotions and redirect my energy to something meaningful.	3.70	Agree	4
7. I can identify emotional triggers and adjust my reactions accordingly.	3.63	Agree	7
8. I stay calm under pressure, even when there are unexpected problems (e.g., family emergencies, tech issues).	3.55	Agree	8
9. I recognize when I need a break for emotional self-care.	3.70	Agree	4
10. I make time to feel joy and gratitude—even in small things like a good meal or laugh with family.	3.72	Agree	2
Composite Mean	3.63	Agree	

As shown in Table 6, the call center employee-respondents agreed that they use positive outlets, such as music, hobbies, or chatting, to manage their moods, which reported the highest weighted mean of 3.78 and the highest rank of 1. This suggests that many employees rely on simple, accessible tools to stabilize their emotions during or after work. According to Dosdos, Polinar, and Payao (2023), positive distraction techniques such as listening to music, watching vlogs, or engaging in light hobbies are effective in regulating emotional responses and reducing irritability among BPO workers, especially those working night shifts.

On the other hand, the said group of employee-respondents only moderately agreed that they express emotions (e.g., stress, frustration, joy) in a respectful and calm manner, which resulted in the least weighted mean of 3.73 and the least rank of 10. This may reflect difficulty among some workers in processing or expressing emotions constructively, especially in high-pressure or multitasking environments. Montalbo and Agong (2017) noted that Filipino call center agents frequently suppress emotional expression at work to

maintain professionalism, which can lead to internal stress if not properly managed.

The composite mean of 3.63 indicated that they agreed on the emotional stress management practices that they employed as call center employees working from home in Lipa City. These include listening to music, spending time on hobbies, accepting emotional lows, and engaging in self-reflection. The responses show that employees are generally able to regulate their emotions and find constructive ways to manage stress without allowing it to overwhelm their daily tasks.

The ability to identify emotional triggers and use positive outlets is a hallmark of emotion-focused coping, especially in situations where stressors cannot be removed, such as family emergencies or sudden tech issues.

Dosdos, Polinar, and Payao (2023) found that emotional resilience among Filipino BPO workers is often maintained through simple yet effective strategies such as engaging in leisure activities, talking with trusted people, or practicing self-compassion. Montalbo & Agong (2017) also noted that although workers tend to suppress emotions to remain professional, they still recognize the need to release and manage those feelings after work. The agreement shown in the results reflects how call center agents actively seek ways to protect their emotional well-being despite the pressures of working from home.

This supports the Transactional Model's idea that successful emotional regulation allows employees to maintain resilience in high-demand environments. Even without external intervention, internal emotional strategies can lead to better job functioning.

In Terms of Financial

Table 7. *Stress Management Practices Employed by Call Center Employees Working from Home in Lipa City in Terms of Financial*

	Weighted Mean	Interpretation	Rank
1. I follow a monthly budget, even with rising costs(e.g., electricity, groceries).	3.46	Agree	6
2. I regularly save a portion of my income, even small amount	3.34	Moderately Agree	9
3. I track my expenses including bills, load, and online orders.	3.22	Moderately Agree	10
4. I avoid impulse buying on apps like Shopee or Lazada.	3.40	Agree	8
5. I ask advice from family or read online about smart financial planning.	3.41	Agree	7
6. I prioritize paying essential bills (e.g., BATELEC, water, WiFi) on time.	3.68	Agree	3
7. I plan for unexpected expenses like medical needs or family emergencies.	3.74	Agree	2
8. I use financial tools or apps (e.g., GCash, Maya) to help me save or track spending.	3.57	Agree	5
9. I avoid debt unless really needed.	3.59	Agree	4
10. I discuss financial decisions with trusted family members.	3.78	Agree	1
Composite Mean	3.52	Agree	

As presented in Table 7, the call center employee-respondents agreed that they discuss financial decisions with trusted family members which got the highest weighted mean of 3.78 and the highest rank of 1. This indicates that financial stress is often shared and managed collaboratively in the Filipino household. In a study by Bunyi (2024), most Filipino employees reported that major decisions, such as savings, budgeting, and spending, are typically made within the family circle. This form of collective financial planning helps reduce stress, particularly in households where multiple members contribute to the household income.

This reflects how coping is shaped by environmental and cultural resources, a key feature of the model. Seeking financial advice and planning as a family provides collective coping strategies that lessen the burden on individual employees.

Furthermore, the said group of employee-respondents moderately agreed that they track their expenses, including bills, load, and online orders, which resulted in the least weighted mean of 3.22 and the least rank of 10. This suggests that while respondents are mindful of big expenses, their daily spending habits, such as small app purchases or frequent deliveries, are not always closely monitored. A 2023 Pulse Asia survey found that while Filipino workers understand the importance of budgeting, many do not actively track minor expenses, which can accumulate and contribute to financial anxiety.

The composite mean of 3.52 indicated that they agreed on the financial stress management practices employed as call center employees working from home in Lipa City. This includes setting budgets, prioritizing essential bills, using mobile financial apps, and consulting with trusted family members about money decisions. The findings suggest that even in the face of rising expenses, many employees are taking practical steps to stay financially responsible.

Bunyi (2024) reported that Filipino households often practice shared decision-making when it comes to financial planning, particularly in families where multiple members contribute to the income. This approach helps reduce the pressure on individual earners and promotes stability during times of uncertainty. However, many workers still struggle with tracking daily expenses, especially in the age of mobile shopping and digital payments. While some practices, such as expense monitoring, need improvement, the overall agreement suggests that respondents are actively trying to manage their financial responsibilities in a disciplined manner.

According to the Transactional Model, financial planning can be seen as both a problem-focused strategy (to reduce the stressor) and

an emotion-focused strategy (to gain a sense of control), both of which are shown to be effective among respondents.

In Terms of Spiritual

Table 8. *Stress Management Practices Employed by Call Center Employees Working from Home in Lipa City in Terms of Spiritual*

	Weighted Mean	Interpretation	Rank
1. I engage in personal prayer, meditation, or moments of quiet reflection.	3.50	Agree	9
2. I attend or participate in religious/spiritual gatherings (e.g., church services, Friday prayers, fellowships).	3.40	Agree	10
3. I read or listen to spiritually uplifting content from my faith (e.g., scriptures, devotionals, teachings).	3.58	Agree	5
4. I practice gratitude as part of my daily spiritual or moral outlook.	3.55	Agree	6
5. I turn to my faith or values for guidance during difficult times.	3.77	Agree	1
6. I participate in religious or spiritual community activities (e.g., online Bible studies, mosque lectures, temple visits).	3.67	Agree	3
7. I feel emotionally renewed after connecting with my spiritual beliefs.	3.54	Agree	7
8. I seek peace through spiritual traditions, even if practiced privately.	3.64	Agree	4
9. I visit meaningful places of worship or reflection (e.g., church, mosque, nature, prayer room).	3.51	Agree	8
10. I believe that my work and actions reflect my core spiritual or moral values.	3.71	Agree	2
Composite Mean	3.59	Agree	

As shown in Table 8, the call center employee-respondents agreed that they turn to their faith or values for guidance during difficult times, which received the highest weighted mean of 3.77 and the highest rank of 1. This underscores the deeply rooted spirituality of many Filipino workers. As noted by Rilveria (2018), spiritual practices such as prayer, gratitude, and reflection help Filipinos find meaning in their struggles and foster resilience, especially during times of uncertainty. In times of stress, they often rely on their faith as a source of calm and perspective.

Turning to spiritual practices during stressful times is a form of emotion-focused coping that allows individuals to reframe their experiences and gain strength from belief systems—providing internal stability when external factors are difficult to control.

Additionally, the said group of employee-respondents still agreed that they attend or participate in religious/spiritual gatherings (e.g., church services, Friday prayers, fellowships), which displayed the least weighted mean of 3.40 and the least rank of 10. While the response still shows agreement, its lower rank may reflect logistical or health-related limitations, especially post-pandemic, where many have shifted to online or individual spiritual practices instead of attending in-person events. Malolos et al. (2021) explained that although collective worship remains valued, individual reflection and home-based spirituality have become increasingly common among Filipino adults.

The composite mean of 3.59 revealed that they agreed on the spiritual stress management practices that they employed as call center employees working from home in Lipa City. These include personal prayer, reading faith-based content, and drawing guidance from spiritual beliefs during difficult times. The findings highlight the significant role of spirituality in how call center employees in Lipa City manage stress in a remote work environment.

According to Rilveria (2018), many Filipino workers turn to prayer, gratitude, and personal reflection when facing emotional or work-related difficulties. Even when they cannot attend in-person religious services, they continue to engage in spiritual activities at home or through online platforms. Malolos et al. (2021) noted that spiritual practices shifted during the pandemic but remained essential for helping workers stay hopeful and grounded. The respondents' agreement with these practices underscores how spiritual strength continues to support emotional well-being, especially in challenging work conditions. This supports the model's recognition that coping resources are both internal and external. For many respondents, faith and spirituality serve as internal resources that protect against emotional strain caused by prolonged remote work.

Difference Between the Level of Job Performance of Call Center Employees Working from Home in Lipa City Based on Self and Team Leaders Assessment

Table 9. *Difference Between the Level of Job Performance of Call Center Employees Working from Home in Lipa City Based on Self and Team Leaders Assessment*

Variable	t-value	p-value	Decision	Interpretation
Level of Job Performance versus Stress Management Practices:				
Level of Job Performance	2.07	0.03903	Reject Ho	Significant

As stated in Table 9, when the assessment of team leaders and call center employees regarding the job performance of the latter was compared, the computed t-value of 2.07 had a corresponding p-value of less than 0.05, thus rejecting the hypothesis.

This suggests that there is a significant difference between the assessment of team leaders and call center employees regarding the job performance of the call center agents themselves. This finding suggests that employees tend to rate their own performance more favorably than their supervisors do. According to the study by Baguio et al. (2023), this type of performance assessment mismatch is common in remote work settings. Their research on BPO workers in the Philippines found that employees emphasize their personal effort, time management, and the ability to manage home-based challenges, while supervisors often focus on measurable outputs such as response time, task accuracy, and participation in team meetings.

Similarly, Chmeis and Zeine (2024) noted that remote employees often feel that their unseen efforts, such as working late hours or multitasking household duties, are not fully captured in supervisory evaluations. On the other hand, managers often rely on technical performance indicators and visible behavior during virtual interactions, which may not always reflect the full scope of an employee's effort or commitment.

In another study by Mores (2021), it was found that call center agents working remotely during the pandemic felt more autonomous but also more isolated. They often believed they were more productive due to fewer interruptions, while supervisors noticed a decline in engagement and initiative in collaborative tasks, especially during virtual meetings or training sessions.

Mamatha &Thoti (2023) also supported these findings in their research, which examined employee-manager perception gaps in remote work contexts. They concluded that these discrepancies often stem from the lack of real-time supervision and unclear expectations, particularly in the transition to work-from-home setups.

Taken together, these recent studies affirm the need for more transparent communication of performance standards, more consistent feedback mechanisms, and mutual understanding between supervisors and employees in remote work environments. Aligning expectations and ensuring both parties understand each other's perspectives can reduce these assessment gaps and lead to more accurate and constructive evaluations.

Relationship Between the Level of Job Performance and the Stress Management Practices Employed by Call Center Employees Working from Home in Lipa City

Table 10. *Relationship Between the Level of Job Performance and the Stress Management Practices Employed by Call Center Employees Working from Home in Lipa City*

Variable	r-value	p-value	Decision	Interpretation
Level of Job Performance versus Stress Management Practices:				
Personal	0.71	0.00000	Reject Ho	Highly Significant
Social	0.57	0.00000	Reject Ho	Highly Significant
Cognitive	0.60	0.00000	Reject Ho	Highly Significant
Emotional	0.60	0.00000	Reject Ho	Highly Significant
Financial	0.61	0.00000	Reject Ho	Highly Significant
Spiritual	0.61	0.00000	Reject Ho	Highly Significant

As shown in Table 10, when the assessment of the call center employee-respondents on their level of level of job performance were compared to their stress management as employees working from home in Lipa City, the computed r-values of 0.71 for personal, 0.57 for social, 0.60 for both cognitive and emotional, and 0.61 for both financial and spiritual have corresponding p-values of less than 0.015, thus rejecting the hypothesis.

These findings suggest that the assessment of call center employee-respondents on their level of job performance has a high significant relationship to their stress management as employees working from home in Lipa City, in terms of personal, social, cognitive, emotional, financial, and spiritual aspects. This result aligns with the findings of Diaz et al. (2023), who emphasized that personal well-being habits, such as regular physical activity, adequate sleep, and self-discipline, are closely linked with improved productivity and focus among BPO workers in remote settings.

This reinforces Lazarus and Folkman's assertion that effective coping strategies—whether cognitive, emotional, or behavioral—are essential for maintaining functioning under stress. Respondents who reported more frequent use of these strategies also rated themselves as more productive and focused, supporting the model's claim that coping directly influences outcomes.

The social domain also showed a significant correlation (r = 0.57), supporting the idea that maintaining interpersonal relationships and social connections helps mitigate the stress of working in isolation. According to Santiago et al. (2021), Filipino remote workers who felt socially connected—whether through family, friends, or co-workers—reported higher emotional balance and stronger motivation to perform, particularly in customer service roles where emotional labor is high.

The cognitive and emotional domains both posted a correlation of 0.60, suggesting that mental clarity, task organization, and emotional control are equally vital in maintaining consistent job performance. Ballad et al. (2022) pointed out that remote call center agents who implemented cognitive coping techniques, such as time-blocking, focus routines, and regular mental breaks, experienced lower fatigue and higher accuracy in task handling. Emotional regulation, on the other hand, has been highlighted by Lazo (2025) as crucial for call center workers who handle difficult customers and multitask during their shifts.

For the financial and spiritual domains, both showing correlations of 0.61, the results point to the broader influence of financial security and spiritual grounding on workplace outcomes. Financial stress is often cited as a hidden yet powerful stressor in work-from-home settings.

Rioveros et al. (2020) found that employees who actively manage their finances through budgeting and planning are more confident and less distracted by money-related anxiety. Likewise, Chen et al. (2024) reported that spiritual practices, such as prayer and reflection, contribute to emotional stability and resilience, which, in turn, support sustained performance under pressure.

Overall, these findings confirm that job performance is not solely determined by technical skills, but is deeply influenced by how employees manage various aspects of their well-being. When personal, social, emotional, cognitive, financial, and spiritual needs are addressed, employees are more likely to remain productive, engaged, and mentally prepared for the demands of remote call center work.

Difference Between the Responses of the Respondents on their Level of Job Performance and Stress Management Practices as Employees Working-From-Home When Grouped According to Their Profile

Table 11.1. *Difference Between the Responses of the Respondents on their Level of Job Performance as Employees Working-From-Home When Grouped According to Their Profile*

Variable	K/t*value	p-value	Decision	Interpretation
		Job Performance Versus:		
Age	17.08	0.00068	Reject Ho	Highly Significant
Gender	*1.08	0.28134	Failed to Reject Ho	Not Significant
Number of Hours of Duty Per Day	*0.88	0.37982	Failed to Reject Ho	Not Significant
Monthly Income	20.74	0.00012	Reject Ho	Highly Significant

As cited in Table 11.1, when the respondents' assessments of their job performance as employees working from home were grouped by age and monthly income, the computed k-values of 17.08 and 20.74, respectively, had corresponding p-values of less than 0.01, thus rejecting the hypothesis. On the other hand, the computed t-values of 1.08 for gender and 0.88 for the number of hours of duty per day have corresponding p-values greater than 0.05, thus failing to reject the null hypothesis.

These results indicated that the respondents' assessments of their job performance as employees working from home showed highly significant differences when grouped by age and monthly income, but no significant differences when grouped by gender and number of hours worked per day.

The significant relationship between age and perceived job performance is supported by the study of Guino-o et al. (2023), who found that older call center workers tend to report higher self-discipline, better time management, and more consistent work output when working from home. This may be due to increased work experience and developed coping mechanisms over time. Younger employees, while often more digitally skilled, may still be adjusting to the demands of independent, unsupervised work environments.

Regarding monthly income, the findings align with Hipolito's (2023) study on financial well-being and employee productivity. They found that employees with higher income levels tend to have greater access to work resources, more stable internet connectivity, and improved home working conditions, all of which support better performance. Employees earning less may face greater distractions, share workspaces with family, or encounter technical limitations, all of which can hinder productivity.

On the other hand, the absence of a significant difference in job performance by gender supports the findings of Guino-o et al. (2023), who observed that male and female employees in the BPO industry exhibited similar performance outcomes in remote settings. Their study highlighted that performance was more strongly influenced by individual traits such as motivation and adaptability than by gender.

Similarly, the number of working hours per day was not significantly related to differences in job performance. This finding is consistent with the results of Cano et al. (2024), who concluded that productivity in remote settings is less about the quantity of time spent and more about how that time is managed. Employees with effective time management and focused work habits can perform well regardless of shift length.

These results suggest that while certain demographic factors, such as age and income, are associated with differences in remote job performance, others, like gender and duty hours, may not have the same impact. The implication for management is the importance of providing support tailored to specific employee needs, such as enhanced tools and assistance for lower-income staff or mentoring for younger workers who may be new to remote work demands.

As displayed in Table 11.2, when the respondents' responses to their stress management practices as employees working from home were grouped by age, the computed k-values of 34.02 for cognitive, 28.05 for emotional, and 15.39 for financial had corresponding p-values of less than 0.01, thus rejecting the hypothesis.

Meanwhile, the computed k-values of 2.61 for personal, 6.52 for social, and 6.51 for spiritual have corresponding p-values greater than 0.05, thus failing to reject the null hypothesis. These results suggest that the responses of respondents regarding their stress management

practices as employees working from home show high significant differences in terms of cognitive, emotional, and financial aspects; and no significant differences in terms of personal, social, and spiritual aspects when grouped according to their ages.

Table 11.2. *Difference Between the Responses of the Respondents on their Stress Management Practices as Employees Working-From-Home When Grouped According to Their Profile*

Variable	K-value	p-value	Decision	Interpretation
Age Versus :				
Personal	2.61	0.45631	Failed to Reject Ho	Not Significant
Social	6.52	0.08882	Failed to Reject Ho	Not Significant
Cognitive	34.02	0.00001	Reject Ho	Highly Significant
Emotional	28.05	0.00001	Reject Ho	Highly Significant
Financial	15.39	0.00151	Reject Ho	Highly Significant
Spiritual	6.51	0.08698	Failed to Reject Ho	Not Significant
Gender Versus:				
Personal	*0.89	0.37445	Failed to Reject Ho	Not Significant
Social	*0.43	0.66762	Failed to Reject Ho	Not Significant
Cognitive	*0.56	0.57605	Failed to Reject Ho	Not Significant
Emotional	*0.71	0.47846	Failed to Reject Ho	Not Significant
Financial	*0.22	0.82607	Failed to Reject Ho	Not Significant
Spiritual	*0.27	0.78742	Failed to Reject Ho	Not Significant
Number of Hours of Duty Per Day Versus:				
Personal	*0.96	0.33812	Failed to Reject Ho	Not Significant
Social	*0.31	0.75686	Failed to Reject Ho	Not Significant
Cognitive	*0.45	0.65316	Failed to Reject Ho	Not Significant
Emotional	*0.41	0.68221	Failed to Reject Ho	Not Significant
Financial	*0.21	0.83386	Failed to Reject Ho	Not Significant
Spiritual	*1.16	0.24732	Failed to Reject Ho	Not Significant
Monthly Income Versus:				
Personal	19.08	0.00026	Reject Ho	Highly Significant
Social	22.14	0.00006	Reject Ho	Highly Significant
Cognitive	26.91	0.00001	Reject Ho	Highly Significant
Emotional	26.54	0.00001	Reject Ho	Highly Significant
Financial	22.95	0.00004	Reject Ho	Highly Significant
Spiritual	27.47	0.00001	Reject Ho	Highly Significant

This trend aligns with the findings of Rilveria (2018), who observed that younger employees tend to struggle more with emotional regulation and financial planning, especially in the absence of workplace structure, while older workers are more likely to use cognitive strategies such as time management, prioritization, and self-monitoring. Similarly, Baguio et al. (2023) found that younger BPO employees were less likely to adopt long-term financial planning practices, often due to limited income and a lack of financial literacy.

These findings reflect how coping capacity evolves over time, as suggested in the model. Age and experience affect how individuals appraise stress and the range of coping strategies they find effective.

Moreover, when the responses of the respondents on their stress management practices as employees working from home were grouped according to their monthly incomes, the computed k-values of 19.08 for personal, 22.14 for social, 26.91 for cognitive, 26.54 for emotional, 22.95 for financial, and 27.47 for spiritual have corresponding p-values of less than 0.01, thus rejecting the hypothesis. These results suggest that the responses of respondents regarding their stress management practices as employees working from home exhibit significant differences in terms of personal, social, cognitive, emotional, financial, and spiritual aspects when grouped according to their monthly incomes. These findings are consistent with the work of Rioveros et al. (2020), who noted that Filipino workers, regardless of age, often rely on family support and faith-based practices as default coping mechanisms in times of stress.

When responses were grouped according to monthly income, all six dimensions—personal, social, cognitive, emotional, financial, and spiritual—yielded significant results, with p-values well below the 0.01 threshold. This shows that stress management practices vary greatly depending on income level. Employees with higher income may have more resources and flexibility to invest in their well-being, such as ergonomic workspaces, nutritious meals, and access to online fitness or wellness programs.

This supports the theory's idea that coping depends on the availability of resources. Workers with higher income have more access to tools and comforts that reduce stress, making their appraisal of stressors less threatening and improving their ability to cope.

According to Chmeis and Zeine (2024), higher-income employees in the BPO sector reported better emotional control, financial planning, and spiritual engagement, attributing these patterns to greater life stability and access to resources that promote well-being. In contrast, those in lower-income brackets may experience more stress from overlapping roles, unstable home environments, or limited means to practice proactive coping.

Lastly, the variables for stress management such as personal, social, cognitive, emotional, financial, and spiritual, were found to have

no significant differences when grouped according to their genders and number of hours of duty per day, as evidenced by the computed t-values with corresponding p-values of more than 0.05, signifying the non-rejection of the hypothesis. Guino-o et al. (2023) observed in their study on remote BPO workers that stress management strategies were more influenced by personality and support systems than by gender identity.

In a similar vein, Cano et al. (2024) reported that job performance and stress response are more closely linked to how employees manage their time during shifts rather than the duration of those shifts. These findings underline the need for tailored interventions that consider an employee's age and income level when designing wellness and stress management programs. While general strategies such as regular breaks or communication with family are helpful, more targeted support in the cognitive, emotional, and financial aspects is especially important for younger and lower-income workers.

Conclusions

Based on the findings, the study concluded that the majority of work-from-home call center employees in Lipa City were young adults aged 18 to 25, predominantly female, working standard 7–to 8–hour shifts, and earning between ₱10,001 and ₱20,000 monthly. This indicates a mostly entry-level workforce navigating the challenges of remote work with limited financial resources. While employees generally rated their own job performance as high—particularly in meeting goals and maintaining productivity—team leaders provided more moderate assessments, citing issues such as error rates and limited engagement in virtual meetings. This gap between self-assessment and supervisor evaluation points to the need for clearer alignment of expectations and more consistent feedback mechanisms in remote work settings.

In terms of stress management, employees employed strategies across six domains: personal, social, cognitive, emotional, financial, and spiritual. Common practices included taking breaks, staying hydrated, and relying on spiritual coping such as prayer. However, areas like maintaining regular meals, seeking help, time management, emotional expression, and tracking daily expenses were less consistently addressed, revealing potential vulnerabilities. Statistically significant differences emerged between employee self-evaluations and team leader assessments, particularly in terms of perceived independence and goal achievement, underscoring the importance of improving communication and establishing shared standards. Furthermore, a highly significant positive relationship was found between job performance and stress management across all domains, affirming that holistic coping strategies enhance both productivity and well-being. Age and income also influenced outcomes: younger and lower-income employees faced more stress-related challenges and reported lower performance, while gender and shift length showed no significant impact—highlighting the need for targeted support based on life stage and financial capacity.

The following recommendations, based on the conclusions, were offered. To the work-from-home call center employees, they are encouraged to continue using stress management practices that have been proven effective. These include taking regular short breaks, following a structured daily schedule, staying physically active, and maintaining communication with coworkers and family members. Establishing clear boundaries between work and personal responsibilities, such as having a designated workspace and fixed working hours, can help reduce distractions and prevent burnout. These practices support sustained focus, emotional stability, and job performance in remote settings. For family members or individuals living with work-from-home employees, creating a supportive home environment plays a crucial role in reducing the stress experienced by remote workers. Family members are advised to be mindful of their noise levels during working hours, minimize unnecessary interruptions, and assist in managing household tasks. A peaceful and cooperative atmosphere at home can significantly improve concentration and emotional well-being, allowing employees to fulfill their responsibilities more effectively.

To team leaders and supervisors, we encourage you to strengthen communication within your teams by conducting regular virtual meetings, providing timely and constructive feedback, and recognizing employee efforts. Providing a space for employees to express concerns or share updates can foster trust and clarity, especially when working remotely. Flexibility and understanding of each employee's situation at home are also important in supporting individual performance and overall team cohesion. Employers and call center companies should consider implementing programs that promote employee well-being in remote work environments. These may include stress management seminars, mental health support, virtual wellness initiatives, and practical assistance such as internet or electricity subsidies. Human resource departments and training teams are recommended to design training programs that address the specific needs of various employee groups. Younger employees may benefit from time management and emotional resilience training, while those from lower-income households may need assistance in creating a comfortable home workspace. Training institutions preparing future call center workers are advised to include modules that focus on mental wellness, professionalism in digital settings, and effective habits for remote work. Lastly, local government units are encouraged to support the growing remote workforce by improving access to reliable internet services and stable electricity in residential areas. Future researchers are encouraged to expand the scope of this study by examining other work-from-home industries or conducting long-term investigations into how specific stress management strategies affect job performance.

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