

## Work Life Balance, Management Support, Job Sastisfaction and Health Wellbeing in the Context of Pandemic

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### Abstract:

The Covid-19 pandemic has had particularly noticeable effects on private companies in the IT and non-ITES sectors. Work came to an abrupt halt due to the ensuing lockout, which severely disrupted enterprises and further hurt the hotel, airline, and other industries. This has led to widespread job losses, reduced workweeks, lower minimum wages, short-term leave regulations, and even business closures. Correlation research including 2439 white collar professionals from different private organizations was carried out online in April and May of 2021 to gain a better understanding of the degree of these affects. Convenient sampling techniques were used in the study to collect information on the experiences of workers in various industries throughout the epidemic. The survey's findings demonstrate that the. Work-Life Balance and Management Support showed a positive but weak association. ( $r=.32, p<0.01$ ) levels of significance. positive moderate correlation between Job satisfaction and management support ( $r=.58, p<0.01$ ) levels of significance. Also, there was negative moderate correlation between Health wellbeing and management support ( $r=-.53, p<0.01$ ) levels of significance. Finally, indicate that as Health wellbeing decreases management support increases at moderate levels. Also, the implications of the study were discussed further.

**Keywords:** Work Life Balance (WLB); Management Support; Job Satisfaction, Pandemic.

### 1 Introduction

It showed that people's priorities have shifted from salaries to work-life balance since the outbreak. The distinction between a person's life at work and their home life is becoming increasingly hazy as more people work remotely. There's no denying that the epidemic has impacted many people's work satisfaction. While some found comfort and consistency in this arrangement such as not having to commute and spending more time with family others felt isolated and missed the social aspects of their work. Changing job patterns have had a significant impact on working people's social and familial life over time.

Even social media and technology are making us more and more connected. Working from home is become customary for many people. Distinguishing business from personal life is getting more and more difficult. We frequently work on our computers on the weekends, check our emails perpetually, and answer business calls at the dinner table. Even [1]. One reason given for the observed low physical, psychological, and emotional well-being is the intense pressures from job and family.

Workers are under more pressure to meet employer expectations and provide better results because of this. As more individuals become aware of the need to better balance their lives, it seems as though these demands have reached a breaking point. Another crucial factor is that keeping a good work-life balance may boost employee productivity and, eventually, performance. It's beneficial for relationships and health as well. Simply said, employees who don't feel like they must work will put in more effort, make less mistakes, and be more likely to become brand ambassadors. Role conflict brought on by these circumstances may lower their level of participation in their social, familial, and professional lives. [2-4]. Companies with an image for promoting work-life balance have grown increasingly fascinating, particularly

considering the difficulties connected with attracting and retaining younger employees in nowadays. Thus, summarized by encouraging staff members to maintain a healthy work-life balance, we can create a positive work environment where everyone is dedicated to the task at hand. As a result, retention rates, productivity, and eventually profit will all increase.

## **2 Review of Literature**

Following the pandemic, work-life balance has been an extremely popular subject. Numerous research has been conducted to address the abrupt shift that occurs between an employee's job dedication and their organizational health and personal wellbeing [5]. The proactive, aggressive, and demanding nature of business, which demands total devotion and active engagement from its employees to thrive, compromises work-life balance (WLB). Post-industrial revolution, however, WLB was given adequate consideration as a human resource management concern in other parts of the world. [6]. The main drivers of the rise in work-life balance include the diversity of family structures, the strength of the female workforce, technological developments, and cultural shifts in views of the relationship between work and family [8]. Family support had a positive impact on WLB, especially for couples with two jobs and financial responsibilities [7]. High expectations from the family and a demanding work lead to poor physical, psychological, and emotional well-being [9]. Despite, the company provides a selection of WLB plans [11]. Employee-friendly policies have a positive effect [12]. Furthermore, a small number of IT industries were the only ones providing daycare, remote work, and flexible schedule [10]. Concerns about one's health and well-being lead to one of the main cases of burnout, or work tiredness [13]. Increased demands both within and outside of the workplace can lead to workplace burnout, which negatively affects WLB and employee wellbeing [14]. A number of ailments, such as poor physical health, have been linked to work-life conflict among employees [14,15,16], weak report on personal health [15, 17], mMental distress [14-18], Psychological dysfunctional [19,20,21]. The assistance of management is crucial for the health and happiness of employees as well as for the smooth operation and expansion of the business. Establishing work-life policies for employees encourages greater dedication and loyalty [18]. Lack of managerial support, monitoring, and communication, along with ignorance of WLB tactics, have a detrimental effect on the company [11]. Furthermore, the organization's culture is seen as distant, unwelcoming, and inconvenient. [22]; produces a backlash between work and family and poor work behavior [24]. The use of WLB policy is much more impacted by company culture [18]; [23]. Thus, despite the wealth of research on work-life balance, many still struggle to balance work and life (WLB) [25]. Finally, by reviewing the body of research on work-life balance, health, and management support, the current study seeks to identify areas of unmet research need and provide recommendations for further research.

## **3 Research Design:**

Correlational design was the study's intended method.

### **3.1 Objectives**

1. To find out the meaningful relationship between work-life balance and management support among staff members in the Pandemic.
2. To investigate the important relationship between work-life balance and employee job satisfaction during the Pandemic.
3. to study the significant link between managerial support and employee wellness during Pandemic.

### **3.2 Hypotheses**

**H<sub>1</sub>**: The Pandemic workforce has a substantial correlation between work-life balance and managerial support.

**H<sub>2</sub>**: Employee job satisfaction and management support are significantly correlated during the Pandemic.

**H<sub>3</sub>**: The Pandemic research revealed a significant correlation between employees' health and management support.

### **3.3 Variables**

Work Life balance

Management Support

Job Satisfaction

Health Wellbeing

### 3.4 Operational definitions

**Work Life Balance** – The flexibility that an employee must suffice their personal life and work life requirements.

**Health Wellbeing** – Level of physical stress that the employee has during this Pandemic scenario that may influence their wellbeing and in turn paving a way for poor productivity at work.

**Job Satisfaction** – Employee’s level of interest and motivation towards being employed in the organization.

**Management Support** – Initiatives and measures that the management team provides to maintain high morale in the organization among the employees.

### 3.5 Demographic variables

Name, Age, Gender, Occupation, Countries

### 3.6 Universe of the study

The current investigation was carried out globally.

### 3.7 Sample Distribution

In the present study, non-probability convenient sampling method was used to collect data from 2439 employees of the private limited company across the world. Both males and females across the world are included in this study.

#### Inclusive Criteria:

- Participants aged 20 and above.
- Participant from various countries
- Both genders are involved
- The research is conducted in various parts of the world.

All category of employees were involved in the study.

#### Exclusion Criteria:

- Participants with physical or mental disabilities were not included in the research.

### 3.8 Research Ethics Followed

- Anonymity of the participant is maintained.
- Confidentiality of the participant is maintained.
- No monetary benefits provided to participants.

### 3.9 Tools for the study

Covid-19 Pandemic stress rating scale among employees was used by the researcher.

#### 3.10 Description of the tool

There were 42 statements in the rating scale; it has an Extremely Increased, Increased, un-changed, Decreased, Extremely Decreased in response sheet. The participants need to read each statement and give the honest response. It may take 10 to 20 minutes to complete this questionnaire.

### Psychometric Properties

Cronbach $\alpha$	Internal Consistency
$\alpha \geq 0.90$	Excellent
$0.80 \leq \alpha < 0.90$	Good
$0.70 \leq \alpha < 0.80$	Acceptable
$0.60 \leq \alpha < 0.70$	Questionable
$0.50 \leq \alpha < 0.60$	Poor
$\alpha < 0.50$	Unacceptable

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.891	42

**Table 1**

indicates that the Cronbach alpha value was obtained and evaluated.

**3.11 Statistical Analysis**

**Table 1.1** Cronbach alpha that was acquired for all the variables.

The present investigation utilized Jamovi to compute descriptive statistics, including central tendency measures, and data analysis was done using plots and inferential statistics like Pearson product moment correlation.

**Informed Consent:**

The **informed** consent was obtained prior to the data collecting technique from the school management, teachers, parents, and children studying in class VIII and the from the study.

**4 Results and Discussion:**

In total we have 2439 responses from the entire workforce with a 74% response rate across the organization.

n-2439	Participants	Responses
Countries	f	%
India	478	88
China	38	100
Germany	15	22
Spain	2	40
Sri Lanka	1326	60
Malaysia	33	83
United Kingdom	11	38
Indonesia	1	100
Philippines	262	88
Finland	20	45
Italy	2	54
Turkey	1	50
Vietnam	165	90
France	19	28
Singapore	4	100
USA	43	47
Sweden	16	31
Switzerland	3	43

**Table 1.2** responses from the entire workforce of the participants

**H<sub>1</sub>:** The Covid-19 workforce has a substantial correlation between work-life balance and managerial support.

Correlation			
n-2439	Mean (SD)	Work Life Balance	Management Support

Work Life Balance	11.45(3.12)	---	.32**
Management Support	12.91(3.61)		

Note: \*\*0.01 levels

**Table 1.3** Relationship between management support and work-life balance

The Pearson product moment correlation coefficient was calculated for the two variables *i.e.* Table 1.3 shows Work Life Balance and Management Support the correlation results showed that there was positive low correlation between Work Life Balance and Management Support ( $r=.32, p<0.01$ ) levels of significance. Therefore, Work-life balance and management support are significantly correlated in the Covid-19 workforce, and the hypothesis was accepted. The result was statistically significant.

**H<sub>2</sub>:** Employee job satisfaction and management support are significantly correlated during the COVID-19.

		Correlation	
n-2439	Mean (SD)	Job satisfaction	Management Support
Job Satisfaction	16.74(3.87)	---	.58**
Management Support	12.91(3.61)		

Note: \*\*0.01 levels

**Table 2.** Showing correlation between Job Satisfaction and Management Support

The Pearson product moment correlation coefficient was calculated for the two variables *i.e.* Table 2 Illustrates the Workplace contentment and managerial assistance the correlation results indicated that management support and job satisfaction had a positive, moderate connection. ( $r=.58, p<0.01$ ) levels of significance. Therefore, indicated that as the Job Satisfaction increases the Management Support also increased Employee job satisfaction and management support are significantly correlated during the COVID-19. and the hypothesis was accepted. The result was statistically significant.

**H<sub>3</sub>:** The Covid-19 research revealed a significant correlation between employees' health and management support.

		Correlation	
n-2439	Mean (SD)	Health Wellbeing	Management Support
Health Wellbeing	11.93(2.99)	---	-.53**
Management Support	12.91(3.61)		

Note: \*\*0.01 levels

**Table 3.** Showing correlation between Health Wellbeing and Management Support

The Pearson product moment correlation coefficient was calculated for the two variables *i.e.* Table 3 displays the Health Wellbeing and Management Support the correlation results revealed a somewhat unfavourable connection between management support and health wellbeing. ( $r=-.53, p<0.01$ ) levels of significance. Therefore, indicating that as the Health Wellbeing decreased the Management Support was increased. The Covid-19 research revealed a significant correlation between employees' health and management support. and the hypothesis was accepted. The result was statistically significant.

**Findings and Conclusion**

In the Covid-19 workforce, there is a considerable relationship between managerial support and work-life balance. Since work-life balance (WLB) is a return to one's personal goals and values, remote work may positively or negatively impact WLB for each individual and result in a variety of results since it alters previously consistent behaviours. [26]. The rise in job satisfaction was accompanied by an increase in managerial support. There is a strong relationship between manager support and employee work satisfaction during the COVID-19. Employees are therefore under increased pressure to meet employer expectations and perform better. Health and wellbeing decreased as managerial support increased. The Covid-19 research demonstrated a high correlation between workers' health and management assistance.

As more employees become aware of the significance of effectively managing their lives, there appears to be a breaking point in these expectations. Thus, the qualities that best describe the perfect WLB are typically the lack of conflict between different roles, psychological fulfillment, the ability to manage daily activities at work and outside of it, the ability to

balance work and family responsibilities, and making time for oneself. [27-29]. Keeping a healthy work-life balance is beneficial for your employees' productivity and, subsequently, their performance. It's also crucial for their overall health and relationships. Workplace demands were shown to be negatively correlated with WLB by Nordenmark et al. [32]. WLB has a negative correlation with work-related demands, including pressure at work and daily working hours. [30]. As stated by Byron [31], There is no clear link between work-family conflict and the demands of the job. Finally, when workers attain the optimal work-life balance, their level of engagement will increase.

### **Implications of the study**

As an organization to be successful and sustainable, it is essential to create a work environment that values and supports work-life balance, health and well-being, job satisfaction, and management support. Employees are more likely to be motivated, engaged, and productive when they believe that their well-being and work-life balance are recognized. A positive workplace culture can result from an employer's optimistic attitude, which can also reduce absenteeism and attrition. Various measures may be implemented by firms to enhance employee well-being and work-life balance.

Workers who have access to flexible work arrangements, such as telecommuting and variable hours, have more freedom to plan their work schedules around their personal life. Programs for employee help and wellness efforts can offer services for stress reduction, mental health support, and physical health. Furthermore, fostering a culture of open communication and adopting supportive management techniques can help staff members feel at ease talking about their demands for a work-life balance. In addition, it's critical that managers and leaders provide an example of a healthy work-life balance and put their own well-being first. They may show how committed the company is to foster a balanced and healthy work environment by leading by example. In conclusion, companies may promote a more happy, effective, and long-lasting work environment by placing a high priority on work-life balance and employee well-being.

### **Limitations:**

The study is constrained by only a correlational technique, which limits the amount of comparison that could be done. Gender, age, and other demographic variables could all be included. It would have been possible to conduct the investigation using higher level statistical processes. It could also be looked at in further detail in other professional fields.

### **Declaration**

The authors hereby declare that this paper has been reviewed and complies with all ethical criteria. The participants' ethical consent is obtained prior to the data collecting technique. None of the authors has a conflict of interest related to the current investigation. Furthermore, no agency provides money for the current study.

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