



A Study on Work-life Balance in the age of Covid-19 and Impact on Employee Well-being and Performance

AYE MYAT SONNY

ID: 6217192023

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Author: AYE MYAT SONNY

ID: 6217190031

Major: International Business Management

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A handwritten signature in black ink, appearing to be 'Tanakorn'.

(Dr. Tanakorn Limsarun)

Advisor

Date.....22 June 2021.....

A handwritten signature in blue ink, appearing to be 'Jomphon'.

(Assoc.Prof.Dr. Jomphon Mongkolvanit)

Dean, Master of Business Administration Program

Siam University, Bangkok, Thailand

Date.....29 June 2021.....

Abstract

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Researcher : AYE MYAT SONNY

Degree : Master of Business Administration Program (International Program)

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Advisor : 

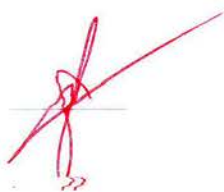
(Dr. Tanakorn Limsarun)

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Abstract

Work-life balance (WLB) has become one of the significant issues faced by employees around the world in today's unpredictable and fast-paced business world and how it is difficult to maintain in achieving work-life balance. Having a harmonious work-life balance is not only important for health, well-being, and family of employees but also important in improving productivity and ultimate performance of employees. Additionally, if employees have a healthy work-life balance, it can be automatically assumed that they also have a healthy well-being which can lead to significant performance from them, and help the organization to be successful. This research conducted analysis of the link between WLB, employee well-being, and performance. This study investigated the effects of COVID-19 on WLB and the impacts of both poor and good WLB on employee well-being and performance. The result of this research indicated that there was a strong relationship between WLB, employee well-being and performance. Additional insights, such as the importance of WLB on employee well-being, showed the important of employee well-being on employee performance. This research suggested that employers, including top management should enhance the WLB, and well-being of employees to achieve sustainable benefits to the organizations. The research method was documentary research, which is based on past studies of various researchers, such as books, magazines, journals, newspaper and online electronic sources of what they analyzed regarding WLB. The researcher found that WLB and employee well-being were part of the strategies toward individual and organization performance.

Keywords: work-life balance, employee well-being, employee performance



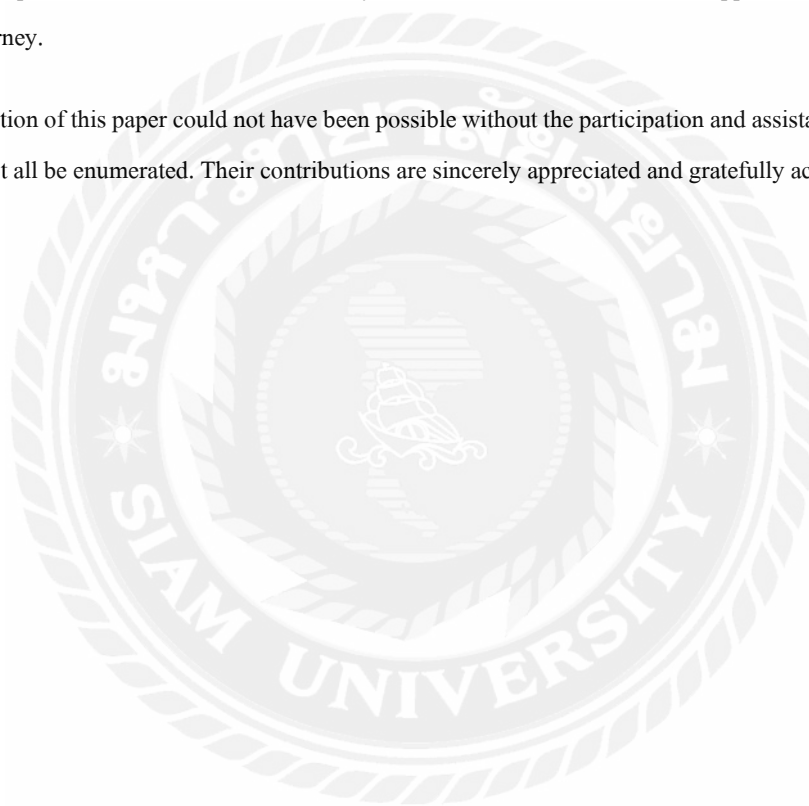
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Introduction

Research Background

In today energetic and growing work environment, managing work-life balance (WLB) has become an important issue to both employers and employees. Employers play the most important role in balancing WLB of their employees with a lot of solutions such as workplace policies, culture, flexible working time, wellness activities. People are willing to work harder when there is a balance of work and life as they have a meaningful life both at work and home without losing either. People become more productive while they are having a good life in both working and personal life. WLB has strong impact for employees, employers, and the society (Afolabi, 2019).

WLB plays as a crucial role for every employee in every industry today, regardless of government or private institution. If the employer does not care about the WLB of the employees, the decline in employee productivity and performance. Poor WLB can negatively lead to some serious consequences such as having stress, work fatigue: which means that if employees are over tired, it can reduce the ability of them to work productively and think clearly, disruption of family and work relationship (Wolor, et.al, 2020). When there is a balance between work and life, a person can live in happy life. And the well-being of employee is important and it can also impact the success of the organization. We can see the employees who have good feeling and less stress at both work and home are likely to have satisfaction at work. When there is too much stress at work or family, the employees might have negative impact on their well-being (Bataineh, 2019).

According to Hermina & Yosepha (2019) on The Model of Employee Performance, the employee performance is required not only for the employees but also for the success of the organizations like it is beneficial for both the company and the employees themselves. Organization worldwide today know that they need best performances of human resources to deal with challenging business environment. And recent studies found that employee performance is directly influenced by employee well-being. That makes organization to take care of the well-being of the employees to gain the competitive advantages among the competitors (Kashyap, Joseph, & Deshmukh, 2016). The COVID-19 pandemic just brought several unexpected positives to employees that one fact that organizations prioritize their employees' well-being and also the health and safety of employees to survive in this situation. And organizations are now offering more flexible working arrangements and benefits of the employees. But also, this pandemic situation has been both good and bad for work-life balance as the remote working makes that WLB less achievable than previously (Kang, 2020).

Research Problems

The challenges of work-life balance have become important to both employees and employers. The perspective of employees on Work-life balance is that the dilemma of managing work obligation and the personal/family responsibilities. The viewpoint of the employers on Work-life balance is that they want their employees able focus on their jobs while working by creating a supportive company culture. It is important for the employees to maintain a healthy balance between work and their private lives to enjoy the job and feel comfortable at their work (Gautam & Jain, 2018).

The effort and attachment of work by the employees drive the organizational productivity. And WLB can give us benefits like increasing job satisfaction and loyalty, promoting job performance, reducing costs due to turnover, absenteeism, recruitment and selection, increasing organizational productivity. All of these factors can help in improving employee and organizational performance. Especially for the organizational, it can get benefits from WBL such as reducing the level of absence and delay, showing employee commitment and loyalty, reducing employee turnover, increasing customer retention and growing productivity (Larasati, Hasanati, & Istiqomah, 2019).

Poor WLB can also defined as work life conflicts which also are associated with health risks such as increased Smoking and alcohol consumption, weight gain and depression. Various physical and mental health connotation can be found if there is work life conflicts. All those negative effects of work life conflicts create difficulties for the employees to adjust work and personal life. And the younger generation employee demand changes from their employers and the elderly generation demands for different work arrangements when both generations face work life conflicts (Babin Dhas, 2015).

WLB can enhance the employees' behavior and attitudes for the success of organization. But employees have difficulties to manage their work and personal life equally. Those kinds of difficulties lead employees to be demotivated and get poor performances. So, the employers are trying to handle those difficulties of employees with practicing policies and procedures of balancing WLB to get their performance and productivity at its best (Shakir & Siddiqui, 2018).

Employers are introducing a lot of policies from different types to help the employees perfectly go along with the challenges of WLB and advance their well-being. Policies such as Family-friendly policies, flexible work options or other employees program helps a lot in increasing their productivity to get the best performance. Also, the company need to have supportive work life balance culture to attract the global talent (Schmidt, 2018).

And this covid-19 situation creates so many boundaries for our work-life balance. Since almost everyone is working from home, it creates that blurring boundaries between our work and personal life negatively. Some people are working too much and not getting the chilling time from the work to calm down our mind. It also has positive effects out of this pandemic such as the flexibility to schedule their work (Gaskell, 2020).

Objective of the study

This study is focused to investigate the challenges of work life balance and how it effects on employee well-being and performance. And in addition to this, in this time of pandemic situation, this research will study how people including both employees and employers deal with work-life balance. This study will highlight the positive benefits to the organization of employees having work life balance. This research will also investigate the negative effects of poor work-life balance of employees can lead the organization into the failure. And also, this study will suggest employers that to encourage work-life balance to attract the skilled people and became the employers of choice. This study will also suggest the strategies to have a better work-life balance and how to get the best performance and healthy well-being in the age of covid-19.

Scope of the Study

This study covers the impact of work-life balance on employees' well-being and performance. Also, the challenges of work-life balance in the age of covid-19 and how to overcome those challenges with the suitable strategy. This paper was

documentary research based on past studies of various scholar from journals, magazines, books, newspaper, etc. and other electric sources what they have been studied about work-life balance and its impact on employee well-being and performance and how to affect the organization performance.

The researcher focuses the different aspects in employee work-life balance and how good work-life balance can increase the productivity, morale of employees and reduce negative organizational stress. Also, how poor work-life balance can lead to the demotivation of employees and it can even enhance the failure of the organization.

Research Significance of the Study

This study will redound the benefits to the organization considering that the work-life balance plays an important role in managing the employees to produce the best productivity. This research will help the organization to be engaged with employees to have higher revenues than those that don't, to the tune of two-and-a-half to three times greater. This study will also provide strategy to increase profitability with employee and increase a return on investment that's inherent and keeping employees satisfied with their work. And this study will clear the blur between work and personal life and how to maintain work-life balance in this COVID-19 period when is also affecting the work-life balance of employee both positively and negatively since working from home gave a lot of free time for employees but also it makes them face double normal household chores workload. This study will also help the employees to adopt the healthy work-life style.

Literature Review

Work-life balance

Work-life balance is the balance that an individual need to preserve the time for the professional working life and other features of the personal life. The features of personal life are the personal interests, other activities and family life. It can also be seen as the relationship between the professional life and private life of the individual employees. Since the private life and professional life exists in one individual life, it is important that it is balanced or not. If a personal life and private life is not balanced, it can create a conflict between both lives. But Those two lives create a balance without conflicts, we can call it as healthy WLB (Kerdpitak & Jernsittiparsert, 2020).

According to Ang (2020), WLB is major to improve the quality of life for every individual. WLB is also crucial for the well-being of employees, work commitment, productivity and performance, all of which are fundamental to organizational sustainability and success. He also states that WLB is the key to sustainable development, a healthy WLB is seen as "a lifestyle where an individual's habits and actions result in the growth and sustainable development of his health, wealth, career, family relationships, social relationships and life fulfillment and enjoyment.

WLB can support as an essential component in any organization as an employee retention strategy. Organization have to manage a proper WLB policies in order to keep their employees for the long term. WLB helps the organization in reducing employees' absenteeism and turnover. WLB policies also affect the employees' well-being and may include some option such as flexible working hours, Working from home, parental paid leave, a nursery in workplace. For flexible working hour, it has the positive impact on productivity since it can help an employee manage their work load and family responsibilities at the same time without fail. It also has a positive impact on employee turnover intentions and organizational commitment. Those kinds of

WLB policies support the organization with enhancing the organizational performance, increased productivity, lower absenteeism, reduced overheads, improved recruitment and retention. (Agha, Azmi, & Irfan, 2017).

When it comes to the reasons why WLB is important, it includes the fact that WLB helps reduce stress and the chances to burnout in maintaining the mental health of the employees, it also helps with physical health too, it increases the productivity of the employees with happiness at work. WLB is different depends on the different individuals. And WLB is not only the number of working hours, it also matters for creating a healthy, happy work environment to improve the overall work experience. The main player of WLB is a flexible work environment which include, flexible working hours, ability to work from home, personal time off, have priorities straight, competitive compensation, comfortable office conditions, opportunities for professional growth and social connections. For the employers, it is important to make it clear to employees that your organization cares about the importance of WLB with encouraging employees to follow WLB practices. The ideal WLB will be beneficial to both the employees and the organizations as a whole (SpriggHR, 2020).

To follow the Government Instruction, most of the organization practice Work from Home (WFH) during this lockdown period because of the pandemic COVID-19. Some employees are satisfied with WFH practice that it as it helps maintaining WLB, but managers are not satisfied since they do not trust that the employees can fulfill the assigned work responsibilities while being home. Since everyone are in the lockdown, all family members are together inside home to have an opportunity to create quality time but it can also create the challenges to manage family responsibilities. Still, WFH during the worldwide lockdown gives unexpected challenges in work-personal life context but it is considered to support better WLB of the employees. (Bhumika, 2020)

Employee well-being

Well-being can be defined according to two major perspectives such as hedonic and eudemonic. Well-being is described as happiness and emphasizes the importance of three components such as life satisfaction, the presence of positive mood and the absence of negative mood as per hedonic perspective. And as per eudemonic perspective, well-being is described in terms of self-actualization, proposing that true happiness is found in expressing virtue. The eudemonic perspective views engagement in activities which foster human growth, such as autonomy, personal growth, self- acceptance, life purpose, mastery, and positive relatedness, as essential to wellbeing. Well-being at work can be defined as general satisfaction with and positive feelings toward work. Research sound that employees with good well-being can produce greater thought and effort into their work. Employee well-being can lead to positive and good organizational attitude and it can also give benefits to both the employee and the organization (Keeman, Näswall, Malinen, & Kuntz, 2017).

According to Krishantha (2018), there is no definition for employee well-being but everyone still understands the meaning of that. And he found that satisfied and healthy employees contribute the organizational productivity than others which means that employee wellbeing has huge impact on performance and perseverance of organizations in different ways. Employees wellbeing at work linked to the physical and mental health of the workforce. The organizations need to be healthy to survive in this competitive business environment. Essential factors of organizational and personal well-being include open communication, team working and co-operation, flexibility, support, and a balance between work and personal life.

Employee well-being has been identified as a significant issue for employees, employers and society. This is a fundamental consideration for how organization can achieve competitive advantage, with increasing evidence that employee well-being is associated with a variety of performance metrics including productivity, employee turnover, job satisfaction, stress, and work-life balance. And also, the reputation of the employers who do not care about employee well-being will be damaged by calling out on social media (Tuzovic & Kabadayi, 2020).

Most researchers found that the framework called “Five ways to well-being” which can promote the mental well-being. These ways are Connect, Be Active, Take Notice, Keep Learning and Give. Connect means by which that make a connection with others. Connecting with people is indeed one keyway to promote well-being. Be active such as physically active at work to do some activities in positive and enjoyable ways that can promote the well-being. Take Notice should be defined as being curious and be aware of personal emotions and feelings. Keep Learning is the continued learning through life enhances self-esteem and encourages social interaction and a more active life with trying something new. And lastly, give is doing something good for someone which includes a friend, a stranger, or the community. These ways can enhance well-being of individual oneself and keep them happy at workplace Keeman et.al (2017).

This pandemic COVID-19 is impacting our mental and physical health in different ways. The PwC Research Center found that 1 out of 3 Americans have faced the high levels of psychological distress due to the extended period of social distancing. Regardless of the industries, the COVID-19 is giving the employees, who is working remotely or on site, stress and burnt out (Schuckers, 2020). And COVID-19 became the most important factor to be consider in most decision-making process of reopening offices, making school decisions and gathering with friends in a social-distancing way. Most of the organization also put major focus on employee health and well-being with well-restructured plans during this pandemic (Yarborough, 2020).

Employee Performance

Employee Performance has different definition from various perspectives. Some scholars explained employee performance as a set of personnel behaviors that could be reviewed and evaluated with the individual’s achievement. And employee performance can be defined as the accomplishment that can be measured and assessed. The researchers also explained that employee performance is linked to the productivity (Ameen & Baharom, 2019).

Regardless of the size and the industry of the organization, Employee Performance is very crucial in the workplace to enhance the capacity of the workforce it has. The Organizations always need to develop the policies that will increase and improve the employee performance. For the organization to meet its goals and to get a competitive advantage over its competitors, high level of the employee performance is needed. It is important for all the managers in the organization to develop a well-planned coaching to coach its workforce. In addition to this, the senior manager must find for the various approaches to improve employee performance (Obiageli, Uzochukwu, & Ngozi, 2015).

Employee Performance is the work achievement of individual after putting required effort to accomplish the work responsibilities (Pradhan & Jena, 2017). There are several factors that tied to the success of the organization but in all these aspects, employees are the most important factor. The main reason is that the organizational objectives could not be

accomplished without good employee performance. Low employee performance and low employee productivity can lead the organization into failing the goals and targets of the organization (Ameen & Baharom, 2019).

There are so many factors that influence on employee performance such as turnover, absenteeism, productivity, adaptability, intrinsic motivation, skill flexibility, commitment and skill level. To improve the organizational performance, it is important to increase employee performance and employee motivation. Many researchers found that the level of employees' productivity is directly proportional to the employee performance. The researchers also found that employee performance could be improved by management support such as leadership, organizational trust, human capital investments, etc., training culture, organizational climate and environmental dynamism (Diamantidis & Chatzoglou, 2019).

Mendis & Weerakkody (2017) found that there is a strong relationship between WLB and Employee Performance. The better WLB can make employee motivated, productive, less stressed workforce, increased productivity, and reduced absenteeism. Employee performance can be affected by the effort, capacity and the environmental condition. The researcher stated that Covid-19 pandemic raises various conditions to surface for both work from home and work-life balance, during the lockdown and social distancing period (Adhitama & Riyanto, 2020).

Past Researches

According to the Shakir & Siddiqui (2018), WLB is one of the important organizational policies that help an employee to maintain the balance between the professional life and personal life. The main purpose of their study was to find out if work-life balance initiatives in any way influence organizational behavior and employee perceptions of such initiatives made by their organization and whether such measures create a sense of well-being among workers. WLB practices can be used as an integral part of an organization's strategy to engage employees in Organizational Citizenship Behavior and overcome global challenges. The results of their study will help to understand and implement the importance of WLB initiatives in organizations, focusing on the role of social exchange in achieving organizational citizenship behavior to increase employee performance and productivity.

Kerdpitak & Jermstittaparsert (2020) studied about the effect of workplace stress, work-life balance on turnover intention: An Empirical Evidence from Pharmaceutical Industry in Thailand. Their main purpose was to investigate the influence the workplace stress and work life balance on turnover intention of the employees in pharmaceutical industry of Thailand. And the researchers found that workplace stress is one of the major contributors of how the employees perform for their job and WLB have to handle with the methods for balancing the professional life and private life of an individual. As the findings, the scholars explained that workplace stress and the poor WLB could be the major causes to high level of turnover intention that has impact on both employee and organizational performance. And also, it could lead to the negative effect on employee well-being. And the authors suggested for further studies to consider other factors influenced by WLB besides the turnover intention.

Krishantha (2018) focused on the well-being of employees and its major impact on the workplace performance and the author found that there is a relationship between employee well-being and workplace performance. And the major objective of the study showed that the importance of the employee well-being and it helps in the achievement of business performance

outcomes, and the effects of employee wellbeing on human resources management functions and organizational performance. And the scholar suggested the future research to examine the concept of employee well-being in different industries and sectors related with the human resources management practices.

Mendis & Weerakkody (2017) based their research on the Impact of Work Life Balance on Employee Performance referring to Telecommunication Industry in Sri Lanka: A Mediation Model to fill the gap related to work life balance and employee performance studies. And the researchers developed the conceptual framework as the relationship between work life balance, employee job satisfaction and employee performance. And their recommendation as per the findings to improve WLB to increase the employee performance are as Training Programs, Stress Management, Flex-work Arrangements, Tele-Working, Workplace Childcare and Health and Safety Promotion. And, it also has limitation as it does not cover bias information of employees due to their fear and doubt about the supervisor's response towards their employees' answers, and job security in their research.

Ameen & Baharom (2019) found out that employee performance has the big impact on the organizational performance, quality of work and organization's gain by focusing their research on the Assessment of Effect of Performance Appraisal Purpose on Employee Performance in Nigerian Civil Service. The researched produced the conceptual prototype to specify the positive effect of the performance appraisal purpose on employee performance. The researchers reviewed the literature on diverse performance appraisal purposes such as raining, job promotion, feedback, recognition, and financial reward) and employee performance. Their research is useful for the stakeholders and policy makers especially in Nigeria on how they can boost the employee performances to get the success of the organizations.

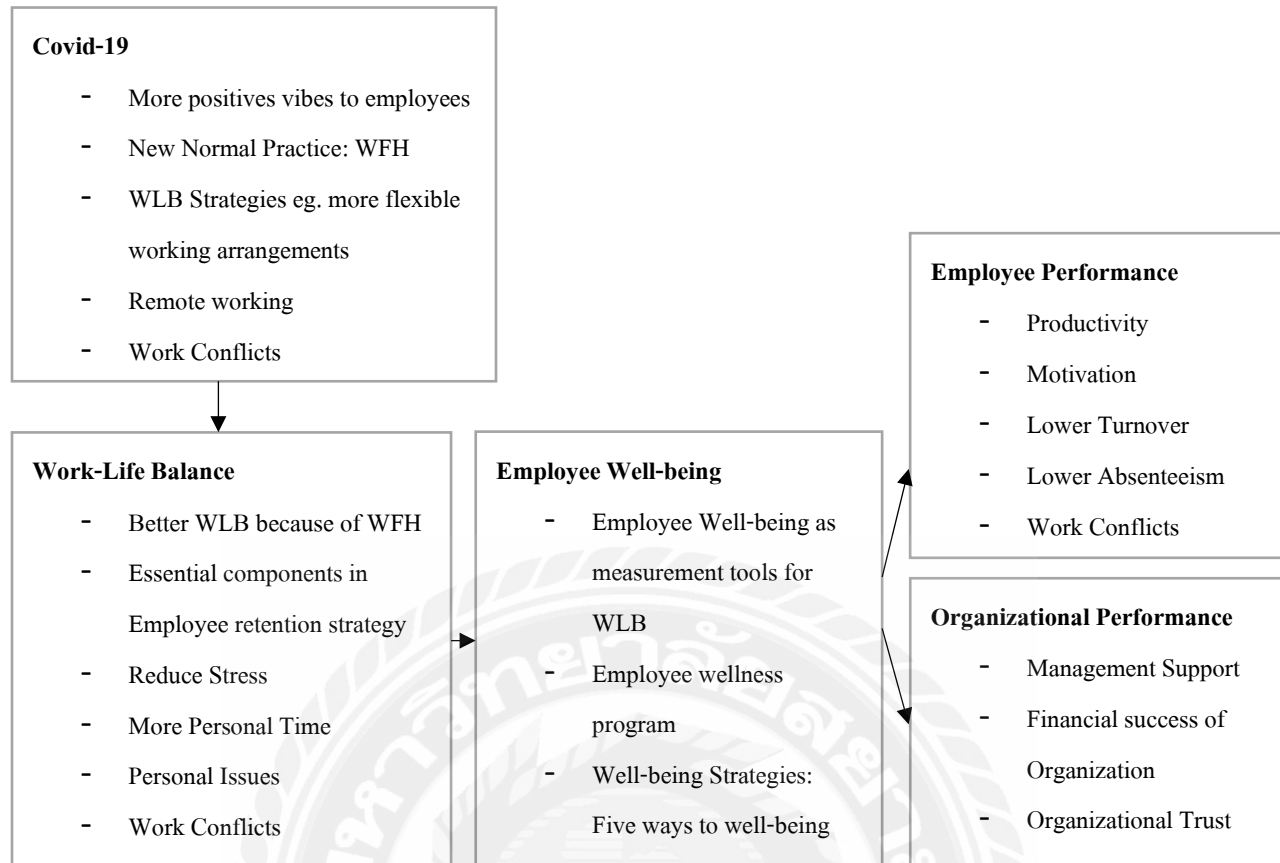


Figure 1: Conceptual Framework Model

(Agha, Azmi, & Irfan, 2017); (Patil & Gopalakrishnan, 2020); (Kang, 2020); (Gaskell, 2020); (Bhumika, 2020); (Larasati, Hasanati, & Istiqomah, 2019); (Kerdpitak & Jermstittiparsert, 2020); (Keeman, Näswall, Malinen, & Kuntz, 2017); (Diamantidis & Chatzoglou, 2019); (Grangnano, Simbula, & Miglioretti, 2020)

Findings and Conclusion

Findings from the study about WLB, Employee well-being and Employee performance in the age of covid-19 can be summed up as: Because of the Covid-19, people get more personal time and better WLB due to the WFH practices and lock down period. WLB of the employees can be improved by the organization through developing the WLB strategies and practices. Employee will have a healthy well-being only when they have a balance WLB both in the professional life and personal life. Since Employees are happy and having the balance and good mental and physical well-being, they can produce best performance out of them, and the success of the organization will be resulted.

The Effect of Covid-19 on WLB

COVID-19 creates a situation to everyone to stay home to stay safe from the pandemic and all countries around the world had no choice but to lock everyone home and to lock their international borders land, waters, and air to restrict to prevent the lives of the people. Most of the companies followed social distancing by introducing work-from-home and remote working.

The researcher found out that COVID-19 has become the factors influenced the work-life balance of employees. COVID-19 was given the employees the new normal practices such as work from home, flexible timing, which can help the employees to manage their work life balance. Most of the researchers had begun to look the concept of WLB as more of combination of personal and professional life rather than as a balance between the two lives. However, it creates the challenges for the employees in choosing the priorities of work while work at home. (Patil & Gopalakrishnan, 2020)

(Bhumika, 2020) found that WFH practices are supporting better WLB of employees. And this study also highlights the nature of WLB experienced during WFH period in the age of COVID-19 and how WLB differs in men and women. For women, both family and work are the primary domains when work is the only primary domain for men as per the gender role theory. His findings showed that women felt more emotional exhaustion due to personal life interference in work during WFH than men but the relationship between work interference with personal life and emotional exhaustion did not differ by gender and the participative leadership could overcome to reduce the work interference with personal life.

Relationship between WLB and Employee Well-being

Employers play an important role in supporting WLB of the employees such as providing family-friendly practices, flexible working arrangements, job-sharing, moving from full time to part time working, compressing working hours, homeworking, emergency paid leave, etc. And WLB can surely improve the well-being of employees mostly in the supportive organizations. WLB can make employees to manage either conflicts between work and extra-work demands with positive effects (Wood, 2018). The domain of health which is also the well-being is also important to be considered in the process of WLB or measurement tools that are specifically designed to measure WLB. Employees also expects to have the helpfulness of the working environment to meet their well-being needs. The employees these days realize the importance of the health as well-being for achieving a good work-life balance. And it always depends on the individuals to have different domains in the WLB process but however, it is the first to consider the health issue to achieve WLB (Grangnano, Simbula, & Miglioretti, 2020).

It has been always a challenge to manage to get a balance of work and life. And WLB is directly associated with the well-being of employees because imbalance WLB can create insufficient time for leisure activities and personal care when good balance between work and personal life provide good psychosocial well-being. Employees with impaired psychological well-being reduce job involvement and increase absenteeism when employees with good psychological well-being are more motivated, more productive, and happier than others in the workplace (Yang, Suh, Lee, & Son, 2018).

The Impact of Employee Well-being on both Employee Performance and Organizational Performance

f. Employers treat the well-being of employees as a valuable thing and possible sources of good performance. And it is important for both employees and employers to involve in the productive power of happiness. The researcher found that it is required to measure well-being before performance since higher well-being produce better performance. Good performance also provides the benefits to the individuals when the association between well-being and performance is stronger. There are always some positive and negative environmental and personal variables that influences the association better employee well-being and performance (Warr & Nielsen, 2018). According to (Oswald, Proto, & Sgroi, 2015), happiness makes people more

productive to have greater productivity when lower happiness is proportional to lower productivity. The researchers found that there is a link between human well-being and human performance with complementary strengths and weaknesses. Positive well-being can improve the capacities of choice and innovative content. Happiness in the workplace brings the higher level in productivity as well as well-being enhances the performance of the employees in raising the possibility of self-sustaining spirals between employee productivity and well-being.

(Bryson, Forth, & Stokes, 2017) found that there is a clear, positive, and significant relationship between employees' well-being, workplace satisfaction and workplace performance. Enhancing in well-being increase the levels of creativity, problem-solving, social behaviors, engagement at work and makes people to work harder which resulted as the improvement in well-being may contribute to economic growth for organizations. Well-being of employees is not only affecting the individual performance but also affect the workplace level performance in giving financial benefits for employers. An individual's wellbeing can also affect the output of work colleagues for example: if one member in the group is having negative feelings, it might affect negatively to the other member of employees. Many researchers reported that there is a positive correlation between well-being and organizational productivity.

Conclusion and Recommendation

The commitment of this study which clarifies greater work-life balance (WLB) and employee well-being will contribute to the benefits to the individuals itself and the organization as a whole. This topic has the guidance of improving Employee WLB, well-being and Performance to improve the organizational performance in real life. From this study, it will give a grant to figure out the systems or policies which are core significant for similar research. From a organizational economics perspective, this provides the insights and techniques for those who would like to manage and operate better organization with the sustainable success with happier employees. This study also proves that the organization will lead to a problem without the engagement and strength of people in the organization. In conclusion, the researcher wants to enhance that every including both employees and employers benefits from good practice in work life balance.

The results of this study suggest that to improve WLB of employees as well as the well-being of employees to get the best performance especially in the age of COVID-19 period. Because of the lockdown situation in this COVID-19 period, it is very important to care about individuals by oneself or by employers. And also, to clear the points that working from home is not the paid time off to prevent the unnecessary problems. This study suggests that WLB practices have a positive impact on individual and organizational productivity as the organization which offered better WLB can have a high level of organizational performance.

Shakir & Siddiqui (2018) recommended that WLB practices can be used as an essential part of the organizational strategies for better employee engagement in organization and overcome challenges. Because there is a strong relationship between work-life balance and employee turnover intention, it has significant impact on employee performance in an organization. And the researchers suggested that if the organization meet the balance between work and personal life, employees will contribute the best and significant performances because there will no longer have workplace stress and emotional exhaustion but only motivation to work. However, imbalance of employees' work life will create the bad result of job

performances. It is important for manager to know relevant knowledge to handle the anxiety, stress of the individuals with balance the work life and personal life. Employees performance is also essential in the organization because it has the higher impact on the overall performance of the organization. The researchers recommended the future researcher to find more about the factors influence on employees' stress, work life balance elements to develop employee motivations (Kerdpitak & Jermisittiparsert, 2020).

Since the WLB became a booming issue these days, the management should think about strategies to enhance employee work-life balance. As from the perspective of employer, it is important for them to make sure that their employees are splitting their personal hours and working hours without any conflicts to have a happier and healthier life. And employers need to help the employees with creative strategies such as arrange flexible working hours including seasonal hours, allow employee work from home sometimes, less rigid lunch schedule, unable working from anywhere possible practice, create a contributive workplace, encourage social activities, team-building activities, workplace volunteering, allow paycheck giving, workplace perks, and open-door policies. All those strategies should be practiced by employers to improve their employee WLB (Fluke, 2017).

Employers need to invest in well-being of employees because it has a significant impact on the performances. The employers need to come up with an effective wellness program and internal communication strategy to manage the well-being of employees. The program should be well planned and structured to be successful. Here are some example programs that employers should implement such as offer a companywide wellbeing survey, develop a wellbeing program based on the feedback of employees, implement the wellness program, and make everyone in the organization know it, promote the well-being program, and communicate to make sure that employees understand its benefits and the last important thing is to measure employee engagement level (Martic, 2020). Human Resources functions such as employee motivation, employee engagement, job satisfaction, performance, etc. are very important for the organization to be successful, regardless of the size and industry of the organization. From the point of organizations, Human Resource Specialist can take necessary action and persuade management to enhance the level of employee well-being for the sake of the organizational success. And the future researchers should focus on the different aspects of employee well-being by the point of human resources management (Krishantha, 2018). The management needs to develop the plan to promote WLB of their employees as well as to enhance the employee performance and the employee job satisfaction. The management should consider in conducting WLB strategies in term of training plan like time management, workload management, personal and professional development training, life management training, etc. provide flexible working arrangement like flexible working hours (Mendis & Weerakkody, 2017).

Limitation of the Study

The main limitation of the study is this research is limited to the general perspective of WLB and employee well-being and it does not cover the specific industry or location of the organization. To investigate or solve the problem, researcher should have insights from different industries and different organizational cultures. Because this is just the very first year of COVID-19 period, the time is not enough to research details and the situation is changing rapidly due to the time and time. So, research need much time to gain proper information and time as well. Researcher could not solve any problem directly about WLB since

different individuals has different perspectives and challenges. To contribute this research, it depends on the nature of the organization and the nature of the workforce in the industry. So, the recommendation in this research cannot be seriously considered as fully perfect. To overcome these limitations in this research, researcher need more effort such as time, money, implementation and proper plan to contribute the perfect and complete WLB research.

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