ANTECEDENTS OF WORK LIFE BALANCE IN HEALTHCARE SECTOR, MODERATING ROLE OF SUPERVISOR SUPPORT

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NATIONAL UNIVERSITY OF MODERN LANGUAGES, ISLAMABAD

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II

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The undersigned certify that they have read the following thesis, examined the defense, are satisfied with the overall exam performance, and recommend the thesis to the Faculty of Management Sciences

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III

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Candidate of _____Master of science___in management sciences_____ at the National University of Modern Languages do hereby declare that the thesis, Antecedents of work life balance in healthcare sector, moderating role of supervisor support, submitted by me in partial fulfillment of MSMS degree, MSMS my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

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ABSTRACT

Antecedents of work life balance in healthcare sector, moderating role of supervisor support

Work-life balance is a management skill or quality to create a delicate combination between work and life. In given research, work life balance of healthcare sector employees is discussed and analyze along several factors impacting it in different ways. Health care sector is most under stressed portion of our country and due to increasing population and diminishing resources workforce in this sector Impacts of role ambiguity, supervisor support and work pressure are going to be discussed in this piece of study. Work pressure is a state of extreme work load.. Role ambiguity is another factor which may impact the line of duties and eventually influence the work life balance of employees. Regarding the sensitivity of the nature of job it becomes compulsory for employees to perform multiple tasks with as much efficiency as possible. Such diverse role badly impact the critical work life balance of employees. Supervisor support is another factor which is going to be discussed as moderator between the relationships of work pressure and work life balance, and role ambiguity with work life balance. In whole study, a job demand resource theory based questionnaire was distributed among more than 350 employees and their opinions were collected for deducting results. As per given research impact of work pressure over work life balance and role ambiguity over work life balance, are successfully established. Furthermore impact of supervisor support in moderating the relationship between role ambiguity and work life balance also established. Present research found that ,work-life balance is being adversely affected by work pressure and role ambiguity.While supervisor support acted as moderator between RA and WLB. Therefore, appropriate actions ought to act to improve the situation. The supervisor's support does not fully contribute to the relationship between work pressure and work-life balance. Therefore, it is the responsibility of all relevant authorities and policy makers to contribute to lessening the

workload on their workforce. Enhancing the role of a supervisor is necessary to control the role ambiguity that employees face. Work-life balance is badly impacted by role ambiguity, therefore job responsibilities need to be clearly defined. Highly sensitive research soft wares also authenticated our research study.

Key Words: Work-life Balance, Work pressure, Role ambiguity, Supervisor support, Public sector

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CHAPTER 1

INTRODUCTION

1.1 Background

A WHO report describes the latent situation and states that human health care people are essential to the operation of health systems. As such, the availability, acceptability, and quality of these workers are critical to both expanding access to health services and guaranteeing that every individual has the chance to experience the highest possible standard of health. A WHO study from 2023 projects that, mostly in low- and lower-middle-income nations, there would be a shortfall of 10 million health workers by 2030. In many nations, the public sector's incapacity to accommodate the influx of healthcare personnel due to financial limitations may also impede universal access to medical experts. The enhancement of communities' and health systems' ability to react. (WHO REPORT, 2023).

The foundation of both our administrative system and economy is the workforce in the public sector. They are also very important to our nation's GDP (PBS, 2017). It is clear that the importance of public sector workers cannot be understated when comparing the bureaucratic success stories of various administrative systems. The workforce serves as a tool for the initial application of plans and policies. These people's efforts determine the quality of achievement. The bulk of the working class in emerging nations like Pakistan wants to work in the public sector.

Pakistan now has more than 220 million people living there. In terms of population, Punjab is Pakistan's largest province. More than 110 million people call it home. With little

capital and human resources, the service sector is providing for this enormous population. Temporary adjustments are a typical strategy for minimizing human resource needs, and thousands of vacant posts remain unoccupied for several years. The public's quality of services provided by these government departments is being negatively impacted, either directly or indirectly (Pakistan Bureau of Statistics, 2017).

Employees who willfully or involuntarily surpass the time restriction frequently experience job burnout, decreased productivity, and a variety of social and psychological issues, according to Nilawati, Umar, et al. (2019). A healthy balance between work and personal time must be established by every working person. According to Nilawati et al. (2019), balance does not imply an equal share of each, but at the very least, one should make a minimal sacrifice for the other. Employees in the healthcare industry, who are dealing with a tremendous amount of work that is increasing quickly, confront similar issues. The workforce is significantly less than what is needed, which is problematic for both parties.

Our study relates with the sustainable development goal;-3, which is" ensure healthy lives and promote well-being for all at all ages". As per its target 3c :Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States. Hence in the light of our research study few really important outcomes can be suggested for better policy formulation and improving the efficiency as well as effectiveness of system. These outcomes relate with the issues regarding work pressure,role ambiguity, supervisor support and their impact over the central issues in the lives of healthcare workers ,which is work life balance.

1.2 Problem Statement

As scholars and professionals have shown for years, workers must strike a balance between their commitments to their families and their jobs. Because flexible working arrangements allow employees to choose their duty hours and job site, the lines between work and home are becoming increasingly fuzzier, making it more difficult for employees to complete their workday. This is due to advancements in information and communications technology. Due to the fact that it is uncertain how flexible work arrangements will affect employees (Demerouti, Derks, et al. 2014).

As is often known, there is a severe human resource deficit and considerable overwork in the public healthcare system. Lack of nearly 2 lacs doctors, 1.8 lacs dentists, and 1.4 lacs nursing staff is a predictable result of Pakistan's rapidly increasing population. The industry is gradually moving away from manual labor and toward automation, particularly in the areas of data administration and recruitment, but daily workloads are still increasing (Hussain, 2019). Eight nurses, one dentist, and two doctors should be available for every 1,000 people, according to international norms. However, there is still a chronic lack of doctors and nurses in the country. The number of Punjabi physicians registered is listed in official records. (Hussain,2019).

As a result of all above theoretical as well as factual discussion it seems clear that there is need to assess the hidden but highly important issue of work life balance in healthcare sector. Hence it becomes inevitable to discuss this issue with the people belonging to particular field which is healthcare sector in present scenario. People belonging to this field may express their grievances reliably and relevantly.

1.3 Research Gap

This study, however, is especially being conducted to obtain a comprehensive understanding of the aspects of work-life balance challenges in the government health sector. Prior research on the banking industry and hotel industry has been done in Pakistan. It is evident from all such researches that there is dire need of research over WLB in almost every sector which is under stress in the form of shortage of staff and human resource policy related matters (Alvi, A. K., Ijaz Cheema, Q., & Haneef, M. 2014). When it comes to public sector workers in particular, the problem of work life balance has mostly remained controversy. Studying WLB, job expectations, job supporting factors and satisfactory work indicators, within the framework of the job demand resource theory was the goal of Kumari et al.'s 2021 study on the nursing population. Going forward, they recommended that we examine how work pressure and role ambiguity affect work-life balance across a range of industries (Kumari 2021).

Samroodh and his colleagues carried out another study in 2022 to look at the connection between work-non work interface and job keeping intention, using the framework of the job demand resources theory. The moderating role of supervisor support on the association between work-life balance and health was one of the researchers' recommendations for future approaches for the investigation. (Samroodh, Anwar et al., 2022).

Therefore, taking into account the aforementioned gaps, we will investigate how role ambiguity and work pressure affect public sector employees' work-life balance, with

supervisor support acting as a moderating factor. Job demand resource theory also relates with under studied research model in direct as well as indirect manner.

According to Bakker and de Vries' (2021) Role ambiguity, work pressure, are all considered demands; on the other hand, resources include supervisor-support and work life balance. It indicates that there is direct linkage between present model and JDR theory .As a result, in a balanced environment, both the resource and the demand categories are moving simultaneously.

1.4 Research Questions

The study is an effort to investigate the below mentioned research questions by utilizing the previously noted gaps:

1. What potential effects on work-life balance might work pressure have?

2. How can role ambiguity affect the balance between work and life?

3. What can be the moderating effect of the support of the supervisor have on the connection in work pressure and work-life balance?

4. In connection of role ambiguity and work-life balance, what possible moderating effect can supervisor support have?

1.5 Research Objectives

The goals of our investigation are as follows:

1. Ascertain and gauge the importance of work pressure in healthcare sector in the context of work life balance related issues.

2. Current study explains and validates the importance of role ambiguity in preserving work-life balances.

3- It looks at ways that supervisors might assess how work pressure affects work-life balance.

4- It finds how does supervisor support manage the role ambiguity impact over work life balance.

1.6 Significance of the Study

Examining the different aspects of a major human capital issue is the aim of this research project. This inquiry will center on the area of public healthcare that has received the least attention. The public and policymakers may not always agree with the implementation of the policies that are frequently made by our legislators. We constantly bemoan the poor production or efficacy, drab attitude, and low productivity from this industry. But we seldom go deep enough to examine the causes of all the gaps and subpar performance in this industry. There is an abundance of information regarding the public healthcare sector's dysfunction and its unethical behaviors; nevertheless, the working circumstances of employees who behaviors; nevertheless, the working circumstances of employees who are underfunded and understaffed are rarely addressed.

. As far as we are aware, there is a rare and sporadic tendency in the study of public sector personnel difficulties. There are multiple causes for this scarcity. Thus, our findings will

likely pave the way for additional examination of a number of obscure elements that, at some point, need to be explored in order to improve the direction of study in this area.

The prevalence of technology and contemporary habits has led to a growing necessity for work-life balance metrics. So, this research will create new avenues for anticipating and resolving issues with human resources in the public healthcare sector in the future. Advocates and front-end implementers will both benefit from it.

In practical terms, our study will offer suggestions for improving work-life balance, which will increase job satisfaction, career dedication, and employable abilities like creativity for increasing productivity and effectiveness. As is well known, our nation is losing talent to other nations; the regrettable tendency is particularly evident in the healthcare industry. Therefore, it is reasonable to assume that this research project will offer improved methods for staff.

1.7 Job Demand Resource Theory

All elements of work environments can be broadly categorized into two groups: job demands and job resources. An employee's degree of involvement at work may be impacted by these categories in either a favorable or negative way (Xanthopoulou, Bakker et al. 2007). The JD-R model first gained attention in English literature over ten years ago. The concept was first introduced by Demerouti, Bakker, et al. in 2001, and hundreds of companies have since implemented it. It has also been the foundation for other empirical studies.

1.8 Key Definitions

Work Pressure- Work pressure is defined as a pattern of negative and unpleasant reactions to aspects of the job content, work organization, and work environment on an emotional, cognitive, behavioral, and physiological level.(Jitendar et.al 2016)

Role Ambiguity- Role ambiguity is the state in which an individual's work obligations and authority within an organization are unclear. This kind of job stress is thought to have the potential to reduce productivity. (Stefano et.al 2022).

Supervisor Support- Supervisor support is the extent to which supervisors show their appreciation for employees' work and show concern for their well-being.(Julia et al 2022).

Work Life Balance- Work-life balance is the ability to achieve fulfillment in all aspects of one's life and to meet duties in both the personal and professional domains.(Kalliath et.al 2008)

CHAPTER 2

LITERATURE REVIEW

2- Literature Review

One might give a broad definition of work-life balance. The five aspects of our existence that Byrne (2005) refers to as balanced at any given time are work, family, friends, health, and spirit (or self). Elevated stress levels, rivalry, and insecurities that throw off life balance are some other major job issues (Bonney, 2005). The JDR model was created by researchers Arnold (Arnold & Demerouti, 2008) and Evangella Demerouti. This theory holds that a high degree of job complexity and insufficient task assistance aspects contribute to an increase in stress and burnout. Considering the foregoing, it can be concluded that adding more components to a job can increase its likelihood of being.

positive and decrease the likelihood of staff resignations and other problems that could be detrimental to the company.

2.1) Job Demand-Resource Theory

The job-demand resources model was developed by Evangelista, Pietrzak, and associates in 2022. Theoretically, pressure and exhaustion increase in case of job expectations are high and job related resources are either absent or low. By doing this, the possibility of staff turnover and other problems that can arise for employers and employees alike is reduced. More attractive employment prospects should therefore be anticipated. *(Xanthopoulou et al., 2007).*

Work resources are elements of a workplace that can support personal development, assist one meet goals at work, and/or manage pressures (Bakker & Demerouti 2017). Lesener et al. (2020) found 55 longitudinal studies that looked at how different job resources affected workers' involvement at work, comprising 57 samples. Group-level, leader-level, and organizational-level resources are the three groups into which the writers divided the resources. At all three levels, they discovered connections between job resources and work engagement. The most researched resource at the organizational level was autonomy/job control; at the group and leader levels, the most often examined resources were social support and supervisory support. Over time, work engagement was most significantly impacted by organizational resources out of the three levels,as compared to resources at the other two organizations.

Job resources and job demands are the two primary categories into which all components of work settings can be divided. These categories can either positively or negatively affect an employee's level of engagement at work (Xanthopoulou, Bakker et al. 2007). The JD-R model was initially came in lime light almost a decade ago in English literature. In 2001, Demerouti, Bakker, et al. Hundreds of businesses have already adopted the idea, and it has served as the basis for other empirical investigations: Job demands and Job resources. Organizational, social, psychological, and physical aspects of work are known as resources, and they can help with goal achievement, workplace stress reduction, and personal development. Moreover, "any hours" or, more precisely, "all hours" have taken the place of "business hours." In a survey of 500 UK workers, participants said they are troubled by the video calls they get and that work-related problems frequently cut into their free time . The pandemic is currently causing mental health issues for academics in Egypt. This opinion

is corroborated by , who asserted that mental health is the most prevalent issue worldwide (Bakker & Demerouti 2017).In addition, the COVID-19 pandemic which was previously discussed is causing a shift in the global market for higher education that is adversely affecting the working environment of academicians. One of the areas impacted by the recent developments is the higher education.A few significant aspects of an employee's life will be investigated in the similarly planned study. These include pressure from the workplace, position ambiguity (which presents challenges for workers and may also be referred to as job demands), supervisor assistance, and work-life balance, which serve as resources or supportive elements for workers.

Sharma (2020) claims that in order to deliver high-quality care, uphold safety procedures, and react to emergencies like the COVID-19 pandemic, workers in the health care sector must perform challenging and demanding jobs. Such labor is invariably hard and taxing, emotionally taxing, and even dangerous at times particularly for nurses who are highly susceptible to contracting this virus. The ability of nursing practitioners to provide high-quality care is seriously threatened by both a disturbed work-life balance and a dearth of job resources. Organization-based employment tools have the potential to enhance and facilitate the working lives of nursing professionals. Positive psychology is used by the under discussion hypothesis, in the view of Bakker and Demerouti (2008), to explain how people view their work settings. Workplace demands are a major cause of stress and a major contributor to work–life conflict. Challenging tasks, logical expectations (e.g. mental strain and job complexity), and limited scope demands (like extra working hours and odd work activities) are the basic categories into which they fall. Emotional or affective expectations include a bad attitude and animosity toward a leader or fellow employee. Intense labor is

needed for physical demands like manual labor. One of the most important theories promoting workers' well-being is thought to be the JDR theory. The under discussion thinking will therefore aids in judging the work-life balance that Egyptian academics experience (Sharma,2020)

This study focuses on emotional demands a particular kind of occupational requirement. The elements that employees encounter at work that necessitate constant emotional effort when interacting with clients are referred to as emotional demands. One of the difficult circumstances that has affected employees' work-life balance and burnout is the recent pandemic. This could be because of emotional weariness, which is typically disregarded by practically all organizations. Academicians were compelled by COVID-19 to work remotely, studying through online resources during the pandemic raised emotional demands, and they were available around-the-clock. In addition, the epidemic has caused people's stress levels to rise due to the necessity for scholars to not only cover emotions but also true costs of emotional tension a phenomena known as emotional labor. Therefore, a helpful supervisor who recognizes and motivates staff to overcome difficult situations is necessary to reduce emotion According to a different description by emotional demands originate from a person's emotional elements. Emotional demands are also viewed as obstacles, which means that they have a significant negative influence on wellbeing. As a result, managing emotional demands is crucial for those in teaching-related professions, particularly in light of the paucity of research on the connection between emotional demands and workers' wellbeing. Any industry that provides services and

Job demands are defined by Demerouti et al. (2001) as the parts of work that are physical, social, organizational, or psychological and that demand mental or physical energy

expenditure. These parts are also linked to physiological, psychological, or both, as well as energy depletion. Workload, disciplinary matters, and time restraints are a few instances of these demands. Employment resources are those aspects of employment that help people accomplish work objectives, advance in their position, and manage workplace demands and the psychological and physical costs that go along with them. In comparison, work demands are as follows. Current interpretations of the under discussion theory have acknowledged the importance of personal resources in shaping employees' work experiences, alongside task challenges and cooperating factors (Xanthopoulou et al. 2007).

In the light of the JD-R hypothesis, the demands on the job and personal/job resources display two different psychological mechanisms: the process of motivation, which is driven by the natural rise in people's motivation, work engagement, and well-being that come with a work or personal resources, as well as the process of health damage. Where in burnout is predicted only by job expectations (Bakker and Demerouti 2017). These two procedures allow for the exploration of connections to significant personal and professional outcomes, including organizational commitment, work performance, and turnover intentions.

Two other minor mechanisms that JD-R theory admits are the 'boosting' and 'buffering' effects. Bakker et al. (2005) When specific job resources lessen or buffer the impact of demands on job strain, this is referred to as the "buffering effect". In response to job demands, employment resources can help people control their emotions and ideas, according to Demerouti and Bakker (2011). It is also possible for them to reduce the possibility that certain characteristics of the company would be viewed as stressful. For instance, Bakker et al. (2007) discovered that when Finnish educators reported feeling well-supported by their supervisors, there was less of a negative link between their judgments of student misbehavior

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and their work engagement. JD-R theory has made a substantial contribution to our understanding of employee wellbeing, as was previously indicated.

2.2) Work-Life balance

Work-life balance is a strategy that aids employees in striking a balance between their personal and professional lives. It is possible to define work-life balance broadly. Work, family, friends, health, and spirit (or self) are the five parts of our existence that Byrne (2005) refers to as balanced at any one time. Other significant job challenges include elevated stress levels, rivalry, and insecurities that disrupt life balance (Bonney, 2005). Researchers Arnold (Arnold & Demerouti, 2008) and Evangella Demerouti developed the JDR model. According to this idea or hypothesis, high job challenges and inadequate task aiding factors lead to an increase in stress and burnout. Therefore in the light of above discussion, it may be said that increasing a job's component count can enhance possibilities of positivity and reduce the possibility of staff relieving and other issues that could be damaging to the organization as well as the individual (Demerouti, Derks et al. 2014).

According to a recent argument made, the conflict between the two domains has a negative impact on both work and health, making WLB a crucial issue in academia. WLB is disturbed in the Middle East, where this scenario is also fairly typical. Faculty members experience long hours, a hefty task, and a dearth of support from their direct supervisors because academicians' tasks never cease. Employees also lack job autonomy It's widely acknowledged that the idea of work-life balance is individualized and that a worker's commitments to their family and job should not conflict or be incompatible with one another. (Saroj and Greenhaus 2002; Allen 2012). A significant topic of research for work-life scholarship has been the examination of the elements that lead to imbalance or inter role

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incompatibility. Early research on the connection between gender and marital status and other demographic variables and balance (Byron 2005) largely focused on the demands and features of individual jobs and families (Eby et al. 2005). Following this, studies concentrated on personality qualities linked to equilibrium Work-life balance (WLB) is more comprehensive than work-family balance on its own. As a result, it emphasizes balancing demands and is more process-oriented .According to them WLB is a much broader term that encompasses all working people, not just mothers and married couples with kids. WLB is beneficial for men and women who are under strain from job and family responsibilities. In the 1970s, the idea of WLB initially gained traction in the UK. But the 1980s and 90s saw its initial implementation in the US. The work and life literature is seeing a lot of interest in this topic, despite the fact that it is not new,

According to Talukder and Galang (2021), the JD-R hypothesis has significantly influenced recent studies in the field of work-life connection. Contextual factors, like workplace resources unique to a business, are crucial for gaining a competitive edge, according to proponents of the JD-R hypothesis, Furthermore, instructors now have more duty as a result of online learning. They ought to make an effort to provide their students with an engaging and imaginative learning environment . It is also possible that they also try to come up with creative exam tactics and fix sporadic technical problems..

One of the nations with a low percentage of workers from home is Egypt. Data from an online job-matching website, indicates a significant and noteworthy rise in the number of individuals Academicians should strive for WLB because it contributes to their pleasure and well-being. It is also crucial since Egyptians cherish their family time, which keeps them from striking a balance between their professional and personal responsibilities. Therefore, it

is important to address the related issues. Competition and contract instability are two elements that affect faculty members' work satisfaction and general well-being. Furthermore, incorporating technology into online learning necessitates greater academic training and preparation, which could potentially result in (Bakker, 2011). Workplace resources impact decision-making as well as an organization's ability to manage unclear external conditions. Given this, the aim of our research is to assess the suitability of the JD-R theory for specific situations involving public sector employees.

In our model, role ambiguity and work pressure are demands, while the supervisor's function is the job resource. These factors all have an influence on work-life balance, but in different ways. Workers who don't know enough about their positions may find themselves in ambiguous roles. In this scenario, workers are unclear about the duties they must perform to finish their jobs. Role ambiguity can consequently result in a number of problems, such as decreased productivity at work, hopelessness, anxiety, and psychological stress. Burnout is a widely acknowledged consequence of role uncertainty. Unhappy workers One typical problem at work is burnout. The development of coping mechanisms among employees could stem from their general dissatisfaction.

Connolly and associates (2019) present a comparable notion of a limit, and thus possible dispute, between assigned managerial accountability and professional duty and accountability. The interplay between an It's called "work-life balance" when someone manages their personal and professional lives. While work-life balance may seem like an easy idea to grasp, there has been a lot of debate in the literature over the terminology that should be used. Important writers instead favor terms like work-life interface. Differences in opinion over the true meaning of "balance" further complicate matters in the sector

(Voydanoff, 2005). According to the conclusions of multiple researchers, maintaining balance entails giving both work-related and non-work-related pursuits the same amount of time, effort, and dedication. (Greenhaus, Collins, & Shaw, 2003).

Studies on work-life balance (WLB) in the hotel industry provide empirical evidence that stress—both mental and physical is a primary contributor to WLB insufficiency. Karatepe (2012) examined WLB and task burden. The review conclusions demonstrated that employees with high task pressure were less engaged in their work, performed worse at work, and did not maintain a healthy work-life balance. In addition of behavioral tiredness, pressure maybe a more personal employee factor that is associated to an average standard of life for hotel workers (Chiang et al., 2010).

Although work and life contradiction is a common debate for discussion in educational class, the effects of work-life balance strategies, also referred to as blood relation caring or well logical policies, on companies have not been well explored. Work-life policies are becoming more prevalent in companies all over the world. (Kersley et al., 2005; US Bureau of Labor, 2007). Workers are conscious of the competing pressures of work and home more than ever. The main reasons for these changes in the workplace and in the general public are the aging of the population, the increase in the number of women entering the workforce, lengthy work span, as well as the progress of classic information sharing innovations which make it possible of almost unlimited interaction to the job place. Businesses expand due to it with increasing vigor.

The phrase "work-life balance" is not well understood, although it normally indicates to one of them: childcare cooperation from the organization, personal or family leave, and flexible

work schedules (Estes & Michael, 2005). Such actions are involved in providing childcare on-site, job sharing, offering flexible work schedules (For instance, flextime allows workers to alter their start and end timings as long as they put in a specified amount of hours), offering flexible work hours (like flextime), and compressed work weeks (which let workers work four days in a row and take the fifth day off).

Work-related factors like working hours, career salience, and managerial support have been shown to affect employees' opinions on work-life balance (Allen & Finkelstein, 2014). Research indicates that for different working arrangements to be successful, companies need to be considerate of their employees' other responsibilities and provide an atmosphere that allows them to take an active role in their personal life. The family situation has also been demonstrated to have an influence on achieving a suitable work life balance.

Access to work-life balancing strategies has also been linked to lower intention to leave and higher emotional commitment (Chiu & Ng, 1999; Thompson, Beauvais & Lyness, 1999; Wood & de Menezes, 2008). Grover and Crooker (1995) introduced that all employees, not just those who used the practices, were more likely to have higher affective commitment to the company and fewer intentions to leave if they had access to monetary help for children, adjustable working hours, parental leave, also information about minors options. Mediators un the routine opportunity, work behavior interaction are analyzed and checked in a few several researches. It will only be beneficial to offer flexible work hours according to Kossek and Ozeki's (1999)

2.3) Work Pressure

Work pressure is the perceived level of tension related to how work activities are being executed currently or in the future. Examining matters that encourage employee engagement and desire for peak performance at work is crucial, especially in light of the intricacy of working relationships and the increasing necessity for companies to hold onto their staff. These elements jointly constitute the dynamic human resource management (HRM) function. Work-life balance was perceived by Indian nursing professionals as having an influence over the interaction among job assisting factors and job satisfaction. (Rashmi and Kataria, 2021).

When management grades were de-layered and new (labor-saving) technology was introduced, work intensity frequently increased.(Tuğsal 2017). The ideas that were previously examined emphasize elements that escalated work pressure and their impacts to be common in all advanced capitalist societies. However, in order to understand labor pressure, there are other factors that possibly be more reliant on specific social and economic conditions. One such component is the importance of business alliances. Trade associations might be able to oppose management strategies that increase or, at the very least, decrease workplace workloads. Collective representation has been superseded by more direct forms of involvement throughout Europe as trade union power has generally decreased. However, opposition to the was growing.

Still, supporters in the developing context clung to the notion by the varying reality suggested increased work pressure. Almost everyone in the workforce seems to be under pressure to take on more responsibilities, perform more tasks, and generally put in more effort. It seems as though lunch and tea breaks are becoming extinct. The literature on social science makes many arguments, many of which point to an innate tendency in developed capitalist or industrial cultures to increase labor intensity. The neo-Marxist criticisms of

Scientific Management and "Fordism" disagreed on this point. (Braverman 1974; Friedmann 1946). It was maintained, that the goal of the ever-narrower labor division and the ever-lower skill level of job activities was to maintain balance.

This was further supported by the innovations in assembly line technology, which made it possible to mechanically regulate work rhythms and the pace of work by machines. At the moment, these hours are usually spent sitting at a desk catching up on paperwork and reading (Tuğsal 2017). Pressure at work is the pressure that's present there (WP). Work pressure, or WP for short, refers to the combination of the physical and psychological strains that employees must endure as well as the amount of effort required to carry out their responsibilities. The constant and expected performance of job obligations is linked to workplace pressure (WP), a cognitive-energetic condition. It is distinguished by a feeling of pressure or strain.

Many theories in the literature on social science believe that developed capitalism or industrial cultures are naturally inclined toward intensifying labor. One of the primary arguments made against Scientific Management by neo-Marxists. According to this perspective, the intention was to facilitate labor intensification by reducing the skill content of work tasks, improving the accuracy of job activity assessments, and strengthening the bond between production and financial incentives. This progressed with the advent of assembly-line technology, which allowed machines to pace and regulate work rhythms mechanically.

For most of industrial sociology's history, discussions have centered on changes in work pressure. Theories about the dynamics of work organization have experienced significant

changes over the years, but the enduring custom toward more demanding and stressful work patterns has consistently appeared in many researches. A variety of case studies that were barely representative made up the majority of the evidence until the late 1980s.But throughout the 1990s, datasets offering a more thorough understanding of patterns inside and among nations, and also for minor level of inter cultural coherence, have been progressively more accessible. Finally, one aspect that is rarely brought up in talks about trends is the length of working hours.

This guilt-ridden sensation is going to cause stress and anxiety. Moreover, the employees' continuous stress and strain at work contributed to their low WLB. This state of affairs is known as "job burnout." Low WLB makes it challenging for people to realize their full potential in terms of personal development. Mostly affecting women, who are often discouraged from prioritizing their careers above their families, is this issue. People lose out on a lot of opportunities for career advancement as a result. However, the monotonous and repetitive jobs that are often assigned to female employees prevent them from being as creative and productive as they could be. When it comes to private concerns, poor WLB may cause friction within the family. It is also feasible that a major element affecting the work

However, there was growing criticism of the notion in some sort of an inevitable law of the capitalist division of labor, that was marked by a relentless drive to deskill and simplify professions, especially starting in the mid-1990s .Industrial innovations, specifically those linked to the quickening pace of automation and the growing demand for high-quality goods and services, have the potential to counter the old habit of a constantly growing division of work by promoting expertise, decentralized giving judgment, also group working. Advocates of the rapidly increasing context persisted in arguing that as labor transformed,

workloads would rise even after rejecting the de-skilling hypothesis. This had to do with the proliferation of computer-based technology in particular. In addition to helping with up skilling, they also offered strategies for improving work flow efficiency, which eliminated a significant amount of the "idle" time connected to conventional manufacturing processes. They provided more systematic performance monitoring, potentially with more continuity and accuracy than more conventional kinds of performance control, at least in some types of work. The aforementioned arguments draw attention to elements that were thought to be highly prevalent in developed capitalist societies.

While the second three do not, the first three predict an increase in overall job strain. Expect variations in trends because of the particular institutional and economic conditions.

1. The general degree of responsibility and skill in the workplace may have increased due to rising levels of work pressure.

2. Task simplicity allowed administrative control over employee performance to be strengthened, which may have contributed to the overall increase in work pressure brought on by de-skilling.

Increased use of computer-based technology is one factor that has often been linked to increased job pressure. It's clear that computer technology continued to spread gradually throughout the second part of the 1990s. Our job involves the usage of advanced or standard equipment," was one of the survey's questions." By 2001, 53% of EU workers compared to 47% in 1996 were using such state-of-the-art technologies. There was a remarkably similar trend towards increasing use in both years, despite the fact that men were more likely than

women to utilize computer-based equipment. the increase in the proportion of employees utilizing such connected strategies.

Both years' worth of data support the findings that point to a connection between new technology and comparatively higher step of professional stress. Even when a variety of other factors are considered into attention, those who employed recent advancement are possibly to experience noticeably increased limit of stress to people..

The years' differences were not statistically significant, according to an interaction test, however the coefficient for 2001 was higher than for 1996. All 14 countries, with the exception of Greece, had a strong bivariate association between higher pressure and new technology; but, after further controls were applied, the net effects ceased to be significant for all but six of them. There is evidence to suggest that the increasing workload may have been caused in part by new technologies.

As the number of trade union members declines, workers may expect fewer effective safeguards against attempts by management to add more work. Without a doubt, evidence suggests that the EU's trade union power has been waning since the middle of the 1990s. Overall, the proportion of unionized EU employees fell, from 30% in 1996 to 26% in 2001. Out of the 15 countries, five showed statistically significant changes in their union membership percentages. The other 11 countries saw increases in this percentage. Very little indication of a shift in membership strength was seen in Sweden and Denmark. It is the only state where the figures show an increase in involvement, is Portugal.

The sense of high workplace expectations, which include difficult-to-meet deadlines, that never seems to go away is known as work pressure. As per him, countless variables, also

duty timings, recent innovation, job risk lowering ideas, skill, and job control, influence WP..
Tension and a decrease in wellness may result from the stress that the employees are
experiencing. Several studies have shown that one of the factors negatively affecting
employees' health and well-being is work-related stress (WP). It has been found that working
with Word Press raises stress levels related to the job and makes it more difficult to meet
company requirements.

Furthermore, WP will ultimately hurt the business and its workers in both social and
economic ways. People are more inclined to view stressed-out employees as unsafe,
unmotivated, ill, and lacking in motivation. Several research on occupational stress have
shown that one major stressor is a lack of control over one's employment (Sauter et al.,
1989).However, the majority of these studies appear to place some limitations on the concept
of work control. The literature on work control has a wide range of viewpoints and ideas. In
1972, Levinson used the term "mastery," which is strongly related to the concept. Many
times, employment control is conceptualized as a one-dimensional idea in which an
individual has varying degrees of influence or control over their job.

To investigate the effects of increasing work autonomy and pressure on job satisfaction, we
construct econometric models using worker-level data and correct for several explanatory
factors related to work enjoyment.

We employ an ordered logic regression model because the work satisfaction scale is an
ordered multi-level scale. The variables that are computed using the prior scores are of
special importance to us: job autonomy and work pressure. In order to reflect the impact of
the link between the two elements on job satisfaction, we also propose TERM m, an

interaction between work autonomy and work pressure. As previously stated, our theory states that when job pressure rises, an employee's degree of autonomy will decrease, hence increasing employee satisfaction. The Lazarus transactional model (Lazarus, 1966) offers the best understanding of the psychosocial stress process. Since it upholds that interactions— rather than individual interactions occur between people and their environments.

2.4)   Role Ambiguity

The unclear grasp of the steps that need to be performed to accomplish suggested individual goals, is known as role ambiguity (Kahn et al., 1964).

Role ambiguity is the state in which it is unclear what actions should be taken to achieve recommended individual goals (Bajpai, Prasad et al. 2013). Because of the global period of rapid technological development and advancement, where every industry is pushing the boundaries of technology, roles are rapidly diversifying.

As per the review of studies examining the connection between working hours and health, people's performance and health begin to decline and their overall work-life balance is affected when they work much more than 48 hours per week. According to European law, this is the maximum amount of hours that is suitable. Employees who lack sufficient job knowledge may feel uncertain about their responsibilities.

Here, workers are unsure about what their responsibilities are in order to perform to the role's criteria. Having stated that, position uncertainty can lead to a number of problems, such as decreased productivity at work, nervousness, and hopelessness. Burnout, or psychological strain, is a common term for the result of role ambiguity. Burnout is a common occurrence for employees who are not happy at work. Workers may seek stress-reduction or change-

management techniques due to a general feeling of dissatisfaction. Research has repeatedly demonstrated that role stress is a cause of job burnout. Studies have shown that one of the main causes of stress in the workplace is role ambiguity.(Zheng, Molineux, et al.2015) This study investigates and validates the WLB scale.

A number of studies have used the phrase "the occurrence of insufficient information about powers, authority, and duties to perform one's role" to describe role ambiguity. The role theory proposed by Taylor, Cairns, and Glass (2020) is a theoretical construct that seeks to ascertain the manner in which actors participate in a particular activity or scenario. A person's qualities, actions, norms, or expectations that are appropriate for a specific role or function are described. Role ambiguity occurs when the target individual does not know enough to predict the results of his actions with accuracy and when it's unclear what actions are expected of a role (Pearce, 1981). Rizzo and associates (1970) defined role ambiguity as the reliability of the result or response of a person's behavior as well as the constancy of the behavioral standards.

Ahmady, Changiz, Masiello, and Brommels (2007) define role ambiguity as when others provide perplexing feedback regarding an individual's performance and actions. According to Manshor et al. (2003), A person experiences role ambiguity when they are unsure about their professional goals, the duties and obligations of their own position, and what their colleagues expect of them. Role ambiguity may potentially be a contributing factor to stress at work if job or task criteria are not clearly stated, or if employees are unclear of their tasks. Role ambiguity occurs when the target individual does not know enough to predict the expected behaviors of a role and does not know enough to predict the results of his actions (Pearce, 1981).

Uncertainty about a worker's responsibilities and expectations is referred to as role ambiguity. Uncertainty about their employment might cause employees to feel frustrated, confused, and unclear about what is expected of them. This could lead to poorer job performance and job satisfaction. The body of research makes it abundantly evident that role ambiguity negatively affects worker performance and job satisfaction and that those who experience it are more likely to become stressed out and burn out. Coaches can better understand their role clarity, employees' commitment to the task and business, and their degree of enjoyment and performance, according to Selma Kalkavan (2014).

Muhammad Arif Khattak (2011) found that uncertainty can be present in both people and organizations. Employees must perform well enough to be competitive despite the company's rapid organizational changes. Because of modern health care problems, nursing roles have changed, sometimes becoming more complex and dynamic (like COVID). Despite disagreements on the connections between role conflict, role ambiguity and its correlated variables (organizational commitment, job satisfaction and job performance, a substantial amount of research has been done on these constructs(Tubre and Collins, 2000).

According to Wang (2020), despite the emergence of new structures such as job needs, the main causes of employment hurdles remain role ambiguity and role conflict. Role ambiguity and conflicts are still relevant in today's increasingly complicated work environments, where duties and responsibilities are carried out by groups of people in various occupations with differing degrees of influence and responsibility. The aforementioned modifications have resulted in an increased frequency of unfamiliar or unclear tasks and functions for nursing professionals, duties of interdisciplinary in-hospital teams are one example of job conflicts and overlaps., as well as COVID treatment recommendations (Martin & Weeres, 2016).

Consequently, this has increased the vulnerability of nursing staff to work-related psychological risk circumstances, particularly role stressors (Manzano Garca & Ayala Calvo, 2021)..Insufficient communication between supervisors and employees often results in employees not understanding fundamental requirements and performance standards, leading to role ambiguity (Baron, 1986; Sakires et al., 2009). Kahn et al. were the first to broaden the concept of ambiguity and its impact on role fulfillment inside organizations (1964). Their definition of "ambiguity at work" was the individual's opinion of how clear his job responsibilities were. Role senders, like event organizers, possess standards for the conduct of volunteers and position holders in their designated roles, according to Kahn et al. (1964). But a number of variables, some situation-specific such as the intricacy of the work, Schmidt et al. (2014) A vague knowledge of the role is what is meant by role ambiguity or uncertainty. The second component is called "means-ends knowledge," and it indicates a lack of assurance in the actions needed to finish tasks and perform a certain role.

. "Priority of expectations," the final characteristic of "task ambiguity," describes people's inability to choose between conflicting demands and which competing expectations to prioritize. Kahn et al. (1964) proposed two dimensions of socio-emotional ambiguity. The first, "performance evaluation," conveys a lack of confidence in peers' judgment of an individual's output and performance. The second element, "consequences of role performance," refers to the uncertainty surrounding the consequences that meeting or failing to accomplish expected tasks in a function may have for the individual, other individuals, or the organization. Thus, it is believed that role ambiguity is a complex phenomenon.

. Jobs that require ongoing mental or physical effort are known as demands of the job; as a result, they have certain physiological and psychological impacts. This would be one way to

look at role ambiguity as a prerequisite for a post. Successful completion of therapeutic tasks is hampered by physical and psychological tiredness brought on by an inability to carry out the responsibilities of one's professional employment. High work demands are associated with dissatisfaction, burnout, and stress (Bakker & Demerouti, 2017).

Abadi et al. (2021), Ghanayem et al. (2020), and Modaresnezhad et al. (2021) are just a few of the research that have found a connection between nurses' better increased levels of social support from superiors and coworkers as well as job satisfaction. Put another way, we describe how they work together can lessen role ambiguity's negative effects on OCB, an issue that has not received much attention from past empirical implementations of COR theory (Hobfoll, 2011). In particular, we show that organizational identification can help to lessen the detrimental effects that job ambiguity has on organizational citizenship(OCB); but, when workers are able to deploy their political capital, its relative utility increases. According to this research, beneficial resource spirals might be able to work.

Conversely, job resources are those aspects of the workplace that allow nursing staff to grow on a personal and professional level while still carrying out their duties in an efficient manner. Since social support makes it easier for healthcare professionals to perform their jobs, it can be seen as a workplace resource; examples of this include helpful advice, trust, and empathy. Definitions of positions that are unclear may also make it harder and less incentive for workers to participate in voluntary work activities. Put differently, workers could be less open to accepting new responsibilities if they believe that job ambiguity will lead to increased resource losses, which could make them unable to complete their tasks.

The JD-R concepts show how work needs and supportive features are related, but it doesn't say either way around. Bakker and Demerouti (2017) stress how important it is to look at the relationships that exist between resources and job needs in a variety of professional sectors (like the nursing setting). Essentially, we contend that job happiness is negatively impacted by role uncertainty, or a demand for the work, but that social support a resource for the work—mitigates these impacts. Coworkers' and supervisors' instrumental and socioemotional support increases motivation by helping to define the job function (i.e., tasks and responsibilities). This helps to cut down on confusion at work. As a result, nurses feel more positive emotions and sentiments in their work, which is associated with improved job performance. Ambiguity in roles. This state of uncertainty has a negative impact on work performance and increases the possibility that people may become tense or anxious since it is unclear what should be done (Schmidt et al., 2014). Role ambiguity, according to Kahn; Van Sell et al. (1981), creates a specific situation where a lack of understanding about the requirements of the work, suitable ways to meet those obligations, as well as any possible consequences of acting out a role, all contribute to the state.

Numerous academic fields have conducted research on tolerance to ambiguity, including clinical psychology etc. (Gray & Ulbrich, 2017). Even with this emphasis, opinions on how to define and assess TOA are not that different. According to Brunswik (1949), tolerance of ambiguity is a the individual differences in cognition and perception attribute. It encompasses social functioning, belief and attitude systems, problem-solving behavior, and ways of thinking. After some time, Budner (1962) produced a popular 16-item scale to measure the propensity to find situations that are unclear desirable, reducing the intricacy of

TOA's definition. The concept and scale associated with it had several shortcomings, even though it was widely used.

McLain (2009) made significant strides toward improving the description and assessment of TOA by providing much-needed clarification on the meaning of "ambiguity," which they define as the prompt lack of knowledge required to comprehend a situation or determine its potential future stages. "Even while most people find uncertainty to be "aversive," McLain added that people's responses to it might vary from aversion to appeal. McLain went on to develop a single factor "ambiguity tolerance" assessment that is based on the methods in which individuals respond to stimuli that are unclear. This personality characteristic test was shown to have good psychometric features. Furthermore, an investigation on TOA fit has been conducted using this measurement.

The desire for and reaction to ambiguous situations varies depending on the domain of life in which they arise, despite the fact that TOA was long believed to be a universal personality trait. Even though TOA tends to be more common, context matters, thus some people may have a higher TOA likelihood in one aspect of their lives than a lower one in another. (Durrheim & Foster, 1997). According to Lievens et al. (2008), there is data that supports both the context-dependent and stable aspects of TOA. As a result, TOA has been classified by some researchers as a consistent individual variance that varies marginally across several life domains.

There is increasing evidence to suggest that a multi-dimensional construct is the most appropriate way to model TOA. As an illustration, Lauriola et al. (2016) discovered data supporting three major factors: the demand for complexity, moral absolutism, and discomfort

with ambiguity. A component analysis was conducted on 133 items derived from multiple ambiguity tolerance-intolerance scales, such as the ones developed by Budner (1962) and McLain (1993). A workplace measure that was specifically established for the workplace included comparable components, plus an extra factor termed "managing the uncertainty," which they discovered. They partially replicated this factor structure. The fact that neither of these studies discovered any significant correlations between the TOA components is noteworthy and may contribute to the challenge faced by researchers in creating reliable single-factor metrics for this construct. Additionally, researchers are inspired by the TOA components.

When one is ignorant of the limitations and restrictions placed on particular actions or organizational positions, a role becomes unclear (Kahn et al. 1964; Rizzo et al. 1970). Conventional organizational theory states that duties are assigned to each position. If the domain, means of completion, and objectives are not expressly mentioned or articulated, management can hold the individual accountable by providing a clear outline of their activities and responsibilities.(Hassan 2013). Consequently, crucial knowledge regarding a role's causes role ambiguity.

Service professionals may have questions about the responsibilities played by volunteers in coproduction processes for a number of reasons. First, there are situations when volunteer obligations are still unclear. What does it mean to have volunteers participate? What responsibilities do volunteers have, and what outcomes are expected of them? It is sometimes unclear what the respective functions of volunteers and employees include. The Nesbit team (2016): What is the labor split between employees who are paid and volunteers? Are workers' and volunteers' roles and obligations different from one another? Do jobs performed

by paid employees and volunteers differ significantly from one another? The professional responsibilities of many frontline staff members in public service organizations are directly related to these inquiries. Professionals share their specialized and theoretical knowledge with one another.

For research on role ambiguity in coproduction situations, this distinction while minor is important both practically and philosophically. Service providers' confusion about what volunteers do could be the cause of an organization's inadequate usage of volunteers (Nesbit et al. 2016). Service professionals' conceptions of their duties within the organization are not often immediately affected by this kind of ambiguity, even if it can impede the efficient use of human resources. Conversely, service professionals' misunderstanding of the respective roles of professional employees and volunteers has a direct impact on the level of engagement between the two groups. Each member of the organization needs to know what to expect from both professionals and volunteers when they participate in the same activity. .

According to research in organizational psychology, all work settings and organizational roles consist of a combination of job demands, which are pressures or stresses placed on the individual, and job resources, which are inputs to the work context that assist the individual in managing or eliminating these stressors. The idea of job demands and resources holds that these start as different psychological processes (Demerouti and Bakker 2011). Stress at work might "start a health impairment process" since it is high energy (Bakker 2015, 724). As a result, excessive demands may hasten the process of burnout, induce fatigue, and have detrimental consequences on health. Nevertheless, employment resources might serve as a buffer to lessen the stress brought on by work because they are "the initiators of motivational processes.

2.5) Supervisor Support

The level of appreciation and concern that managers have for the welfare of their staff members is known as supervisor support, In addition, it is imperative to address the work-life mismatch that is decreasing employees' job happiness given the continuous outbreak's detrimental consequences on their physical and emotional health.(Rashmi and Kataria 2021). This is very important for professionals. A person's performance standards are compromised when they are not satisfied with their employment, as is the organization's. We think that in a setting this unstable, workplace resources like freedom of speech, supervisor assistance, and peer support are essential and could be both intrinsically and extrinsically motivating in encouraging workers to adopt a low intensity of cynicism, lower workload expectations and play a crucial role in encouraging a general sense of balance as well as favorable employee attitudes like job satisfaction. Supervisor support is defined as an employee's perception of how often their boss shows appreciation for their work and shows concern for their welfare.

The psychological and structural resources that enable an individual's performance and role functioning are known as job resources. These materials are vital because these support workers in overcoming problems in life, especially those pertaining to work-life balance. Nonetheless, research on the resources required to attain work-life balance is still lacking . Furthermore, as elucidated in their meta-analysis, supervisors can provide assistance in a variety of ways. They distinguished between two social support types: content-specific and content-general. The level of concern a supervisor has for the overall well-being of their staff is known as content-general support. The term "content-specific support" describes the way a manager helps staff members meet certain needs. Additionally, it was discovered that employees experience less work-family conflict the more specific social assistance they

receive from their supervisor, particularly when it comes to work-family issues. According to the argument made in supervisor assistance functions as a form of affirmation for staff members, motivating them and fostering a healthy work atmosphere. The JD-R theory provides a more comprehensive explanation of the impact of job resources. Those organizational, psychological, social, or physical components of the work that: (1) lower the physiological and psychological costs related to job demands; (2) aid in the achievement of work objectives; or (3) promote learning and personal development are the five definitions of work resources and Supervisors may instantly instill a sense of security and capability in their subordinates, enabling them to participate in activities that promote increased WLB, by encouraging them to authentically employ themselves in their job duties and allowing them to apply their individual abilities and knowledge. (Bae, Jennings et al. 2020)

Additionally, supervising staff members is essential, hence the supervisor's function is crucial during the COVID-19 epidemic. In general, managers ought to put up a lot of effort to establish family-friendly settings. They could be useful in understanding the tension and anxiety that workers experience when holding meetings during the workday. Additionally, respect employees' personal and family time by allocating weekends and breaks, avoiding technology abuse by staying in touch with staff members 24/7, connecting them to the resources they need for their jobs, and minimizing ambiguity. According to, faculty members can more successfully use WLB programs and practices when they have social support from their work domain. This increases their optimism and facilitates their advancement to full-tenured professorships with tenure. Furthermore, in addition to professional resources, personal resources may be essential for achieving WLB.To support our argument linking supervisor support to help nurses achieve WLB, we depend on the JD-R hypothesis. One of

the most important contextual resources that frequently enables employees to do things that are resourceful for them, like achieving WLB, is this kind of support. Supervisor support is defined as the limit to which staff members feel their managers appreciate their work, are concerned about their welfare, and are generally supportive, according to Eisenberger et al. (2002). There are two types of employers: those who encourage their staff to attain a work-life balance and those who think workers should sacrifice all in their lives to complete their job duties. Workers in various professions find it challenging to keep a good work-life balance.

As a result, having a high sense of self-efficacy influences one's optimism, time commitment, level of stress, and ability to endure in the face of uncertainty and hardship. Self-efficacy is more likely to improve in those who have real-world experience and take credit for their accomplishments Thus, among academicians, self-efficacy may play a role in preserving work-life balance. Additionally, it may act as a moderator in the explanation of organizational outcomes. These findings demonstrate that individuals with high self-efficacy frequently exhibit exceptional self-control control over their attitudes and actions, resulting in improved outcomes such as work-life balance. Employees with a high level of self-efficacy typically make good use of the resources that are made available to them. The evolving nature of the environment presents a number of challenges for organizations in the modern day. Providing a decent working environment for employees is one of the many challenges that an organization faces in order to succeed, maintain competitiveness, and adapt to a constantly changing and evolving environment A number of workplace motivators were discussed above, including the nature of the task, the sense of achievement one gets from one's job, recognition, accountability, and chances for one's own personal development.

These elements have the potential to raise staff motivation, which will raise internal satisfaction and ultimately lead to contentment. The boundaries between work and life blurred, particularly during the pandemic. According to this study, one possible moderator under personal resources may be self-efficacy. This study experimentally evaluated the effects of supervisor support and emotional stressors on academicians' views of work-life balance during the COVID-19 pandemic in Egypt. Utilizing the Job Demands–Resources Theory (JD–R), it accomplished this and Conservation of Resources Researchers have found that bosses who are supportive are better at managing their employees' emotions. Effective subordinate emotion management is necessary to manage organizational commitment. improving their teachers' ability to provide education and manage daily classroom operations. Friendly and supportive managers increase worker commitment, motivation, and job satisfaction, all of which enhance worker performance. Work-life balance (WLB) is one of the key elements that raises employees' life and job happiness while lowering stress, anxiety, and emotional weariness in people. Today, everyone needs to balance their personal and professional lives. Interest in the topic of work-life balance and the relationship between work and life is growing among academics and the general public Happy workers are more driven, passionate, and excited about what they do in both their personal and professional life.WLB is among the most significant sources of happiness and joy for Egyptian workers.. It is no longer seen as "welfare," but rather as a useful tactic that a business should use to keep its talented.

According to Veloo et al. (2013), supervision assistance through regular principal visits and team-based workshops improves teachers' instructional ability and classroom management abilities, empowering them to become skilled instructors (Behlol & Parveen, 2013). Rather

than focusing on a conceptualization that either handles the subject from a holistic personal resource allocation viewpoint, either by explicitly drawing a line between work and non-work life or by attempting to combine work and non-work domains. This approach's underlying presumption is that both work and non-work belong to the wider, more comprehensive life domain. It is necessary to successfully manage and regulate personal activities and life demands, whether they are related to job, family, fun, or anything else to do. This method incorporates earlier research on a variety of subjects, including stress, work-life balance, and self-regulation. It argues that (un)effective life management on a daily, weekly, and overall level results in both positive and bad outcomes given a limited supply of personal resources (such as time, money, and energy). The Regular and prompt feedback from supervisors enhances the learning environment and supports teachers in implementing the necessary performance modifications (Saleem et al., 2013).

Eisenberger et al. (1986); Levinson (1965) claim that as a result, employees view supervisor support as a personal extension of the business. Organizational support theory (Levinson, 1965) states that the actions of an organization's agents reveal the objectives of the organization. Agents help to put a face on the company for the employee. Immediate supervisors have the opportunity to inform their subordinates about the company's objectives because they are frequently the employee's initial point of contact with the organization.

The underlying premise of many work-life balance studies, which include many modern conceptualizations, suggest that working is a necessary evil in order to finance leisure activities.. This assumption stems from the belief that work interferes with family life. Research that view work-life balance initiatives as advantages to lessen the adverse effects of not working demands such as vacation time and childcare benefits that do not always directly

benefit the organization are motivated by this assumption in the context of organizations. The impact of supervisory support on work-life balance has been extensively studied in the past. " The level of compassion that managers show for workers' requests for a work-life balance " is what Hammer et al. (2009) define as supervisory support. Supervisors have a critical role in assessing the work-life balance (WLB) in employees as those develop and implement work-life policies and programs for the company. According to Bosch et al. (2018), beneficiaries who receive supervisory help are more motivated to continue working hard and produce better WLB results. Since people rely on unofficial forms of assistance to accomplish their life goals, supervisory support is especially important in environments with limited legal protections and support (Bosch et al., 2018). An examination of university employees during the COVID-19 outbreak.

The assessment process is implicitly measured in a major amount of the work-life balance literature. One technique to evaluate work overload is to look at how frequently respondents perceive particular events, like .My workload is too heavy, My supervisor makes unfair demands of me," and "I have unreasonable schedule demands.. On the other hand, other measures (Caplan, Cobb, French, Van Harrison, & Pinneau, 1980; Karasek, 1979) concentrate on judgments of pace and amount of work to be done. In fact, the analysis of conflict as a whole—one of the factors most often looked at in the literature on work-life balance focuses on the judgments people make about how incompatible their lives at work and outside of it are (e.g., My personal and family life are hampered by the responsibilities of my job"); Resources are viewed as intrinsically intra-psychic in the PRA paradigm, which is why they are called personal resources. While a number of individual differences, such as personality qualities, might affect how someone evaluates their own personal resources (a

topic we will touch on later), in this section, we concentrate on the fundamental components needed to successfully handle any demands in life.

According to Kumar et al. (2018), PSES, or perceived emotional support from a supervisor, entails taking considerate and empathetic acts in their most current study. (Rooney & Gottlieb, 2007). Since it offers people greater mental fortitude and makes it simpler for support from their emotions is more strongly linked to better performance, enabling individuals to continue working. in both the personal and professional spheres. According to this viewpoint, although they have been the subject of much of the prior research on work-life balance in particular (e.g. Grzywacz & Marks, 2000) and stress in organizations e.g. Demerouti et al.(2001) ,the fundamental PRA framework does not incorporate external resources since they belong to a distinct domain.. External resources are primarily excluded because, as will be mentioned later, they offer potential areas of intervention that depend on how individuals balance their own resources with their demands on their lives. As a result, the success of these interventions differs from person to person. For instance, Meier et al. (2008) discovered that the advantages of job control which are frequently cited as a beneficial resource in organizations are tempered by the extent to which workers possess, The literature on work-life balance pays little attention to time as a resource.

Despite the fact that time is supposed to be a resource, research on it mainly focuses on how much time is needed to meet demands (such including time constraints, work pressure, and conflict based on time ;Grzywacz & Marks (2000). Since there is no way to increase the amount of time we have available in a given day, time is the most limited resource of all, week, or month, regardless of the interventions we use. Indeed, time management has received a lot of attention, particularly from websites and pieces in the popular press (Eaves,

2008). Since we are unable to extend the time we have available to attend to our responsibilities, individuals the psychological health of employees is correlated with supervisor emotional support (SES).), This fosters a sense of esteem and attachment, thereby meeting the socio-emotional requirements of workers (Eisenberger & Stinglhamber, 2011). In addition, it provides understanding, support, awareness, and positive regard; improves self-worth; fosters compassion, caring, and listening; and increases hope and the ability to deal with challenging and terrible situations in life and at work (Bosch et al., 2018). The goal of SES is to build a strong relationship between supervisors and employees.

Rooney and Gottlieb (2007) state that the provision of goods and services is one aspect of PSIS, or supervisory instrumental support. It also means being accommodating when it comes to work and schedules, listening to them with empathy, and providing support as they manage the difficulties of balancing work and personal commitments., according to Kosek and Lautsch (2018). Our comprehension of life's role in general is further restricted by the work-life balance literature's restrictive concept of "demands." As was already mentioned, it frequently leaves out pursuits that people would rather engage in than those that are necessary. Even people's preferred pursuits, including hobbies and social interactions, require time, effort, and sometimes even money in order to pursue them successfully. People are more likely to evaluate desired needs favorably than compulsory ones, which makes a difference in the assessment process. However, both deplete our personal resources. It makes no difference from the standpoint of resource availability whether a demand is a "have to" or a "want to," but from it. The process of providing employees with real, beneficial assistance in managing their numerous work and personal duties is commonly known as PSIS. Supervisors promote employee welfare by lowering role conflicts and resolving

organizational barriers that make WLB facilities available (Poelmans & Beham, 2008). Supervisors can deliberately participate to decisions on incentives and promotions because they are acknowledged as vital support providers (Hammer et al., 2009).

The theory of self-determination highlights the distinction between autonomous regulation, which aligns with an individual's intrinsic motivations, and controlled regulation, which seeks external motivations that may not align with personal preferences. The former is deemed more valuable and significant to the person (Ryan & Deci, 2000). More congruency yields superior psychological and functional results across several domains. There is a continuum that distinguishes between regulating for truly autonomous/self-congruent desires and controlled/self-incongruent demands (Ryan & Deci, 2000). Supervisors that assist their staff in striking a work-life balance foster a positive work environment among their peers. (Talukder et al., 2018Workers who think their employer respects their personal and family lives as much as they do must repay the favor by increasing productivity at work to enable the boss to achieve their objectives., according to the reciprocity thesis of the social exchange theory (Rofcanin et al., 2018). According to studies, FSSB and higher levels of work engagement and decreased intentions of turnover are positively correlated (Bagger & Li, 2014; Roccain et al., 2017). Because of this, work-family support predicts job-to-family enrichment and vice versa, all of which are beneficial to job performance. (Jain & Nair, 2017).

The work role is usually viewed as detrimental and "required" in the literature on work-life balance, while the family role is not ,while still required is often considered the "preferred" setting in which people choose to spend their time and energy. By bringing this contrast to the larger domain of non-work, it is assumed that workers are motivated to

minimize their personal resource expenditures at work in order to free up more funds for use outside of the office. While the work role is often perceived in the literature on work-life balance as a "required" and negative demand, the family function is frequently recognized as the "preferred" environment in which people choose to invest their resources, even though it is also a necessary demand. This concept, which extends this contrast to the larger domain of non-work, makes the assumption that workers are motivated to minimize their personal resource expenditures at work in order to have more money to spend outside of it.

Given the scarcity of resources, "work-life balance" is essentially important. Because resources are scarce, non-work resource protectionism is essentially what "work-life balance" is all about. This perspective basically states that The workplace is where we may increase our cash resources while consuming less time and energy, we have to waste. For example, some people go above and beyond to fulfill demands. They assess the financial resources, time, and energy they have at their disposal and use the results to prioritize and organize their requests. They might set aside time to fulfill a certain request (like setting up a specific period of time to work on a report or make calls). They might also prioritize and organize their demands using tools and methods like calendars, to-do lists, and goals. This is a dynamic process that combines evaluations of one's own resources with evaluations of demands that are currently in place. Employers must support employees in balancing work and personal responsibilities in a time when it is more challenging to establish boundaries between home and work life. Thus, managers who assist in granting this want benefit both companies and workers (Marescaux et al., 2020). As mentioned earlier, the supervisor's family-supportive behaviors (Hammer et al., 2009) are viewed by the subordinates as FSSB, which enables them to achieve WLB (Bagger & Li, 2014). In organizations where work-life

balance (WLB) is prioritized through benefits, supervisor support plays a critical role in fostering the perception among employees that their manager values their contributions and is concerned about their welfare. (Talukder et al., 2018).

Supervisor support is defined as an employee's perception of how often their boss shows appreciation for their work and shows concern for their welfare. When managers help their staff members use their special talents and expertise in their jobs and support them in doing so in an authentic way, their subordinates feel more secure and capable of taking part in activities that foster stronger WLB (Russo et al., 2016; Talukder et al., 2018). Active decision-making does, however, have certain possible drawbacks. Research on self-regulation has shown that using self-regulation techniques (such as self-control and self-monitoring) effectively necessitates laborious processing in order to achieve a desired result or prevent an undesirable one (Muraven & Baumeister, 2000). (Carver & Scheier, 1998In a recent study, for instance, the differences between maximizes those who obtain as much information as possible in order to choose the "right" option—and satisfiers were studied (Dar-Nimrod, Rawn, Lehman, & Schwartz, 2009). who gather enough information to get a decision that is deemed "acceptable." According to recent studies by, supervisor assistance helps nurses resolve conflicts at work and manage their personal difficulties. Yasir et al. (2019) and Hong et al. (2021).

By providing emotional and practical support, leading by example, and coming up with creative ways to balance work and non-work commitments, supervisors can assist nurses in managing all aspects of life during pandemics. When social support is given and received through intimate relationships, life happiness may increase (Sultan, Kanwal, & Gul, 2017). A A supervisor who supports families helps staff members meet their obligations to their

families (Thompson, Beauvais, & Lyness, 1999). Supervisors can assist their staff in striking a balance between their personal and professional objectives by granting them autonomy over how in the event of an emergency, they distribute their time and resources or provide them permission to leave the office.

According to several studies (Bosch et al., 2018; Horan et al., 2018; Kossek & Lautsch, 2018; Kumar et al., 2018), social supports from coworkers and superiors are crucial resources that help women manage a variety of responsibilities more effectively. Research on stress and emotion regulation (e.g. Larsen & Prizmic, 2004) discusses both adaptive and maladaptive regulation mechanisms. People are more likely to have positive outcomes related to their well-being when they allocate resources to proactively meet their demands rather than just emotionally reacting to them. In other words, when people organize their resources to meet demands, they are likely to have more positive results (also known as problem-focused coping, when people focus on completing tasks and achieving goals).. Without it, emotion-focused coping occurs when people use resources primarily to address the negative emotions brought on by the expectations they must meet (such as the worry brought on by work overload).Coworkers and supervisors are significant informal sources of instrumental and emotional support with unique qualities and varied effects on WLB in a setting when there are little official resources and legal avenues for treating WLB (Boyar et al., 2014). "Those social interactions that provide actual assistance in a social system established on the basis of providing love, care, or sense of attachment to a valued social group or dyad" is the definition of social support.

Hatton and Emerson (1998) reported similar results, finding a correlation between increased turnover and inadequate supervisor support. Not to mention, supervisor support has also been

seen to be a function of POS as well as a precursor to it. There is proof that supervisory assistance and POS are causally related., according to recent research by Eisenberger and colleagues (2002). Staff members are forced to choose between creating and implementing ideas when managers are perceived as being less helpful, which results in a constriction of task, social, and financial resources. Inadequate or inadequate resources impede the attainment of goals, and individuals are also unable to decrease the potentially dangerous with low PSS.

We suggest graphically depicting the inverted U-shaped relationship between concept implementation and idea generation for employees with lower PSS levels. Supervisor support is the extent to which staff members feel their managers care about them, are encouraging, and provide a positive work environment (Burke, Borucki, and Hurley, 1992). The relationship between supervisor support and employee performance may be mediated by job stress. When workers feel that they are not being sufficiently supported, they demonstrate a high degree of RC ,according to Rizzo, House, and Lirtzman (1970). Stated differently, staff members may not be able to finish tasks even when they are aware of what has to be done if management have not provided them with the tools they need.

Furthermore, the risk of RC may increase if a service provider believes that supervisors are generally too critical and is unwilling to take a chance on an innovative solution to meet client requests (Michaels, Cron, Dubinsky, and Joachimsthaler, 1988). In the same way, supervisors that are unsupportive may find it difficult to communicate with their employees (Burke, Borucki, and Hurley, 1992). Employee opinions about the significance of knowledge about performance objectives, strategies for reaching them, and other performance-related

daily events (e.g., menu modifications, special offers, etc.) is not widely shared raise the risk of RA (Rizzo et al., 1970).

Researchers have discovered that the attitudes and behaviors of employees in relation to their jobs offer a useful illustrative model for comprehending and predicting employee attitudes and behaviors (Chiang and Hsieh, 2012). The purpose of this study looked into how employees evaluate the assistance they receive from their employers and managers..

Empirical research (Chen et al., 2005) provides strong support for the idea that employees' positive performance results are positively correlated with their perceived organizational support. As per the social exchange hypothesis, an employee is anticipated to exert more effort to enhance their performance if they perceive their organization to be highly supportive. As a result, it motivates employees to produce excellent work (Armeli et al., 1998), which benefits the company.

When employees receive training in addition to other forms of support, they are more likely to perceive organizational support and results (Wayne Training and Job Performance 59 et al., 1997). Elangovan and Karakowsky (1999) state that supervisors can support training and development by offering encouragement, providing feedback, helping to find opportunities for employees to learn new information, skills, and attitudes, and encouraging the use of these competencies in the workplace. Few studies have been conducted on supervisor support for training, despite the fact that supervisor support is a topic covered extensively in general. This suggests that employers place a high importance on employees' personal growth and the potential effects that growth may have on these relationships. Several research have reported a positive association between job performance and perceived supervisor support, despite

contradictory empirical findings (Settoon et al., 1996). Additionally, there is a dearth of empirical research on the mechanisms linking supervisor aid to performance outcomes and training transfer in the training literature. To ascertain whether, how, and by what means supervisory assistance influences training transfer and employee training, more empirical research is thus required.

2.6) Relationship between Work Pressure and WLB

Task Many different professions continue to debate pressure or stress at work.

The primary focus of this research is whether or how family-friendly working conditions aid in the reconciliation of people's personal and professional lives, even though the prevalence of such conditions is noteworthy data in and of itself. Previous studies on how flexible work schedules affect companies have primarily looked at the financial benefits of enacting such laws. Glass and Estes (1997) show that various positives at home were associated in their study, which mostly concentrated on US studies, with greater employee involvement in the private sector. Data from the 1998 British Census were used for a multivariate analysis ,Workplace Employee Relations Survey. 90% of supervisor have implemented family-friendly policy.

Although there is debate on the economic viability of flexible work schedules and possible issues for businesses, it is frequently assumed that employees will always benefit from such programs. The National Framework Committee of Ireland on Work-Life Policies and other social partnership organizations' recommendations supporting work-life balance also mirror this. However, in certain cases, flexible work schedules can make work-life conflicts worse (for example, allowing employees to work unsociable hours due to scheduling flexibility).

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Therefore, it is crucial to take into account the consequences of these actions as perceived by the staff, which is this paper's main focus. Surprisingly little study has been done on how respondents' capacity to manage work and other commitments is affected by flexible working hours.

According to research from the US, having flexible work schedules lessens the tension between work and family (Glass and Estes, 1997). In Britain, several policies that give employees flexibility over their start and end times are being tested to see how they affect the situation. The study reveals that although flexible work schedules generally lessen the conflict between work and personal life, there is indications that males might take advantage of flexible start times to extend their work hours, so intensifying the conflict. Similarly, Hyman et al. (2003) be wary of assuming that temporal flexibility will always reduce work-life conflict. based on their study of software developers and contact center employees. Temporal flexibility may result in sporadic work schedules and increased disruption of family life. Thus, flexible work schedules should generally result in less job pressure. When it comes to work pressure, Working part-time could reduce internal work pressure in the organization as a whole. when employers use it to better manage internal work needs, for as by adding part-time labor to handle demand peaks at specific times. Conversely, the opposite may occur from more ad hoc arrangements; someone working less hours, for example, may find that their workload does not drop accordingly.

According to Harddie, Kashima, and Pridmore (2005), stress is characterized as an occurrence or circumstance that is viewed as demanding, threatening, or difficult. Both Lazarus and Stress, according to Folkman (1984), is the result of an individual's relationship with their environment being deemed stressful and potentially harmful to their well-being.

Due to the rarity of job sharing, little is known about how it impacts work pressure and work-life conflict. We expect the outcomes of job sharing, which reduces hours worked to resemble those of part-time employment. Stress at work and a focus on work-life balance prevent people from addressing a variety of pertinent issues. First off, we don't think about how these flexible work arrangements affect things like salary, chances for advancement, job happiness, and employee commitment (see O'Connell & Russell, 2005, for more information on this). for further analysis). In relation to the circumstances encountered by part-time employees, current studies on the gender pay gap. This implies that we do not examine other flexible measures, such as taking pauses from a profession or working part-time. It also implies that we do not examine alternative forms of flexibility, such as working part-time jobs or taking professional vacations. gap demonstrates a negligible variation between the mean income levels of Irish female employees who work full-time and part-time (Russell & Gannon, 2002).

RC and RA are the two primary interconnected elements of role stress in the workplace (Jackson and Schuler, 1985). Among jobs that cross boundaries, RC and RA are especially problematic (Michaels et al., 1987). For example, RC and RA emotions are frequently expressed by professional salespeople (Behrman and Perreault, 1984). The fact that salesmen frequently operate across boundaries and must abide by conflicting requests from management and clients could be one explanation for this. In addition, they could get conflicting advice on how to handle these disputes from supervisors or fellow employees. This kind of situation is prevalent in retail occupations where working with customers is expected. Sadly, it has been observed that less research has been done on the possible causes of role stress (Jackson and Schulerr, 1985).

Role stress and job performance are related in many research (Brown and Peterson, 1994). RA can occur when a service provider doesn't know what to do in a particular situation or doesn't know what the management expects. Results typically show that RA and job performance are negatively correlated. Brown and Peterson (1994) and Fried, Rowland, and Ferris (1984) offered physiological explanations for this negative association between performance and ambiguity, as well as the theory that ambiguity decreases effort and hence performance.

Past studies by Maslach et al. have shown a relationship between burnout and the desire to quit one's job (1996). Gibson et al. (1989) reported that 73% of respondents had considered leaving social work at some time, and half of the respondents had departed during the prior year. Several other surveys have also revealed that a significant percentage of social workers would prefer to quit their jobs or the sector altogether..

In 1986, Himle et al(1986). carried out a cross-cultural study that compared the views on job satisfaction, burnout, and turnover of a national sample of social workers in the USA and Norway. Norwegian social workers reported higher degrees of burnout, job dissatisfaction, and intention to resign than their American counterparts. Higher stress levels were noted by Norwegian workers than American workers when it came to role ambiguity, role conflict, job complexity, value conflict, and financial rewards; they reported lower levels of stress when it came to workload and advancement. Hardness of work is the best indicator of burnout in all its manifestations, according to Himle et al. (1986). Schweitzer, Feldmann, et al. (2019) defined workplace stress as an employee's sense of personal dysfunction.. Stress at work is said to be caused by a discrepancy between an individual's expectations and their ability to fulfill those commitments, according to Schweitzer, Feldmann et al. (2019). Another factor

that can cause stress is a person-environment mismatch, commonly referred to as a conflict between an employee's skills and the demands of their job. Sometimes stressful situations or uncertainties at work prevent employees from doing their jobs well. Stress brought on by a worldwide pandemic is one instance of the psychological strain people endure to safeguard their health and stop the spread of pathogens.

H1: Work pressure and work-life balance are negatively correlated.

2.7) Relationship between Role Ambiguity and WLB

Role uncertainty is defined as a stressful circumstance because of the employee's uncertainty or confusion about what is expected of them. According to a study by Idris (2011), role uncertainty and work stress have a substantial, positive correlation. These examples show how role ambiguity develops when employees are unsure about their responsibilities., goals, power, and the organization's overall objectives. Employee stress levels are also increased by it.

When workers are unsure of the responsibilities of their positions, it's known as role ambiguity. It goes without saying that a worker experiencing misunderstanding about the responsibilities assigned to them would inevitably lead to a lack of clarity on their role within the company, resulting in an increase in stress at work. Every official position in an organization chart should have a specific set of tasks or functions in order to minimize misunderstandings and increase efficiency. Some organizational systems, however, appear unclear and unclear in terms of what tasks they require (Hamilton, 2002).

A role is considered unclear when there is insufficient knowledge or comprehension to perform a task or job. According to Dwyer and Fox (2006), In situations where individuals possess significant role experience and a clear understanding of their responsibilities, job ambiguity may not always result in role stress. Role ambiguity and work stress have been positively correlated in previous research. In summary, call center executives in the BPO sector would be under pressure because of the employees' unclear standing with reference to the activities they are required to perform.

When a business has different expectations for a project than its clients and other stakeholders, such when workers complete competing demands and requests from upper management and clients, role ambiguity results (Babin & Boles, 1996).

Because of this, role ambiguity is necessary in every work environment (Verbeke et al., 2011). This shows unclear and unpredictable working conditions (Cicero et al., 2010) as well as the degree of difficulty or simplicity of a task (Cordery et al., 2010). A 1970 study by Rizzo et al. that examined the subject from several perspectives serves as the foundation for most role ambiguity research (Breaugh & Colihan, 1994).

Kahneman and Lovallo (1993) concluded that role ambiguity can be attributed to moral standards, organizational cultures, and confusing norms. Baral and Bhargava (2010) define role ambiguity as an individual's level of uncertainty over expectations related to their employment. According to Verbeke et al(2001) when someone is unclear about what to do, they may become confused about their responsibilities to their job or famil. To put it another way, it could lead to conflict between job and family.

An rise in workload has made it harder for people in many countries to strike a balance between work and leisure activities. According to a survey done in Dubai, a significant Middle Eastern commercial center, more than 50% of working-age individuals wish to quit their current positions but are unable to do so because of their desire to progress professionally and personal financial issues. More than 42% of individuals of working age say they experience pressure at work. Individual money issues, kids' schooling, auto loans, etc.. are the reasons for work-related stress, the author claims. When making judgments about their financial situation, employees who are dealing with these problems feel more pressure because those decisions are related to their employment.

When a position's organizational expectations conflict with those of customers and other external parties, role ambiguity arises. As in the case of employees handling competing requests and desires from both upper management and customers (Babin and Boles 1996). Any workplace must therefore have some degree of role uncertainty. Thus, indicating imprecise and unclear working conditions as well as indicating how easy or difficult a task is (Cordery, Morrison et al. 2010) are examples of verbeke, Dietz et al. (2011). Rizzo, House, et al.'s 1970 study, which examined role ambiguity's numerous dimensions from a variety of angles, serves as the foundation for the majority of role ambiguity research (Breaugh and Colihan 1994). This study examines job ambiguity from three perspectives while accounting for the day-to-day tasks that employees handle: from their side.

Having a healthy work-life balance is essential for employee welfare, and as more families find it difficult to juggle work and family obligations, this has become a critical organizational policy issue. Because of this, everyone knows how important it is for workers to integrate and strike a balance between job and family. It demands a closer examination of

the WLB phenomenon. As a result, employees can now work from home even after hours and maintain complete touch with their relationships and social obligations while at work. It is disrupting the fine line that separates work from life, which leads to job ambiguity. When an employee fails to meet the demands of both parties at the same time, sadness eventually ensues. Onyemah (2008) clarified that role ambiguity is the idea that one needs less information to do a task or job. The perceiver feels uncertain and powerless to carry out the task as a result of this circumstance. He added that function. The term "ambiguity" describes a worker's uncertainty about what different team members expect of them in their particular function (Onyemah, 2008). The job stress variable is influenced by the role ambiguity variable, according to Arnold et al. (2001), as reported in Management Science Letter (2013). H2: Work-life balance and role ambiguity are negatively correlated..

2.8) Moderating Impact of Supervisor Support between Work Pressure and Work-Life Balance

Since supervisors view their subordinates as organizational actors, perceived support from them should influence perceived support from the organization (Levinson, 1965). This relationship's sturdiness will be determined by how much staff members identify their supervisor with the business. Supervisors who convey to employees that they are well-loved and supported by the organization will strongly connect with its core values, which will affect point of sale (POS). Of course, an employee may argue that the reason behind a supervisor's high standing is that the company misinterpreted the supervisor's character. However, employees would generally believe that supervisors who conveyed a strong sense of being highly regarded by the firm forcefully represented the core of the business.

Perceptions of the status their supervisor has been given by the organization and the belief that supervisor support also represents organizational support will rise among employees if they believe their supervisor has influence over important organizational decisions and that the organization values their contributions and cares about their well-being, and if they believe that the supervisor has autonomy and authority. These aspects of the company's encouraging attitude toward supervisors suggest that the supervisor's informal organizational position ought to moderate the PSS-POS relationship.

Not enough consideration has been paid to why employee withdrawal behaviors have been linked to both PSS and POS. According to the organizational support hypothesis, increasing POS should cause PSS to decrease in voluntary employee turnover. According to Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001), the POS brought about by PSS would result in a decrease in turnover and other withdrawing behaviors. Moreover, affective organizational commitment would rise.

Malatesta (1995) asserts that PSS ought to uphold the reciprocity criterion as the foundation for its increased accountability to the organization and the supervisor. Malatesta discovered data supporting these two relationships: PSS elevated POS, which raised organizationally-beneficial extra-role performance, and PSS improved supervisor-beneficial extra-role performance. Malatesta proposed that if there was a low PSS, staff members would believe they could get through the awkward circumstance by moving to a different supervisor or, as we would add, by keeping in minimal contact with them while still carrying out their essential tasks. However, low PSS would frequently have a detrimental impact on the employees' futures because of decreased POS.

Since innovation relies on social interactions and relationships, it is a social and political process. Job resources are frequently necessary for the micro innovation process in both of its stages. The generation of ideas has been shown to need time, and the implementation process has been found to be greatly influenced by the approval and support of others. The relationship between idea generation and concept execution may be more influenced by supervisor support, even while coworker support plays a major role in how employees view their support network. This is because supervisors are in a stronger position than colleagues to make formal decisions about the distribution of resources and defining policies because of their selected bases of influence, which include support.

Both the Job Demands-Resources model (Demerouti et al., 2001) and empirical research (for a review, see Rhoades & Eisenberger, 2002) indicate that PSS is a resource at the interpersonal level and can be very helpful in putting employees in touch with the resources and allies they need, both generally and specifically for the implementation of creative ideas. Workers who perceive a higher level of support from their managers can obtain political support, which provides them with the necessary backing to push their creative ideas past obstacles like opposition and conflicts.

At whatever level, organizational support has always been critical for employee habits and performance (Gigliotti, Vardaman, et al. 2019). According to Eisenberger, Huntington, and colleagues (1986), support from the supervisor is characterized as thanks, praise, and encouragement from the team. Studies have indicated that positive reinforcement, assistance, and commendation from managers can improve the achievement of individual and group objectives. As an illustration, it can be claimed that supervisors who help subordinates primarily with work-related issues and occasions when they must fulfill organizational

responsibilities, for example, help employees better balance their official and extracurricular activities (Haar, Sune et al.,2019). Supervisor support is a job resource for employees, according to the Job Demand Resource Hypothesis. Therefore, it might exert a moderating influence. Achieving company goals and maintaining work-life balance depend greatly on supportive supervisory conduct. According to García-Cabrera et al. (2018), it has been demonstrated to lessen work-family spillover by lowering work pressure and raising employee job satisfaction autonomy (Marescaux et al., 2020). Due to the flexibility and independence that FSSB provides, employees are better able to combine their personal and professional lives (Marescaux et al., 2020; Heras et al., 2021). This reduces work-family conflict (Greenhaus et al., 2012). According to Roccain et al. (2018), workers are more likely to accomplish supervisory goals and enhance their performance if they feel that their superiors are interested in both their personal and feel that their superiors are interested in both their personal and professional life. Achour et al. (2020), in an academic study, demonstrated how supervisory assistance positively modifies.

H3: Supervisor support moderates the relationship between work pressure and work life balance such that it may weaken the said relationship

2.9) Moderating Impact of Supervisor Support between Role Ambiguity and Work-Life Balance

 A significant relationship between worker performance and supervisor assistance was found in Idowu and Ndidiamaka's (2018) evaluation. The study suggests that providing competent supervisors for employees to report to can help them be their best self. Moreover, Winarto and Chalidyanto's (2020) recent study demonstrated a strong correlation between supervisor support and workers' job satisfaction. The outcome demonstrates the importance of supervisory support in the workplace.

Numerous research studies have indicated a correlation between enhanced job satisfaction assessments and higher degrees of social support from supervisors and colleagues within the nursing environment (Ghanayem et al.,2020). There are, however, relatively few studies examining the mechanism via which social support enhances job satisfaction. Based on the JD-R model (Bakker & Demerouti, 2017), we propose that public support contributes to health care staff sense of job clarity, which enhances their work satisfaction perceptions.

Every role has resources and work needs, according to the J-DR model (Bakker & Demerouti, 2017). Work demands are those aspects of a work that require constant mental or physical exertion and, as a result, have specific effects on the body and mind. In light of this, role uncertainty would become a requirement for employment. It is physically and psychologically impossible to carry out therapeutic tasks properly when one is unaware of the obligations of one's professional role (Blanco-Donoso et al., 2019; Cengiz et al., 2021). High job expectations are linked to high stress, burnout, and dissatisfaction levels (Bakker & Demerouti, 2011).

However, job resources are those aspects of the workplace that support nurses in fulfilling their tasks and growing on a personal and professional level. Social support from coworkers and the supervisor can be considered a job resource because It makes it easier for nursing personnel to effectively perform their jobs. Examples of this support include helpful counsel, trust, and empathy (BagheriHossein Abadi et al.,2021; Blanco-Donoso et al.,2019; Ghanayemet al., 2020). Strong job resources are linked to psychological health and job happiness (Bakker & Demerouti, 2017).

While job resources and demands are related, the JD-R model does not specify how these relationships are orientated. Bakker and Demerouti (2017) underline the significance of examining the relationships between employment resources and demands across a range of professional categories, including the nursing setting. Thus, we suggest that in conjunction with social support a job resource role ambiguity (a job demand) has a less negative effect on job satisfaction. Coworkers and managers offer practical and emotional support that decreases uncertainty in the workplace,

Inconsistent evidence in the literature examining this association, according to Jackson & Schuler (1985), backs up these assertions. In primary research conducted in the 1970s and 1980s, there is little indication that role conflict and work performance are significantly correlated. However, it was discovered in other studies revealed role conflict and work performance had a substantial and negative link. When a person's expectations of their work function inside an organization differ from those of others, function conflicts arise. both inside and outside the business. Role conflicts can have more serious emotional effects on an employee's and an organization's performance, including increased work pressure, job unhappiness, and diminished performance. Role conflict may arise from lower motivation and discomfort at work. When an employee is subjected to demands that are inappropriate for them and would be difficult for them to comply with, role conflict arises. Role conflict was divided into four categories by Nicklaus (2007): i) Person role conflict, which happens when coworkers' expectations of their roles don't align with their personal orientations; ii) Inter sender conflict, which arises when coworkers' expectations It is incompatible for diverse people to be together. According to Kamel's (2011) more evidence, a conflict may arise when an employee receives instructions or a message from two or more

bosses over how to do a task; iii) Inter-role conflict: this happens when workers have to perform many roles simultaneously, and those roles are inconsistent and incompatible; iv) Intra-sender conflict: this happens when workers' skills and resources clash with their duties.

It is incompatible for diverse people to be together. According to Kamel's (2011) more evidence, a conflict may arise when an employee receives instructions or a message from two or more bosses over how to do a task. Studies on cognitive and motivational processes can contribute to the understanding of why position ambiguity and work performance are negatively correlated, claim Jackson & Schuler (1985). For example, role ambiguity might be defined as the inability to carry out expected activities due to conflicting knowledge when there is a role conflict. This is an ignorance of proper workplace conduct. Role ambiguity should, from a cognitive perspective, result in subpar performance because it indicates, alternately, information overload and a lack of information. From the standpoint of motivation, job ambiguity ought to negatively impact performance in relation to anticipated effort-to-performance and reward-to-performance ratios

. H4: Supervisor support moderates the relationship between role ambiguity and work life balance such that it may weaken the said relationship

The 'boosting' and 'buffering' effects are two additional minor mechanisms acknowledged by JD-R theory. et al. Bakker (2005) "Buffering effect" describes how certain job resources reduce or buffer the effect of demands on job strain. According to Demerouti and Bakker (2011), employment resources can assist people in controlling their emotions and thoughts in response to job expectations. They might also lessen the likelihood that some aspects of the business would be perceived as stressful. For example, Bakker et al. (2007) found that there

was less of a negative correlation between Finnish educators' assessments of student misbehavior and their work engagement when they reported feeling well-supported by their supervisors.

According to Jackson & Schuler (1985), the literature exploring this association contains inconsistent data that supports these claims. There is scant evidence from original research from the 1970s and 1980s suggesting a strong correlation between role conflict and work performance. Nevertheless, it was found in other studies that there was a significant and adverse relationship between role conflict and work performance. Function disputes occur both inside and outside the company when an individual's expectations about their job function inside an organization differ from those of others. Role conflicts can have more detrimental emotional repercussions on the productivity of both a person and an organization, such as greater workload,
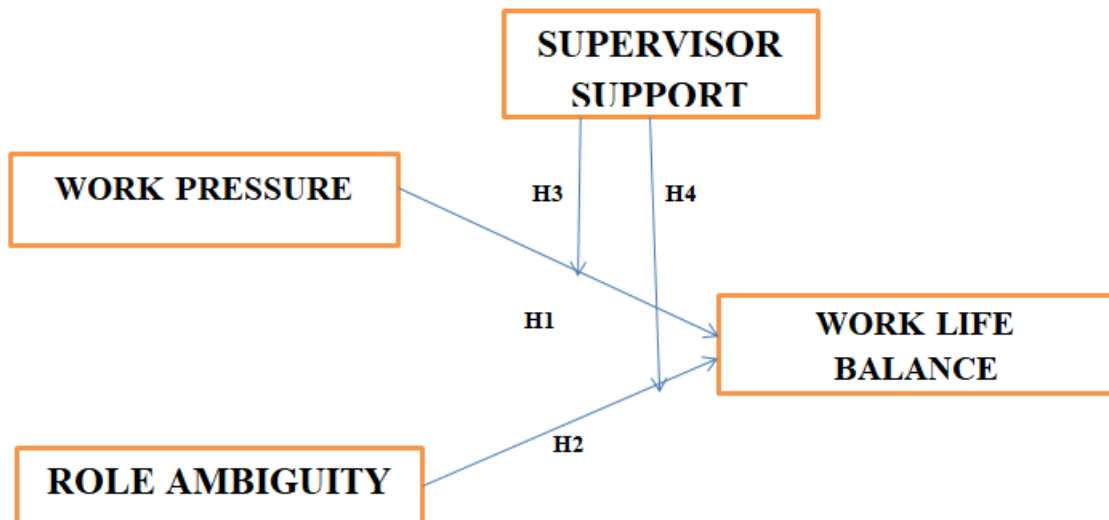
2.10) Theoretical Framework

Table 2.1 Hypothesis Summary

H1	Work pressure and work-life balance are negatively correlated
H2	Work-life balance and role ambiguity are negatively correlated
H3	Supervisor support moderates the relationship between work pressure and work life balance such that it may weaken the said relationship
H4	Supervisor support moderates the relationship between role ambiguity and work life balance such that it may weaken the said relationship

CHAPTER 3

METHODOLOGY

3.1) Research Design

Using a survey, the research design is quantitative. We plan to administer our questionnaire through Google forms and via hard form through a systematic survey.

3.2) Variables of the Study

The research topic must be one of our study's dependent factors, along with two independent variables, a moderating variable, and a controlled variable the workplace environment. The dependent variable in our study is work-life balance, or WLB. Role ambiguity and work strain, however, will function as independent factors. The moderating effect of supervisor support on the correlations between independent factors and dependent variables will be examined in this study. The degree to which a person's multiple duties interact, especially in relation to their employment and family or recreational activities, is known as work-life balance. Workplace pressure is characterized as the perception or experience that one's physical, mental, or overall well-being are in jeopardy because of circumstances that one cannot reasonably be expected to respond to. On the other hand, role ambiguity refers to the extent of misinformation that employee encounters or their ignorance of the work assigned. Support from supervisors is a gauge of a leader's effectiveness.

A controlled variable is a factor that is maintained at a constant level in order to examine the effects of an independent variable. Since this study is entirely based on data from the public

healthcare sector, the workplace environment is a controlled variable. Thus, the respondent who is not included in the private hospital does not exist. This is done in order to evaluate the complaints of public health employees who work at a high level but with limited resources. The current study examines how supervisor support mitigates the impacts of role ambiguity and work pressure on work-life balance in a constant setting.

3.3) Study Population

Our target demographic consists of public sector workers who seldom take a two-day weekend vacation and often work from 9 to 4 or later. These workers in the public sector sacrifice their personal obligations and needs in order to fulfill the demands of their jobs, often working long hours. We will specifically targeted workers in the public health sector.

3.4) Sample Selection

According to Sekaran and Bougie (2016), the number of variables to be investigated and the sample size in comparable studies can both be used to identify the appropriate sample size. However, because this study uses the SmartPLS (SEM) approach for analysis, the guidelines indicate that the sample size of 250 is sufficient but our sample size is 408 employees. (Hair, Page and others, 2019). A straightforward formula to ascertain the minimum sample size was presented by Hair et al. (2011) and Peng & Lai (2012). In order to point at the latent variable in the PLS Model, they suggested that the sample size must be ten times of the number of inner and outer model linkages. Our sample will consist of educated staff members who are willing and competent to comprehend the delicate nature of the WLB

issue. Employees at BPS-9 and higher are often intermediates with potential for graduation. They will therefore find it simple to comprehend our inquiries about WLB.

3.5) Sampling Technique

Convenient sampling will be used in this study to gather data because it is uncertain who our population is. On a convenient basis, a questionnaire will be distributed from BPS-9 to BPS-18. For avoiding respondents biasness following tools adopted.

1- Far more personnel than you would imagine being necessary. Use a sample size calculator to get minimal estimates.
2- Make sure our interviews and surveys are clear and easy to read.
3- To make your data more robust, get in touch with those who did not answer.

3.6) Unit of Analysis

In service-related sectors, providing high-quality services has consistently been essential to managing client relationships and creating value for the consumer. Nonetheless, in underdeveloped nations, healthcare professionals tend to disregard the opinions of service seekers, and their expectations and impressions are typically ignored Pakistan is among the few nations in the world that, since its founding in 1947, the majority of governments have never prioritized healthcare. The nation's political leadership's mindset, which is demonstrated by the funds allotted for healthcare and regular trips to the poor nations' medical institutions, even for the most basic treatments, can strengthen this case. For example, according to WHO (2015), the nation spends approximately 2.8% of its budget on

healthcare, placing it in the category of nations with lower healthcare spending than the majority of other nations.(WHO,2015)

A representative sample of workers from public healthcare service agencies who carry out duties in accordance with the policies and directives of the government will serve as our unit of study. With a meager compensation package, they carry out their jobs from 8-12 hours as well as extended jobs upon emergency.

3.7) Data Collecting Procedure

We want to get information from our responders by reaching out to them through various individuals who collaborate directly with them. In order to collect responses, a questionnaire was sent to about 408 employees. To prevent any data loss, employee feedback is meticulously condensed. Through their coworkers, who will be in our social or professional network, we will introduce them to our research topic. They are also told about how this research would benefit them personally. In addition, we'll make sure that questionnaires are distributed in a business-free manner and that respondents provide thoughtful, efficient

answers. For following ethical concerns anonymity and personal privacy were ensured. It was mentioned in questionnaire that the identity of respondents will keep private. Furthermore for ensuring their privacy their institution were also kept private.

3.8) Instrument Used

Questionnaire is popular and organized way to collect the data. For response we used Likert scale from 1 for strongly disagree to onward 5 for strongly agree.

Work-life balance

   For measuring our variable, Work-life balance we 4 use items scale. ;I am able to balance between time at work and time at other activities. I have difficulty balancing my work and other activities.-I feel that the job and other activities are currently balanced. Overall, I believe that my work and other activities are balanced:. (Brough et al.2009).

Work pressure

   For measuring work pressure we use 3 items scale. :You feel overwhelmed by how much you had to do at work. You have to work at too many tasks at the same time. The demands of your work exceed the time you have to do at the work: (Bowen et.all.2013).

Role ambiguity

In order to measure role ambiguity we use 5 items scale. Bowling Scale for role conflict and ambiguity. :I am not sure what is expected of me at work The requirements of my job aren't always clear. I know everything that I am expected to do at work with certainty. My job duties are clearly defined. I know what I am required to do for every aspect of my job:. (Alblihed & Alzghaibi, 2020).

Supervisor support

   In order to measure supervisor support, we use 4 items scale. :My supervisor is concerned about the welfare of those under him. I feel appreciated to my supervisor, My supervisor is successful in getting people to work together. My supervisor is helpful in getting the job done: (Hammer ,2013).

Reliability of Scales

The primary tool used by researchers to assess internal consistency and scale reliability when using questionnaires is Cronbach's alpha. Scale quality is shown by high numbers, but low values indicate that one or more items may need to be deleted. Cronbach's alpha is frequently thought of as a kind of quality label. Cronbach alpha values in the analysis below the chapter demonstrate the consistency and reliability of the scales used to produce the results.

3.9) Data Analysis Technique

While Smart-PLS is used to evaluate the structural model, or testing hypotheses, and measurement model, or validity and reliability, SPSS is used for descriptive statistics of data. Data is therefore examined in order to subtract outcomes.

3.10) Pilot Testing

In order to assess the dependability of our technique, an easy sample technique was used to distribute hard copies and Google forms containing questionnaires to 50 employees. It was applied more widely with significantly better outcomes due to its success.

Chapter 4

Analysis and Findings

4) Overview

This chapter presents the pls-sem analysis's findings and details. The obtained data was subjected to measurement and structural model analysis in these results. The measuring model demonstrates the quality and dependability of the information gathered. The structural model evaluates the relevance of the linkages that our study model postulates.

4.1) Demographics of our respondents

. **Table 4.1   Demographics**

Demographic characteristics		Frequency	%
Gender	Male	241	59.1
	Female	167	40.9
Age	18-22	5	1
	23-27	43	10.5
	28-32	139	34.2
	ABOVE	221	54.3
Education	Intermediate	11	2.5
	Bachelors	45	11
	Masters	262	64.4
	Above	90	22.1
Experience	Less than 5 year	26	15
	5-10 years	178	43.8
	11-15 years	64	15.8
	15-20 years	71	8.4
	Above	69	17
Marital status	Single	85	29.9

Married	308	75.6		
Divorced	13	3		
Widow	2	0.5		

4.2 Measurement Model

The outcomes of the measurement model are used to assess the quality of the constructs. First, factor loadings are used to assess quality; then, construct validity and reliability are determined. Reflective in nature are our constructions. As is well knowledge, formative constructs are those in which measures cause the latent construct, whereas reflective constructs are ones where the measured variable is caused by the latent constructs. In the current study, measures are caused by latent variables. It is therefore a reflecting measurement model.

The factor-loadings are the degrees to which each item in the correlation matrix correlates with the designated principal component. The range of these numbers is -1 to +1.Higher values, however, signify an item's greater affinity for its primary element. Pett et al., 2003). In the research study, every item has a loading value of at least 0.5..(Hair et.al,2016).

Table 4.2 Loadings, AVE And CR Of All Measures And Their Latent Constructs

Construct dimensions	Items	Loadings	AVE	CR
WLB	WLB1	0.82	0.64	0.70
	WLB2	0.71		
	WLB3	0.81		

	WLB4	0.87		
WP	WP1	0.62	0.59	0.75
	WP2	0.82		
	WP3	0.68		
RA	RA1	-0.22	0.64	0.84
	RA2	-0.56		
	RA3	0.64		
	RA4	0.84		
	RA5	0.82		
SS	SS1	0.82	0.85	0.92
	SS2	0.87		
	SS3	0.89		
	SS4	0.86		

Note. WLB: Work Life Balance , WP: Work Pressure , RA: Role Ambiguity , SS: Supervisor Support

For improving AVE ,WP3,WLB4,RA1,RA2,SS3 and SS4 items are dropped out in further analysis.

Average Variance extraction (AVE)

Hair et al. (2016) state that the AVE value ought to be more than 0.5.Table 4.3 displays the AVE of our items after deleting all of the previously listed items. Furthermore, each of these values is higher than the suggested cutoff.

Reliability analysis

Mark (1996) defined dependability as the degree of stability and consistency of a given measurement. Will the findings of a repeated measurement remain the same? It is fundamental to dependability. Composite reliability is evaluated in order to gauge reliability. According to Hair et al. (2016), the composite dependability value needs to be greater than 0.7.According to Table 4,3

Construct Validity

When there is both discriminant and convergent validity, construct validity is proven.

Convergent Validity

We can declare that convergent validity has been proven if the data yields consistent results after several attempts to measure it. According to Hair et al. (2016)'s criteria, the value is higher than the 0.5 threshold. As a result, we can determine that a given data set has attained convergent validity. Additionally, it demonstrates that the items have converged to correctly measure the underlying concept. Since every result in the AVE table above is over the suggested threshold, it is evident that our data has attained convergent validity.

Discriminant Validity

The measurement of the measuring items' distinction degree is known as discriminant validity. According to Bagozzi et al. (1991), there is a lower likelihood of correlation between measures if two concepts are unique. We utilize the Farnell and Larcker criterion to quantify this.

Discriminant validity-Heterotrait-monotrait ratio (HTMT) - Matrix

The discriminant validity is revealed by the HTMT result. As per Hair et al. (2016), we can pronounce discriminant validity as established if this number is less than 0.8 or 0.9. Therefore, discriminant validity has been established for the data we have. as displayed below. It makes our data variables' discriminant validity problems more clear.

Table 4.3 HTMT Values

	RA	SS	WLB	WP
RA				
SS	0.592			
WLB	0.510	0.352		

WP	0.181	0.082	0.336

Note. WLB: Work Life Balance, WP: Work Pressure, RA: Role Ambiguity, SS: Supervisor Support

Cross loadings

Rather than higher loadings for any other build, a specific item should have higher loadings for its own relevant construct. When the opposite situation is noticed, problems with discriminant validity occur. Every object has a larger loading for its parent construct than for any other construct, as the tables below demonstrate.

Table 4.4 Cross loadings

	RA	SS	WLB	WP
RA3	0.70	0.29	0.25	0.01
RA4	0.86	0.39	0.39	-0.14
RA5	0.83	0.39	0.27	0.06
SS1	0.41	0.92	0.26	0.04
SS2	0.43	0.92	0.26	-0.02
WLB1	0.39	0.25	0.85	-0.09
WLB2	-0.21	-0.13	-0.69	0.15
WLB3	0.31	0.27	0.84	-0.15
WP1	-0.01	0.04	-0.11	0.73
WP2	-0.06	-0.02	-0.13	0.81

Note. WLB: Work Life Balance , WP: Work Pressure , RA: Role Ambiguity , SS: Supervisor Support

4,4 Structural Model

In this step, hypothesized relationships are assessed.

Table 4.5   Beta coefficients, Mean, STDEV,T values

	Beta	Sample	Standard-deviation	T-statistics	P

	coefficients(β)	mean (M)	(STDEV)	(|O/STDEV|)	values
RA -> WLB	0.36	0.36	0.07	5.47	0.000
SS -> WLB	0.15	0.15	0.07	2.19	0.028
WP -> WLB	-0.14	-0.14	0.07	1.97	0.049
SS x RA -> WLB	-0.07	-0.07	0.03	2.01	0.045
SS x WP -> WLB	-0.08	-0.08	0.07	1.12	0.268

Note. WLB: Work Life Balance , WP: Work Pressure , RA: Role Ambiguity , SS: Supervisor Support
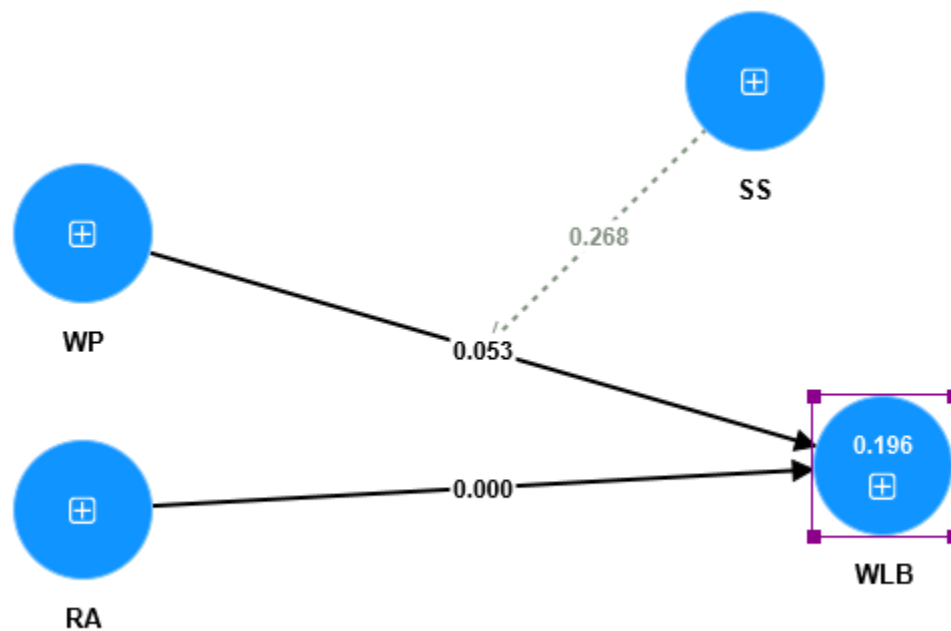

Fig. 4.1

The link between work pressure (WP) and work-life balance (WLB) in the presence of moderator supervisor support (SS) is depicted in Figure 4.1.

H1: Work pressure and work-life balance are negatively correlated

It assesses if work-life balance and job pressure are significantly correlated negatively. The above table's results demonstrate that WP significantly outperforms WLB in terms of impact, as indicated by the values. These numbers correspond to figure 4.2, which is shown below.

Table 4.6   Beta value

B	t-statistics	p-value
-0.141	1.967	0.049

H2: Work-life balance and role ambiguity are negatively correlated

It is clear from significant data that role ambiguity (RA) has a negative effect on work-life balance (WLB).

Table 4.7   Beta value, T statistics

B	t-statistics	p-value
0.358	5.473	0.000

H3: The relationship between work pressure and work-life balance is being greatly moderated by the role of supervisor support

The results of this moderation analysis were found insignificant. As shown in table 4.6.
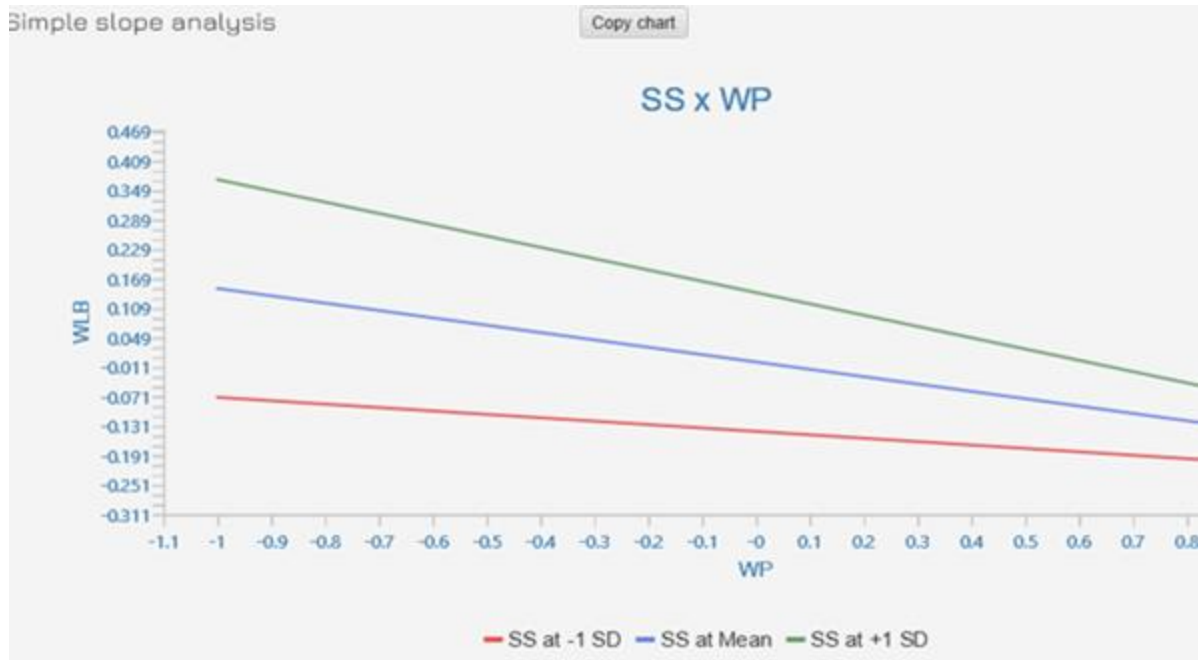
Slope Analysis

In Figure 4.1 and the previous graph, the green line denotes a high level of supervisor support, while the red line denotes a low level of support. At high supervisor support values, a clear relationship can be shown between work pressure and work-life balance. At low values, WP and WLB are not showing a good connection. But as the previous table shows, the results are insignificant. Therefore, it is meaningless.

H4: The associations between role ambiguity and work-life balance are being considerably moderated by the supervisor's support.

The degree to which our moderator supervisor support (SS) influences the link between the dependent variable and work-life balance (WLB) and the independent variable and role ambiguity (RA) is shown in the table below. In order to conduct a comprehensive moderation analysis, the following ingredients must be evaluated.

R-square

1- Path coefficients/estimates-statistics-value

2- F square-with regard to moderation how much it contributes to endogenous construct

3- Slope for slope analysis.

Table 4.8 Beta coefficients, Mean, STDEV,T values

	B	Sample mean (M)	Standard deviation (STDEV)	T-statistics (|O/STDEV|)	P values
RA-> WLB	0.36	0.36	0.07	5.47	0.000
SS -> WLB	0.15	0.15	0.07	2.19	0.028
WP->WLB	-0.14	-0.14	0.07	1.97	0.049
SS x RA -> WLB	-0.07	-0.07	0.03	2.01	0.045

Note. WLB: Work Life Balance , WP: Work Pressure , RA: Role Ambiguity , SS: Supervisor Support
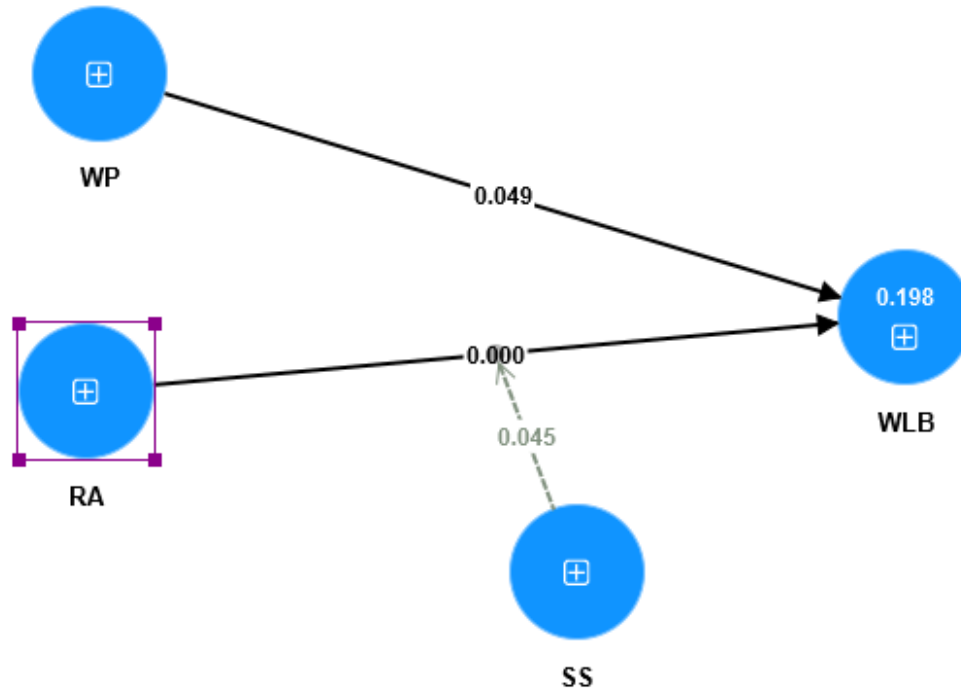
Fig. 4.2

The link between work-life balance (WLB) and role ambiguity (RA) in the presence of moderator supervisor support (SS) is depicted in Fig. 4.2.

Table 4.9   Values before moderation

	B	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
WLB	0.17	0.18	0.04	4.21	0.000

Note: WLB , Work-life Balance

Table 4.10   Values after moderation

	B	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
WLB	0.19	0.208	0.04	4.695	0.000

Note: WLB , Work-life Balance

It is clear from the R-square values that supervisor support is improving the rapport between RA and WLB.

Path coefficients/estimates-statistics, p-value

Values of path coefficients, t-statistics and p-value are following.

Table 4.11   Before moderation

	B	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
RA>WLB	0.384	0.39	0.049	7.83	0.000

RA: Role ambiguity , WLB: Work-life Balance

Table 4.12 After moderation

	B	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
RA-> WLB	0.36	0.36	0.065	5.43	**0.000**
SS>WLB	0.15	0.15	0.067	2.195	**0.028**
SS x RA -> WLB	-0.07	0.068	0.034	2.008	**0.045**

Note. WLB: Work Life Balance, WP: Work Pressure , RA: Role Ambiguity , SS: Supervisor Support

  The aforementioned findings clearly show that SS has a major influence on the link between RA and WLB.

 F square

The F-value indicates a variable's relative importance and the effect of its absence on an endogenous variable.

Table 4.13   F Values

	B	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
RA -> WLB	0.115	0.127	0.049	2.352	0.019
SS -> WLB	0.021	0.026	0.021	1.027	0.304
SS x RA -> WLB	0.01	0.02	0.02	0.96	0.338

Note. WLB: Work Life Balance , WP: Work Pressure , RA: Role Ambiguity , SS: Supervisor Support

SLOPE ANALYSIS
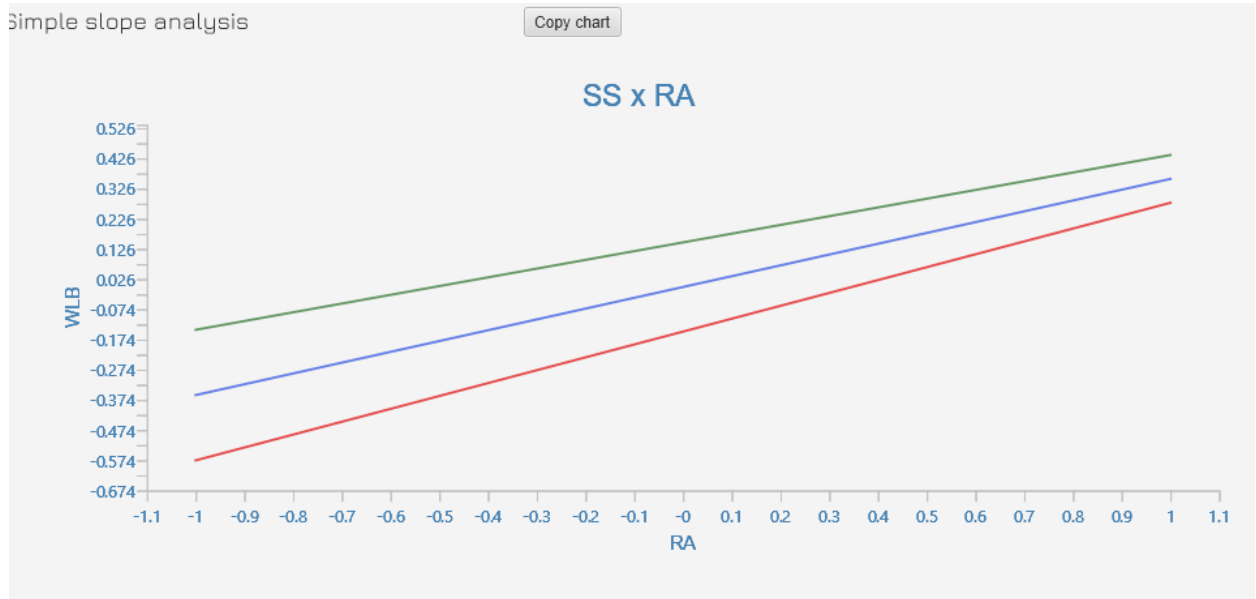
Whereas the green line above indicates low supervisor support, the red line indicates significant supervisor support. The graph clearly shows that the impact of RA over WLB is less at greater SS. However, RA has a greater influence than WLB at lower SS. It indicates that the association between role ambiguity and work-life balance is being negatively moderated by supervisor support.

CHAPTER 5

DISCUSSION

This brief overview has covered the definition of work-life balance, the reasons it is a hot topic right now, a basic framework for analysis, and some of the most important findings from recent research. Only one of the three hypotheses in the current study's research results is denied, while the findings of the data analysis support the other three..

The role that supervisor support plays in moderating the relationship between work-life balance and job pressure has been the subject of unsupportive non-significant studies. Work-slife balance and job pressure have been found to be related, as per the results of the current study. Work-life balance and role ambiguity have also been found to be related. Our fourth hypothesis, that supervisor support moderates the relationship between job ambiguity and work-life balance, was also found to be significant and supportive.

The empirical and policy-oriented literature all too frequently ignores the idea and practical application of work-life balance. It's also unclear under what circumstances it becomes an issue for significant parties. It is important to note in this regard that most study has focused on how specific employees have responded to their circumstances, despite the theory arguing that these people are a part of larger social systems in which other stakeholders have valid concerns.

It is evident from the Smart-PLS study above that Supervisor Support (SS) has no moderating effect on the link between work pressure (WP) and work-life balance (WLB).As per the literature reviewed by Helen et al. (2009), there are instances where employees have a certain degree of autonomy, which lessens the influence of supervisors on work-related

issues or pressure. As in our situation, medical personnel occasionally has the autonomy to make many decisions about patients' vital medical needs. Therefore, the supervisor's role to influence job pressure decreases at such stressful times. The following explanations could account for this unimportant association.

The majority of responders could not explain how these two variables were related to one another.

1) Insufficient sample size prevented a thorough analysis of this link.

2) A small number of scholars have noted in the literature that, under certain conditions, there may be a slight correlation between WP and WLB.

The examination of the aforementioned data also makes it clear that work pressure (WP) and work-life balance (WLB) are related. Similar to a previous study, Omar et al. (2020) found a clear correlation between work-life balance and factors such as workload, pressure, and stress at work. Houtman (2005) claims that the effects of subpar WLB were identified from the literature and confirmed by experts. Stress at work, strained relationships, sleep deprivation, elevated blood pressure, exhaustion, and discontentment with life were among these consequences. Other consequences mentioned by the participants included self-neglect, job loss, popularity, social and professional rejection, strained relationships, and absenteeism. In order to lessen work pressure, the work enrichment plan should be reviewed. The current study supports the idea that a key work-life balance is upset by increased work pressure. Employees in the healthcare industry deal with an exceptionally heavy workload, which interferes with their ability to achieve both work and non-work goals.

These results conflict with a 2012 study by Ali Raza that shows stress is not a major issue in higher education and that university teachers in Punjab experience only moderate levels of stress. We are unable to compare the results, though, because the study's sample group is the healthcare profession, which is constantly under stress, whereas education is a subject that almost always follows a defined timetable. An association between role ambiguity (RA) and work-life balance (WLB) has been noted in the current study investigation. similar to research conducted by Kvitha et al. (2017), it was discovered that role ambiguity and work stress are positively correlated. The call center executives were the subject of this research investigation. Since overlapping jobs make it difficult for people to distinguish between their personal and professional objectives. In a similar vein, rigid work schedules disrupt work-life balance by causing a number of issues, according to Broek et al. (2002). Employees' personal and professional lives are immediately impacted when there is a clash between duties. The aforementioned data and all conversations demonstrate how roles affect one another and erode employees' inherent compatibility. Professional dedication is declining in the healthcare industry as a result of many jobs that are imposed on workers based on HR labor shortages.

The study by Omar et al. (2017) is consistent with the current investigation and supports the idea that work-life balance-related problems are disrupted by role ambiguity or role conflict. These researchers claim that an employee's thinking is constantly split into distinct chunks. Employees' obligations, both personal and professional, are greatly impacted.

The current study demonstrates a noteworthy moderating effect of supervisor support established between RA and WLB. Numerous investigations support our established theory as well. In order to identify competencies and places for progress, reflective practice and

supervision provide the chance to investigate the efficacy of traits, knowledge, and delivery style. (Anderson et al., 2004; Schön, 1987). Drew & Murtagh (2005) corroborated our established theory that inadequate supervisor support amplifies job ambiguity, hence disrupting concerns relating to work-life balance. It demonstrates how the detrimental association between position ambiguity and work-life balance may be influenced by supervisor support. Given that it is a well-established truth that supervisors have a responsibility to distinguish between, allocate fairly, and monitor the work being done by staff members who fall under their purview. Thus, an effective and well-trained supervisor may have an impact on task variability-related concerns that result in harmful circumstances linked to employees' work-life balance challenges..

Our research analysis is also supported by Omar et al. (2017). An effective manager finds the appropriate talent in the right person for the right job. Such a prudent strategy can reduce the ambiguity associated with tasks or roles. When forced to complete unnecessary or forced tasks, a person with the potential to exert that power frequently loses motivation. Therefore, in such a situation, the supervisor's task increased to find the proper man for the right job in order to boost employees' trust.

5.1 Study Implications

Theoretical Implications:

The following conclusions about the analysis and debate presented above may be drawn about the ramifications of our research project.

Research on work-life balance among public sector personnel is uncommon. It is challenging for any researcher to identify the concerns and challenges of this sector because

there are few research statistics available and access to this industry is limited. The current research investigation will undoubtedly contradict this theory. It will also guarantee a number of upcoming research projects in this field, as it is urgently needed and has a lot of potential for long-term effects and extremely false information. Additionally, a research program at the public sector level can receive funding for the analysis of severely false topics that need to be explored and supported by reasoned facts and arguments. It will make the. Situation more clear and logical**.** Impact of supervisor support to manage the impact of work pressure over work life balance of employees also proves the importance of this variable for future researches in variety of sectors.

Impact of role ambiguity over work life balance both in the presence of supervisor support as moderator as well as in absence of supervisor support, is a great contribution. Role ambiguity is non clarity of tasks which badly impacts work life balance as a silent factor.

Practical Implications

We have concluded the following consequences based on our findings..

> In addition to providing them with skills to manage their work and personal lives, stress management workshops are mandatory for healthcare workers..
> As per Shusha, A. (2014) employees should acquire the skills necessary to successfully and efficiently manage the workload. They should learn organizational citizenship behavior to be productive part of workforce as well as organization. As much as feasible, impartial management should assist their subordinates. Job crafting can be solution for it. An individually-driven work design approach known as "job

crafting" refers to proactive, self-initiated tactics to modify one's employment in order to better match it with one's requirements, objectives, and skill set.

Appropriate professionals with up-to-date expertise and enthusiasm should be hired to reduce challenges linked to role ambiguity. The new allocation will undoubtedly lighten the workload for the currently employed workforce and improve the efficacy and efficiency of healthcare workers' work. In other words workforce management rules and strategies should be part of policy and policy making. The idea of an all-rounder professional is well-liked. It needs to be avoided, and individuals with the necessary expertise should be trained for the extremely delicate healthcare field.

Despite the fact that human resources are crucial, there are very few professionals in higher authority circles. Therefore, professionals in workforce management ought to be included in policy-making groups. Policymakers ought to take into account how crucial work-life balance is for their employees. They have to contribute money, logistical assistance, and cutting-edge technology to mitigate this problem's detrimental effects. Evaluation of the relative efficacy of various organizational policies and programs is necessary as well as essential for varying working environmental needs.

5.2 Limitations and future research directions

The following restrictions that surfaced during the entire research process mentioned above should be noted.

The narrow scope of a small number of healthcare practitioners may result in biased and self-serving perspectives in research findings.

2) The research findings, which indicated a negligible moderating influence between job pressure and work-life balance, were impacted by the small sample size.

3) Because we brought attention to a problem that is frequently encountered but seldom acknowledged, our respondents will inevitably object, making it difficult for them to accept the real-world problems that they are dealing with.

4) Despite our strong assurances that their identities would remain confidential, a few of respondents refrained from expressing their comments because of concerns about privacy related issues.

5) A number of healthcare personnel refrained from voicing unfavorable remarks about their superiors or higher-ranking officials out of concern for potential backlash.

Therefore, future research should look at how work-life policies can help employees with both caring and non-caring life activities (like elder care, taking care of siblings, friends, and pets), and whether or not they react similarly to those who use work-life policies to balance work and childcare. To do this, they would have to be enlarged to include the relationship between work and a greater range of non-work activities. For example, it would be important to discuss how one transitions from work to interests such as volunteer work, hobbies, and religious commitments.

Future scholars ought to focus on this little-discussed real problem that exists in our working-class community. In addition to requiring attention, this problem looks for a fix to address the fundamental human need to strike a balance between work and personal life. In the future, work-life balance may be studied in conjunction with a number of other variables. These concerns could include the function of technology, state policy, and training and development in promoting a better work-life balance. Future researchers

should set up a larger respondent pool to gather data from since it will undoubtedly lessen the detrimental effects of response bias and provide a bigger variety of replies under various circumstances.

5.3 Significance

This research project aims to investigate multiple facets of a noteworthy issue concerning human capital. Thus, the most neglected field of public health is the subject of this investigation. Policies that are enacted by our leaders often do not produce the desired results for the public or the legislators. We constantly lament this industry's low productivity, drab attitude, and little output or efficacy. But we don't always take the time to look for answers or fixes for every issue. Any policy is built on its human resources. An unfavorable work environment with uneven task distribution and unclear job descriptions has a direct negative influence on employees' crucial work-life balance, which either directly or indirectly reduces productivity. Thus, a comprehensive analysis is necessary to evaluate the current situation and identify policy bottlenecks in order to develop more progressive and better human resource policies for the public healthcare sector in the future. Since human capability is essential to the healthcare industry, governments must recognize the significance of human needs in order to successfully and efficiently implement any strategy or policy.(Sharma,2020)

The third sustainable development goal, "ensure healthy lives and promote well-being for all at all ages," is related to our research. According to its third aim, which is to significantly raise health financing as well as the hiring, training, and retention of health workers in developing nations, particularly in small island developing states and least developed nations.

Therefore, in light of our research work, the below mentioned conclusions can be made for improved policy formation and enhancing the efficacy and efficiency of the system.

Work-life balance is being adversely affected by work pressure. Therefore, appropriate authorities ought to act to lessen the workload. The supervisor's support does not fully contribute to the relationship between job pressure and work-life balance. Therefore, it is the responsibility of all relevant authorities and policy makers to contribute to lessening the workload on their workforce. Enhancing the role of a supervisor is necessary to control the workload that employees face. Work-life balance is badly impacted by role ambiguity, therefore job responsibilities need to be clearly defined. Since we live in a time when specialized talents are needed for every specific work, there should be a limit to all-rounder skills. Therefore, authorities should hire qualified individuals who are specialists in their particular field.

The negative association between job ambiguity and work-life balance may be mitigated by supervisor assistance if responsibilities are assigned in accordance with employees' abilities and take into account their skill set. However, managing experts require specialized management and supervision abilities. Conventional methods of supervision and management may make matters worse rather than better (Bonney,2005).

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ANNEXURE

QUESTIONNAIRE

Dear Respondents,

I am student of MSBA at NUML Rawalpindi. I am conducting research on, **"Antecedents of Work-life Balance in Healthcare sector: Moderating Role of Supervisor Support"**

Please read the instructions carefully and answer all the questions. There are no tricky questions, so please answer every question as conveniently and as honestly as possible. It is important that all the questions be answered. Your identity will remain confidential, thus more fair feedback is solicited. The responses will be evaluated on Likert Scale, ranging from 1-5, and consume around eight minutes of your good-self, accordingly.

I once again thank you for your assistance and cooperation.

DEMOGRAPHICS

Please put a tick mark in the space provided or fill according to the specific instructions given.

1	**GENDER**	Male	Female			
2	**AGE(IN YEARS)**	18-22	23-27	28 and above		
3	**Marital status**	Single	Married			
4	**Level of education**	Intermediate	Bachelors	Masters	Above	
5	**Work Experience**	Less than 5 years	5-10 years	15-20 years	**Above**	

Name of Institution   (optional)

Kindly tick the appropriate response against each item in the light of your experiences.

Strongly agree	Agree	Neutral	Strongly Disagree	Disagree
1	2	3	4	5

ITEM	1	2	3	4	5
WORK-LIFE BALANCE					
1-I am able to balance between time at work and time at other activities.					
2-I have difficulty balancing my work and other activities.					
3-I feel that the job and other activities are currently balanced.					
4-Overall, I believe that my work and other activities are balanced...					
WORK PRESSURE					
1-You feel overwhelmed by how much you had to do at work.					
2- You have to work at too many tasks at the same time.					
3- The demands of your work exceed the time you have to do at the work.					

Role ambiguity					
1- I am not sure what is expected of me at work.					
2-The requirements of my job aren't always clear.					
3- I know everything that I am expected to do at work with certainty.					
4-My job duties are clearly defined.					
5-I know what I am required to do for every aspect of my job.					
Supervisor Support					
1-My supervisor is concerned about the welfare of those under him.					
2-I feel appreciated to my supervisor,					
3- My supervisor is successful in getting people to work together.					
4- My supervisor is helpful in					

getting the job done.					

Latent variable	Indicators	Mean	**Kurtosis**	**Skewdness**	**Std. deviations**
Work-life balance	WLB1	2.05	1.939	1.195	0.853
	WLB2	3.298	-0.919	-0.369	1.075
	WLB3	2.305	0.413	0.947	0.91
	WLB4	2.205	0.806	0.988	0.894
Work pressure	WP1	2.575	0.192	0.723	0.871
	WP2	2.258	-0.117	0.706	0.925
	WP3	2.503	-0.621	0.499	0.917
Role ambiguity	RA1	3.225	-0.815	-0.548	1.103
	RA2	3.343	-0.753	-0.629	1.144
	RA3	2.188	1.146	0.841	0.763
	RA4	2.134	0.779	1.074	0.986
	RA5	2.036	2.444	1.151	0.754
Supervisor support	SS1	2.16	1.249	1.006	0.888
	SS2	2.164	0.816	1.008	0.967
	SS3	2.104	1.554	1.12	0.9
	SS4	2.116	1.623	1.156	0.909

Note. WLB: Work Life Balance , WP: Work Pressure , RA: Role Ambiguity , SS: Supervisor Support