

Antecedents Of Work Life Balance In Healthcare Sector, Moderating Role Of Supervisor Support

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Abstract

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

Introduction

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.

1.1 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 laces doctors, 1.8 laces dentists, and 1.4 laces 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).

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 (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. 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. As a result, in a balanced environment, both the resource and the demand categories are moving simultaneously.

1.2 Research Questions

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

1. What can be the effect of work pressure over work life balance?
2. What effect does role ambiguity have on work-life harmony?

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?

1.3 Research Objectives

The goals of our investigation are as follows:

1. Ascertain the connection between work-life balance and work pressure.
 - 2- Recognizing the connection between role ambiguity and balance between work and life.
2. Find out how the relationship between position ambiguity and work pressure is affected by supervisor assistance.
 - 4- Examine the impact of supervisor assistance on the connection between role ambiguity and work-life balance.

1.4 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.

Literature Review

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). 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.

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.

Work-Life balance

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 Evangelina 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 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,

Work Pressure

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.

Role Ambiguity

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).

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.

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 supervisors 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). 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 are 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.

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).

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.

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.

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.

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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 (BagheriHosseini Abadi et al., 2021; Blanco-Donoso et al., 2019; Ghanayemet et 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.

Theoretical Framework

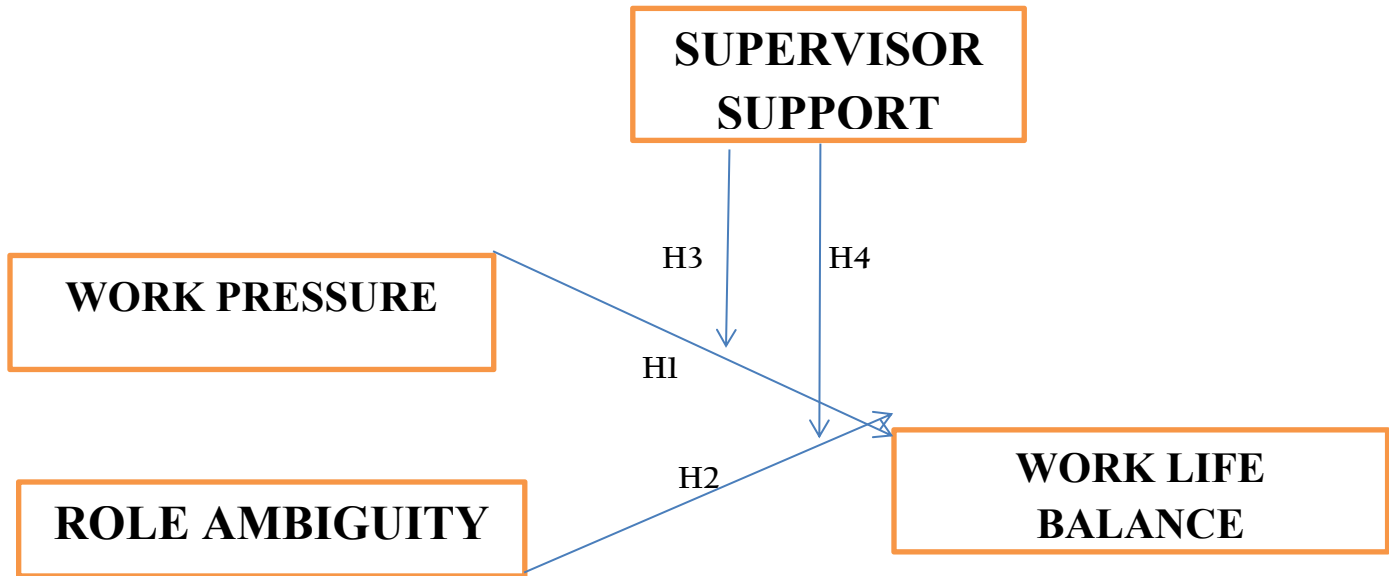


Table 2.1 Hypothesis Summary

H1	Work pressure and work-life balance are negatively correlated
H2	Work-life balance and role ambiguity are negatively correlated
H3	The relationship between work pressure and work-life balance is being greatly moderated by the role of supervisor support
H4	The associations between role ambiguity and work-life balance are being considerably moderated by the supervisor's support.

Table 2.2 Operational Definitions of Variables

Variable	Operational Definition
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)

Methodology

3.1) Research Design

Using a survey, the research design will be quantitative. We plan to administer our questionnaire through a systematic survey..

3.2) Variables of the Study

The research topic will 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 target 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. 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.

3.6) Unit of Analysis

A representative sample of workers from public 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.

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 will be sent to about 250 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.

3.8) Instrument Used

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

Work-life balance

For measuring our variable, Work-life balance we use 4 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.

4- Analysis and Findings

4.1) 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.

4.2) Demographics of our respondents

. Table 4.1 Demographics

Demographic characteristics	Frequency	%
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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

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 Fornell and Larcker criterion to quantify this..

Fornell-Larcker criterion

The most often used method for determining whether a measurement model is discriminately valid is the Fornell-Larcker criterion. This criterion states that the square root of the AVE for any construct must be higher than the correlation between any two constructs. As we can see, values decrease from top to bottom and are higher at the top. Therefore, discriminant validity is proven.

Table 4.3 Fornell-Larcker values

	RA	SS	WLB	WP
RA	0.79			
SS	0.46	0.92		
WLB	0.39	0.28	0.79	
WP	-0.05	0.012	-0.16	0.77

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

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 4.4 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 4.5 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
SSI	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
WPI	-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

Structural Model

In this step, hypothesized relationships are assessed.

Table 4.6 Beta coefficients, Mean, STDEV,T values

	Beta coefficients(β)	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
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

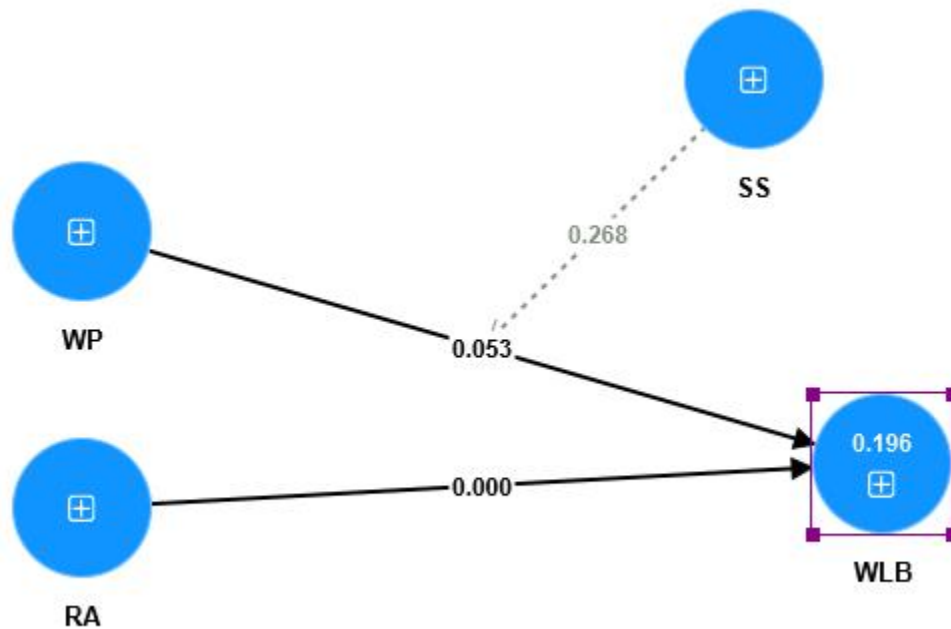


Fig. 4.1

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 4.7 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 4.8 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 4.9 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

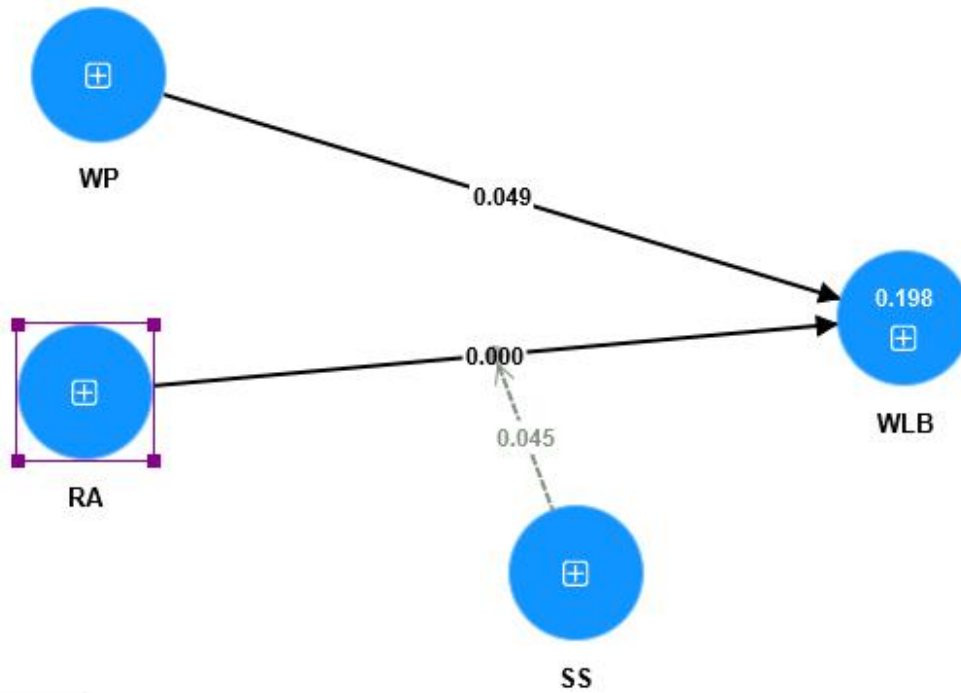


Fig. 4.2

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 4.10 Values before moderation

		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 4.11 Values after moderation

		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 4.12 Before moderation

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

RA: Role ambiguity , WLB: Work-life Balance

Table 4.13 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.

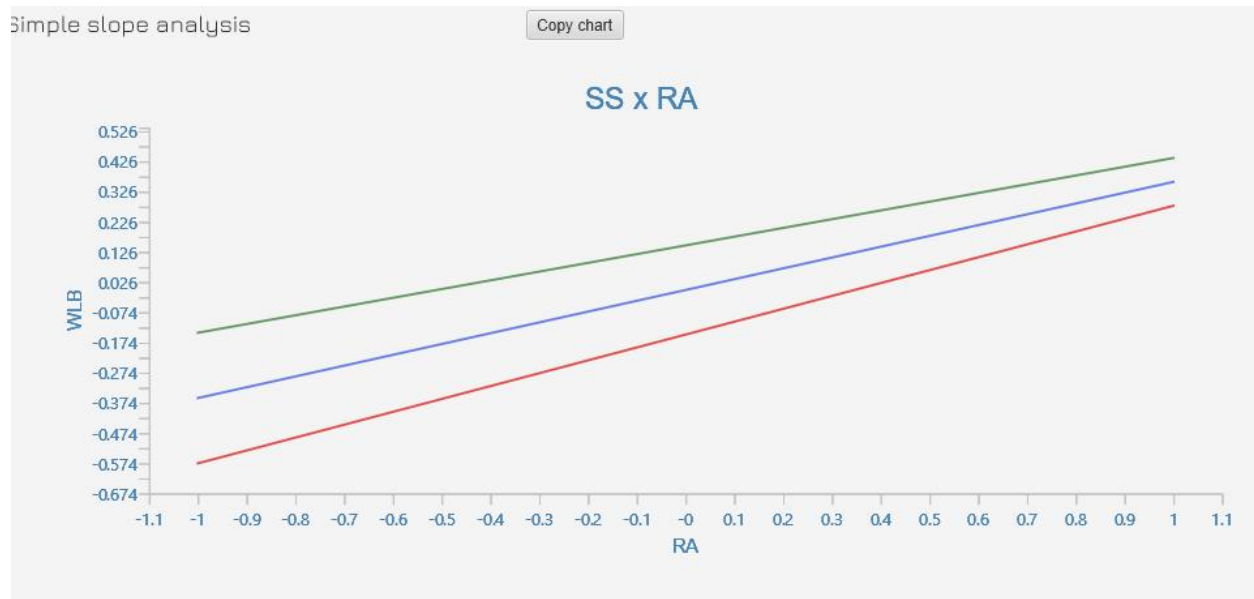
Table 4.14 F Values

		Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
B					
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.

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-life 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.

Practical Implications

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

- 1- In addition to providing them with skills to manage their work and personal lives, stress management workshops are mandatory for healthcare workers..

- 2- Supervisors should acquire the skills necessary to successfully and efficiently manage the workload. As much as feasible, impartial management should assist their subordinates.
- 3- 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.
- 4- The idea of an all-around professional is well-liked. It needs to be avoided, and individuals with the necessary expertise should be trained for the extremely delicate healthcare field.
- 5- 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.
- 6- 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.

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.

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..

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