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Variation in Work Life Balance of Academicians Post Covid 19 and Its Key Determinants in Bihar

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ABSTRACT

This study determines to examine the comparative analysis of work-life balance and employee performance in the Bihar higher education system after the COVID-19 pandemic. The study is based on exploring the influence of organizational and social factors on the performance of the employees, with relation to work life balance. Hypothesis testing was performed with regression analysis, and the findings are reported in the form of model summary statistics, ANOVA significance levels, and coefficient interpretations. The results indicate how employee performance and work-life balance have changed over time. Interestingly, organizational and societal factors were found to be strong predictors of employee performance. This research enhances the scholarly discussion on the work life balance determinants and their relevance to human resources management in higher education.

Keywords: COVID -19, Work Life Balance, Higher Education.

INTRODUCTION

Work-life balance is very important for maintaining a healthy relationship between business and family. Work is defined as doing things which needs physical or mental efforts in order to achieve personal and professional goals. According to Peter Drucker, management is a complex body that controls not just enterprises but also other aspects. Maintaining a healthy work-life balance is an essential part of being an effective manager. Work-life balance may have an effect on employees' views toward their employers as well as their attitudes regarding their lives in general (Saha & Chouhan, 2020). When a corporation must manage highly technical personnel, it is imperative to maintain a good work-life for its employees. This is done for the firm to be successful, which is contingent upon the high level of devotion and loyalty shown by these specialists.

Organizational management, policies, and practices Organizational management, policies, and practices may be a major source of stress for those who work there. Particularly so if the company's rules and procedures are unclear or unnecessary, or if just the mandatory ones are selected. The availability of rules gives employees the leeway to use their discretion and initiative while carrying out their duties. Spector (1985) defines it as encompassing pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, the nature of work, and communication. Research further highlights variables such as working conditions, perceived quality of supervision, reward systems, status, age, marital status, and experience (Okpara, 2004). Specifically, studies on teachers, like that of Siddique

et al. (2002), emphasize salaries, benefits, job security, promotion opportunities, and social status, noting that some factors correlate more strongly with satisfaction than others. Work-life balance, as described by Lockwood (2003), is when an individual can successfully juggle their personal and professional responsibilities.

Modal

The modal has been suggested and developed based on various researches done earlier. The modal has two main constructs organizational factors and societal factors which have impact on the employee performance directly or indirectly and further it effects Work life Balance of the employees. In organizational factors variables like Organizational Policy, Job security were considered.

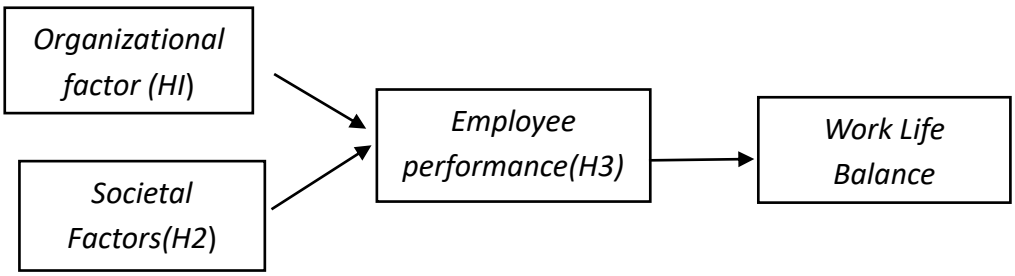

Fig.1 *Relation between H1, H2 and H3 Post Covid*

In Societal factor variables like family care and dependent care were considered. Questionnaire was prepared and circulated online to know the correlation between the different variables and the and impact on Work Life Balance.

ANALYSIS AND DISCUSSION

H1: Organizational factors have a significant impact on employee performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806[a]	.650	.649	.43074

a. Predictors: (Constant), Organizational Factors

The Model Summary table in the post-COVID environment shows that organizational factors have a little positive correlation with employee performance. The R value is 0.387, and the R Square value is 0.150, which means that 15% of the variation in employee performance is explained by organizational factors. Adjusted R Square is 0.147, which guides that the model maintains predictive validity after controlling for the number of predictors. Standard error of

the estimate (0.64490) indicates that the data points are fairly near to the regression line, reflecting a stable predictive ability of organizational dynamics in the post-pandemic workplace.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.330	1	106.330	573.096	.000[b]
	Residual	57.145	308	.186		
	Total	163.476	309			

a. Dependent Variable taken: Employee performance
b. Predictors considered: (Constant), Organizational Factors

The ANOVA table confirms statistical significance of the regression model under post COVID conditions. The model is statistically important with an F-value of 54.122 and a p-value of 0.000. This ensures the association among organizational variables and employee performance is not by coincidence, and variations in organizational policy and practice significantly explain the differences in the way faculty members perform in the post-pandemic higher education industry.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.608	.130		4.658	.000
	Organizational Factors	.815	.034	.806	23.939	.000

a. Dependent Variable: Employee performance

The Coefficients table gives a clear interpretation of regression analysis. The constant (intercept) is 2.811 with a standard error of 0.192, whereas the regression coefficient for organizational factors is 0.371 (standard error = 0.050). The standardized beta coefficient is 0.387, with corresponding t-value = 7.355 and p-value = 0.000. It indicates a strong and statistically significant positive impact of organizational factors on employee performance

after COVID. In particular, employee performance should rise by 0.371 units for every one-unit improvement in organizational factor ratings, while all other factors are held constant.

H2: Societal factors play a crucial role in shaping employee performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.242[a]	.059	.056	.66991

a. Predictors: (Constant), Societal factor

Above Model Summary table indicates that there is a moderate correlation in relation to societal factors and employee performance, with an R value of 0.242 and $R^2 = 0.059$, indicating that 5.9% of the variation in employee performance is accounted for by societal factors. The 0.056 adjusted R^2 indicates that the predictor variable contributes a small but significant amount to the model, and the standard error of the estimate is 0.66991, showing extent of dispersion in data.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.631	1	8.631	19.231	.000[b]
	Residual	138.224	308	.449		
	Total	146.855	309			

a. Dependent Variable: Employee _performance

b. Predictors: (Constant), Societal factor

The ANOVA table verifies that the model is statistically significant since the F-statistic is 19.231 and the p-value is 0.000, indicating that employee performance is significantly affected by societal factors.

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Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.125	.257		12.141	.000
	Societal factor	.282	.064	.242	4.385	.000

a. Dependent Variable: Employee _performance

The Coefficients table indicates that constant (intercept) is 3.125 with a standard error of 0.257, and regression coefficient for societal factors is 0.282 with a standard error of 0.064. The beta coefficient (β = 0.242, p = 0.000) is statistically significant, as the t-value (4.385, p = 0.000) indicates, which implies that societal factors significantly influence employee performance during COVID-19.

H3: Employee performance has a direct impact on work-life balance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640[a]	.409	.407	.59032

a. Predictors: (Constant), Employee performance

Model Summary below indicates the medium positive association between work-life balance and performance among employees post-COVID. R = 0.273 while R Square stands at 0.075; this reflects how 7.5% variance in work-life balance in response to employee performance. The adjusted R Square of 0.072 reinforces the validity of the model given a complexity account. Here estimates standard error is 0.71216, indicating that while there is variability in

the data, the model is fairly good at capturing how performance impacts personal-professional balance.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74.285	1	74.285	213.174	.000 [b]
Residual		107.329	308	.348		
	Total	181.615	309			

a. Dependent Variable: Work life balance
b. Predictors: (Constant), Employee performance

The above ANOVA table reinforces the statistical relevance of model, as represented by an F-value of 24.831 and a p-value of 0.000. This implies the difference between employee performance and work-life balance is statistically significant. This means that where employee performance enhances, perceptions towards work-life balance among teaching professionals in the post-pandemic era improve correspondingly.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.206	.173		6.972	.000
	Employee performance	.674	.046	.640	14.600	.000

a. Dependent Variable: Work_life_balance

The Coefficients table provides more detail on the strength and direction of the relationship. The unstandardized coefficient (B) for employee performance is 0.265, with a standard error of 0.053. The standardized beta value is 0.273, and the t-value is 4.983, with a p-value of 0.000. This shows the relationship is positive and statistically significant, indicating for each one-unit increase in employee performance, work-life balance increases by 0.265 units. These results lend support to the hypothesis that workers who are performing better

professionally also rate better work-life balance, perhaps because of enhanced confidence, control, and institutional support systems after COVID.

CONCLUSION:

In summary, the comparative study of employee performance and work-life balance post-COVID eras in the higher education sector in Bihar provides essential information regarding the changing dynamics of the workplace as well as the well-being of employees. The research indicates that organizational and societal factors were the only factors to have a consistent impact on employee performance both after the pandemic, indicating an evolution toward acknowledging personal agency and internal motivation within workplaces. A sign of an increasing recognition among employees of the value of well-being and mental health, and a corresponding change among institutions toward more compassionate, inclusive practices. The positive association among employee performance and work-life balance during the post-pandemic era implies that employees tend to perform more effectively and work more zealously as they perceive more support and empowerment. As higher education institutions respond to these post-pandemic demands, they need to consciously create a culture that promotes not just professional excellence but also personal satisfaction, acknowledging that these aspects are now closely intertwined.

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