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IMPACT OF SUPERVISOR SUPPORT, WORK-HEALTH BALANCE, AND CAREER COMMITMENT ON EMPLOYEES' WORK-LIFE BALANCE IN MANUFACTURING FIRMS OF PAKISTAN: MEDIATING ROLE OF JOB STRESS

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Abstract

Work-life balance is essential to maintain daily life. This study's objective is to examine the influence of supervisor support, work-health balance, and career commitment on work-life balance in the manufacturing industry in Pakistan. The study's second objective is to examine the role of job stress as a mediator between supervisor support, work-health balance, career commitment, and work-life balance. A total of 255 questionnaires were distributed among the employees working in the manufacturing industry of Karachi. The employees returned 247 questionnaires filled in by the participant, of which 243 were identified as useful. The percentage of the valid questionnaire was 95.29%. The gathered data was analyzed and delivered statistical outcomes by developed hypotheses. Tests were performed by using SPSS and PLS-SEM statistical techniques. The results show that supervisor support, career commitment, and work-health balance positively correlate with work-life balance. Supervisory support, career commitment, and work-health balance negatively correlate with job stress. Job stress mediates the relationship between supervisor support, career commitment, work-health, and work-life balance.

Keywords: Work-life balance, Job Stress, Work-health balance, Supervisor support, Career Commitment

Introduction

Work-life balance has become the most important global issue as it increases employee anxiety. Due to the technological changes at work that have been increasing daily and adopted at work and personal levels, the overlapping among family and work time changes the work nature simple into a more complex form. The factors that affect work-life balance can be positive or negative (Navajas-Romero et al., 2020). Good Work-life balance plays a vital role in enhancing the productivity of work. It has been increasing the attention of researchers significantly due to its positive consequences. It has important implications for employees at the workplace. It refers to the equilibrium between career work and the employee's personal life. Employee's personal life includes family commitment, non-work activities, and responsibilities (Talukder, 2019). However, the study on work-life balance is still underdeveloped; only a few previous studies have researched positive work-life balance factors in developed countries, and

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most studies related to the negative factors of work-life balance (Talukder, 2019; Talukder et al., 2018). This study aims to determine the factors that positively affect Work-life balance in the manufacturing industry in Pakistan.

In Pakistan, the Manufacturing industry has two industries: small-scale and large-scale. It comprises two sub-sectors viz. Large-Scale Manufacturing and Small-Scale Manufacturing. In a large manufacturing industry, the number of employees is ten or more, including the service and repair industry (Pakistan Bureau of Statistics, 2021). The manufacturing sector has been improving and growing day to day. The revenue was Rs 328.23 billion in 2018, reaching Rs 268.48 billion in 2019. The revenue has increased by 12.29% from 2018 to 2019 (SBP, 2019). Employees in the manufacturing industry must have supervisor support as it increases the performance of the employees, work-health balance, and work-life balance. In the manufacturing industry, many employees, specifically laborers, do not have a work-life balance due to longer working hours, night shifts, lack of supervisor support, low health initiatives offered by companies, and minimum salary (Ganiyu et al., 2020), which negatively influence the work-life balance of employees (Talukder et al., 2018). Previous researchers found a positive impact of supervisor support(Talukder, 2019), work-health balance(Hasan et al., 2020), and career commitment (Najam et al., 2020)on work-life balance. In the manufacturing industry, the longer working hours, night shifts, lack of supervisor support, low health initiatives, and low salaries negatively influence employees' work-life balance and increase job stress (Talukder et al., 2018). However, the study on work-life balance is still underdeveloped; only a few previous studies have researched positive work-life balance factors in developed countries, and most studies related to the negative factors of work-life balance (Talukder, 2019; Talukder et al., 2018).

It is important to investigate the factors that affect work-life balance and understand that the support of the supervisor, healthy employees, and career commitment positively influence the employees' work-life balance. Moreover, this study bridges the gap from the past existing literature by determining the factors that positively influence work-life balance. Thus, this study adds to the growing research on the impact of supervisor support, work-health balance, and career commitment on job stress and work-life balance. Further, to examine the mediator role of job stress on the relationship between supervisor support, career commitment, work-health balance, and work-life balance in the manufacturing industry in Pakistan.

Literature Review

Theoretical background

The conservation of Resources theory proposed by S. E. Hobfoll (1989) stated that resources positively affect work-life balance. Resources refer to entities that are to obtain centrally valued ends or in their act or right and are essentials for employee resistance to stress (Stevan et al., 2002). Moreover, work-life balance resources are implemented in response to the values and desires of employees to balance work and life (Talukder et al., 2018). Theoretically, if the organization supplies resources, employees

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can easily balance their work and personal life, for instance, with a supervisor's support. Supervisors support by inquiring about employees' needs and concerns and encourage the employees to feel supported (Talukder et al., 2018). Supervisors can also grant assistance, for instance, by offering flexibility in work time, bringing children to work, and accommodating family needs; it is helpful to reduce stress at work and balance work and life. Supervisory support is driven by the intentions and goodwill of the supervisor to help employees balance their demands of work and personal life (related to the family) (Kumar & Mokashi, 2020),

The job demand–control–support model proposed by Karasek (1979)stated that the characteristics of a job (control, demand, and support) affect the psychological well-being of employees. Employees with jobs characterized by high demands, low social support, and low control over their decisions have a high risk of psychosocial distress and poor work-health balance that negatively affects work-life balance (Davison et al., 1980; Liw & Westlund, 2020). The theory shows a theoretical framework between work and its factors related to the employees' health, control, and social support that affect work-life balance(Navajas-Romero et al., 2020).

According to Kala Sneha (2020), Social exchange theory states that valuable resources are exchanged in which benefits are expected between two parties. It is an association between the perceptions of employees and behavior. This theory reduces the expected cost and maximizes the benefits (Talukder, 2019). The theory shows that supervisor support and health initiatives at work balance the work life of employees present to enhance the positive attitude, positive behavior of employees, performance, and productivity and leads to success and growth of the organization (Garcia et al., 2020).

Hypotheses development

Supervisor Support and Job Stress

Supervisor support is defined as the extent to which supervisors value employees' contributions and take care of their employees in the workplace (Talukder et al., 2018). It refers to the behavior of supervisors toward workers that would allow the workers to balance their work and home responsibilities. Supervisors offer socio-emotional and instrumental support to the employees (such as time flexibility, promotions, food, self-esteem, etc.). Further, providing helps alleviate and prevent stress from nonworking demands integrating work, demonstrating commitment and care for workers (Talukder, 2019).

Baral and Bhargava (2010) examined the association between family and work enrichment, interventions of organizations for life-work balance, and outcomes of jobs. The study argues that with positive supervisor support regarding compensation and rewards, employees feel relaxed at work, leading to positive behavior in the education sector in India. Cheng-I Chu, Ming-Shinn Lee, and Hsiang-MingHsu (2006) examined the relationship between support, commitment, satisfaction, behavior, and stress among

nurses working for public health in Taiwan. The study found a positive relationship between supervisor support and stress at work among employees in Taiwan. Choi, Choi, and Lee (2021) argue that support from supervisors, high-level wages, stability of the job, and fairness in the organization decrease the stress at work and balance the work-life of employees. In contrast, low support from supervisor and high demand for jobs and resources increases the work-life conflict that raises job stress. Dinh (2020) examined the engagement of employees as a determinant of stress and work-life balance in Vietnam industries. Thus, from the above empirical studies, the hypothesis is being developed.

H_1: Supervisor support hurts job stress.

Work-health balance and Job Stress

Work-health balance is a state in which the employee feels able to effectively balance work needs and health, considering management's attention (Navajas-Romero et al., 2020). On the other hand, work-life balance is the equilibrium between career work and an employee's personal life (Talukder, 2019). Maintaining a work-health balance is essential for a healthy lifestyle, personal life, family, and work. It improves the performance and productivity of employees and reduces employee cost, burnout, and loss. Healthy employees put in more effort and work longer, which benefits organizational growth and performance (Althammer et al., 2021). Eddy, Wertheim, Hale, and Wright (2019) examined the association between mindfulness traits, job stress, and the reactivity of psychosocial and health self-perception of employees. The study found that poor health at work, including employees' physical and mental health, reduces concentration at work, and attention and activeness of employees increase job stress. Afsar, Umrani, and Khan (2019) argue that poor employee health positively influences job stress and leads to employee misbehavior. Employees think of switching jobs, which decreases their commitment to the organization and raises work-life conflict.

Althammer et al. (2021) examined the intervention of mindfulness in promoting the balance between work and life. The study found that interventions and health practices include training and practicing mindfulness and psychological intervention to maintain employees' work-life balance and positively increase job satisfaction among McDonald's' employees in Germany. Deng, Liu, and Fang (2020) examined the correlation evaluation between job stress and quality of sleep among nurses in community hospitals in China. The study found that lack of sleep or sleep disturbance due to night shifts leads to poor health (i.e., insomnia) among nurses, which increases job stress. Thus, from the above empirical studies, the hypothesis is being developed;

H_2: Work-health balance hurts job stress.

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Career Commitment and Job Stress

A career is an overall experience obtained from behaviors and professional studies throughout the individual's life (Cicek et al., 2016). The commitment to a career is an attitude of employees toward their field and work. The employee's commitment to their career puts more effort into work to achieve success (Najam et al., 2020). According to (A. et al., 2017), it is an employee's attitude toward their career, occupation, and profession. Bardhan et al. (2019) argue that long hours affect employees' mental and physical health, leading to depression and anxiety among nurses in health care in Hong Kong. Eletskiy, Özcan, and Turhan Afsar et al. (2019) said that low salaries of employees and a poor working environment reduce the commitment of career employees, which increases the stress of jobs among nursing staff. In contrast, positive career commitment leads to positive satisfaction on the job, good behavior of employees at the workplace, reduced job stress, and reduced turnover intention. Cheng-I Chu et al. (2006) examined the relationship between support, commitment, satisfaction, behavior, and stress among nurses working in public health in Taiwan. The study demonstrated that high stress at work reduces the level of commitment.

H_3: Career commitment hurts job stress.

Supervisor Support and Work-life Balance

Kumar and Mokashi (2020) refer to workplace appreciation, recognition, and facilitation. Appreciation of employee work by supervisors enhances the positive work-life balance of employees. Navajas-Romero et al. (2020) found that social support, including coworkers' and supervisors' support, positively affects Work-life balance. The study demonstrated that supervisor support increases the Work-life balance.

According to Talukder et al. (2018) they consider the informal and formal success and usage of resources. More resources and support supervisors offer positively enhance the employees' work-life balance. Further, the supervisor offers flexible work hours, enabling workers to accomplish non-work and work responsibilities and commitment. The nature of the supervisor depends on the environment, and psychological conditions enhance the worker's capability to do activities to accomplish the tasks, which promotes the work-life balance.

Talukder (2019) found a positive influence of supervisors' support on work-life balance in the financial sector in Australia. M. H. Talukder and Galang (2021) examined the impact of supervisor support on work-life balance, organizational commitment, life and job satisfaction, and job performance. The study found a positive effect of supervisor support on work-life balance that enhances employee job performance. The study indicated that care from a supervisor, such as family support, children care, providing resources at work, flexible work time, and work arrangement, positively balance the work and personal life of the employee. Thus, from the above empirical studies, the hypothesis is being developed;

H_4: Supervisor support has a positive impact on work-life balance.

Work-health balance and Work-life balance

Shams and Kadow (2019) stated that child labor and working women's health hurt work-life balance. The government should prevent child labor health and life by offering homes, education, and food for children. Due to more hard work, Female workers have more anxiety, stress, or psychological problems (mental health problems) that imbalance work career and personal life. A. Gragnano et al. (2020) argued that old employees have more health-related issues (such as cardiovascular disease, high blood pressure issues, sugar, etc.) that negatively affect work-life balance and increase the intention to leave or resign and psychological distress. A good work-health balance is related to greater job commitment, work-life balance, job satisfaction, and engagement. The study found that work-health balance significantly and positively affects work-life balance, which demonstrated that work-health balance leads to increased work-life balance.

Althammer et al. (2021) investigated the impact of a health intervention on work-life balance. The study found positive effects of psychosocially and physically healthy employees at work on work-life balance. The study demonstrated that work-health balance reduces work conflict, employee stress, and work-life imbalance. Navajas-Romero et al. (2020) found a positive impact of healthy well-being on work-life balance. The study suggested that there are two types of job demands: psychological and physical job demands. Physical job demand is related to the work-life balance. The good health of employees has a positive impact on work-life balance. If employees feel depression, stress, anxiety, or poor health at work, minimizing the work-life balance increases turnover intention.

Hasan et al. (2020). Stated that physically and psychologically healthy employees balance work and personal life easily. A. Gragnano et al. (2017)work-health balance is positively related to work engagement, satisfaction of job, work-life balance, and negatively related to the workaholic, presentism, psychological distress, and emotional exhaustion. Andrea Gragnano, Boer, and Miglioretti (2015) examined the impact of work-health balance on the work-life balance among old workers. The study found that health initiatives and healthy old employees positively balance work and personal life. Thus, from the above empirical studies, the hypothesis is being developed;

H_5: Work-health balance has a positive impact on work-life balance.

Career Commitment and Work-life balance

Previous studies found a positive relationship between career commitment and work-life balance that follows. Najam et al. (2020) argued that career commitment and success are essential for employee and organization growth. The study focused on the career commitment role that balances the work-life of employees (such as work-family and family work balance) and leads to career success. The study demonstrated that

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career commitment helps employees achieve success in their careers. On the other hand, employees' low commitment to their careers leads to work-life imbalance or work-life conflict, which negatively influences career success.

Cicek et al. (2016)stated that the employees who committed their careers put more effort into accomplishing the goal or task. Simultaneously, a high commitment to a career leads to high success or career satisfaction, such as promotion, high wages, and salary, which also increases employees' work-life balance. At the same time, low career commitment leads to failures such as low wages, low income, etc., which increases work-life imbalance. The antecedent of career commitment includes planning, resilience, and identification. Career identity refers to the emotional attachment of an employee to their career. Career planning refers to recognizing the need to develop and determine the goals of a career. Career resilience refers to the employee deciding not to leave their job in a negative situation.

Amin, Arshad, and Abdul Ghani (2017) said that the characteristics of career commitment are active involvement, development, persuasion, and identification of career goals of employees. Durate (2017) examined the commitment of employees to change the work-life balance. The study found that the dimension of commitment, including involvement, career identification, and emotional attachment, positively affects work-life balance. Thus, from the above empirical studies, the hypothesis is being developed;

H_6: Career commitment has a positive impact on work-life balance.

Job Stress (Mediator)

Job stress is a harmful emotional and physical response when a job's requirements do not match workers' needs, resources, and abilities (Caillier, 2020). It refers to the duties at the job that face difficulty to fulfill. The studies used the term job stress, which has four dimensions: workload, conflict of role, ambiguity of role, and inadequacy of resources. It is beneficial for the firm to prevent stress at work to increase the performance and productivity of the employees, which leads to the firm's success. Managing stress at work is important because workers who carry work-related stress have a higher intention of turnover, lost workdays, and lower productivity of employees, which is worse for the organization's growth (Chen et al., 2020). Chen et al. (2020) argued that low autonomy (commitment) at work raises job stress that positively imbalance the work and life of female workers at home in South Korea. Support, coping, and self-efficacy have a negative association with job stress that leads to anxiety and burnout at the workplace and effect negatively on the productivity of employees. Giauque, D., S., and F (2019) argue that a high level of team and supervisor support offers work opportunities that significantly reduce employees' stress at work, improving work-life balance.

Chiang, Birtch, and Kwan (2010) examined the association between control of the job, work-life balance, and stress of employees in the catering and hotel industry in

Hong Kong. The study found that work-life balance practices include stress management, supporting employees to leave for important family events, offering services of childcare and counseling, time flexibility increases, reducing the job stress of employees, and increasing the balance between work and life of employees. The study demonstrated that a high stress level happens due to the high demand for the job, which decreases work-life balance. Choi et al. (2021) argued that the high burden of a job, children's responsibilities, and time pressure at a job raise stress among female workers at home in South Korea. Thus, from the above empirical studies, the hypothesis is being developed;

H_7: Job stress hurts work-life balance.

H_8: Job stress mediates the relationship between supervisor support and work-life balance.

H_9: Job stress mediates the relationship between work-health balance and work-life balance.

H_{10}: Job stress mediates the relationship between career commitment and work-life balance.

Methodology

The explanatory research purpose was used to deliver outcomes that are possible and offer new ideas on studies that have been done previously for more clarification. It is conducted to solve the problem that was not conducted properly on previously developed theories and hypotheses in past studies. The quantitative approach has been used in this research. Apuke (2017) stated that the data is in quantity or numeric form, and data analysis of numerical or mathematical techniques determine the causes and effects of the problem, making the finding and results from interpretation. Furthermore, this study approach is based on quantitative because this study has collected data through questionnaires, and data is in numeric form. This research follows a correlational research design. It is used to check the association between variables. It is the association between two or more variables (Samuel & Okey, 2015). It examines the effects and causes among variables to accomplish the best outcomes. It is an approach to examining the influence of the given conceptual model.

This study used convenience and purposive sampling techniques. These techniques are non-probability sample techniques used to choose samples from a population audience that are conveniently obtainable (convenient), targeted (purposive), and get data through Google form to get authentic results in overall research.

The data was collected from the manufacturing industry in Pakistan. Most data were collected from professional workers in Karachi. A total of 240 sample data was collected. It was analyzed to measure the statistical outcomes and conceptual model hypotheses. However, a Sample size has been generated. According to (Kline, 2015),

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the N: q (24 items x 10 = 240 samples) ratio should be 20 to 1 or 20 observations (participants) for each estimated parameter in the model.

The instruments were constructed for data collection and collected data through a questionnaire based on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5), where the study identifies the relationship of the independent variables with the dependent variable by getting the questionnaire filled out by respondents. This makes up a total of 24 items. For supervisor support, all four items have been adopted from(Yang et al., 2015), and for work-health balance, all six items have been adapted from (A. Gragnano et al., 2017). Whereas career commitment, all three items adopted (Cicek et al., 2016). Job stress is all six items adopted from (Yang et al., 2015). Furthermore, all five items for work-life balance have been adopted (Talukder et al., 2018).

The collected data were analyzed by using SPSS and PLS-SEM software. Given the data, the initial analysis was assessed using the SPSS software. Second, the software of PLS-SEM was used to assess the structural and measurement models (Salem & Salem, 2019; Soomro, 2019). The study examined the model by applying Structural Equation Modeling PLS-(SEM)(Wong, 2013) to measure the data collection, analyze the relationship between variables, and develop a hypothesized model from past studies.

Data Analysis

For this research, 255 questionnaires were distributed among the employees working in the manufacturing industry of Karachi. The employees returned 247 questionnaires filled in by the participant, of which 243 were identified as useful. Out of 247, 4 questionnaires were excluded. Therefore, the percentage of valid questionnaires was 95.29%. The participant profile descriptive statistics were that 174employees were male and 69 were female, 135 employees belonged to the age group below 25, 106 were between 26 and 30 age, 83 employees age were between 31 and 40, 18 employees were between 40 and 50 age and 1employee was above 50s age. Twenty employees had cleared diplomas, 89 had bachelor's degrees, 127 employees had master's degrees, and seven employees had a Ph.D. degree. 21 employees had income below Rs 20,000, 17 employees had income between Rs 20,000 to Rs 25,000, 16 employees had income between Rs 25,001 to Rs 30,000, 29 employees had income between Rs 30,001 to Rs 35,000 and 160 employees has above Rs 35,001 income. Sixty-two employees had job experience of 1 to 2 years, 45 employees had 3 to 4 years, 43 employees had 5 to 6 years, and 93 employees had above seven years of job experience. The descriptive statistics of variables represent that the scores of the mean of the variables are from 3.2 to 4.2 and the standard deviation values from 0.59 to 0.95. The total number of the questionnaire was 243, represented by N.

Measurement Model Assessment

The PLS-SEM comprises an assessment of the measurement model by Algorithm to check the reliability and validity; the structural model, by bootstrapping,

determines the relationship between variables and the mediating effect of the mediator. The criteria of convergent validity are that each item's factor loading should be above 0.7, and no single item loading from another construct is higher than the measured construct (Al-Maroof & Al-Emran, 2018; J.F. et al., 2014). Therefore, the deleted items have lower loading to improve the data's validity and reliability (J.F. et al., 2019). Only one item was deleted as the value of loading of that item was less than 0.7; that is, WLB3 to retain 23 items, the loadings range from 0.706 to 0.953. Table 1 shows the values of Cronbach's alpha are above 0.7, and composite reliability scores of all variables are above 0.7, indicating that all the variables were highly reliable, and the average variance extracted value of each variable was above the cutoff point of 0.50, which shows that the measurement model was reliable for further analyses.

Table 1: Loadings, Cronbach's Alpha, Reliability of Composite, and AVE

Construct	Items	Loadings	CA	CR	AVE
Supervisor support			0.838	0.892	0.674
	SS1	0.786			
	SS2	0.847			
	SS3	0.859			
	SS4	0.788			
Work-health balance			0.846	0.886	0.565
	WHB1	0.717			
	WHB2	0.794			
	WHB3	0.706			
	WHB4	0.761			
	WHB5	0.773			
	WHB6	0.755			
Career commitment			0.895	0.935	0.829
	CC1	0.827			
	CC2	0.953			
	CC3	0.946			
Job stress			0.915	0.935	0.706
	JS1	0.847			
	JS2	0.843			
	JS3	0.886			
	JS4	0.896			
	JS5	0.714			
	JS6	0.844			
Work-life balance			0.778	0.857	0.601
	WLB1	0.767			
	WLB2	0.772			
	WLB4	0.772			
	WLB5	0.788			

Table 2 shows that the extracted average variance square root was greater than the correlation between the latent variables, indicating adequate discriminant validity (Fornell & Larcker, 1981). The results indicated that no variable was dropped after performing the PLS Algorithm.

Table 2: Fornell-Larcker Criterion

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	CC	JS	SS	WHB	WLB
CC	0.910				
JS	-0.091	0.84			
SS	0.413	-0.367	0.821		
WHB	0.347	-0.328	0.435	0.752	
WLB	0.366	-0.378	0.48	0.665	0.775

Note: SS= Supervisor support; WHB = Work-health balance; CC = Career commitment; JS = Job stress; WLB = Work-life balance

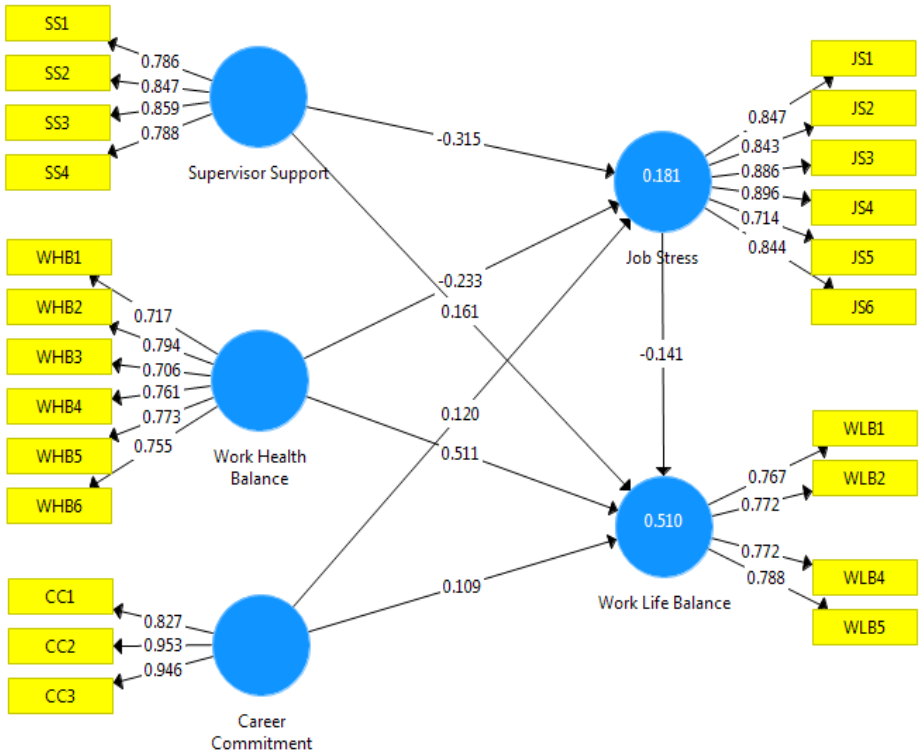
The factor loading values of constructs were greater in their constructs when compared to the other loadings in other constructs. All the loadings are greater than 0.7 or around the threshold value. Table 3 shows that the values of all constructs were below the threshold value of 0.9 (J. et al., 2010). Hence, the discriminant validity has been achieved by HTMT, indicating that the values for the inter-construct ratio were below 0.90 and that the confidence intervals did not contain the value of 1.0 (J.F. Hair et al., 2011; J. et al., 2016)

Table 3: Heterotrait - Monotrait Ratio

	CC	JS	SS	WHB	WLB
CC					
JS	0.107				
SS	0.475	0.418			
WHB	0.396	0.37	0.509		
WLB	0.432	0.445	0.589	0.811	

Note: SS= Supervisor support; WHB = Work-health balance; CC = Career commitment; JS = Job stress; WLB = Work-life balance

Figure 4.1 Measurement Model Results by Algorithm



Structural Model Significance Assessment

Table 4 shows that the job stress R square value was 0.181, which is weak, and the work-life balance R square value was 0.510, which is nearly substantial. The minimum acceptable threshold of the value of R^2 is 0.10 (J. et al., 2010). According to Chin (1998), the R^2 values assessment criteria is 0.19, considered weak, 0.33 as moderate, and 0.67 as substantial.

Table 4: R Square of Construct

Construct	R Square	Result
Job stress	0.181	Weak
Work-life balance	0.510	Near to Substantial

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Direct Relationships with Job Stress and Work-life Balance

The analysis of the structural model has been performed to examine the association among variables. Figure 4.2 shows the bootstrapping results, which show the path coefficient and t-values.

The result shows in Table 5 that supervisor support and work-health balance hurt job stress. The H_1 t-value is 6.418, and beta is -0.318. The H_2 t value is 4.386, and the beta is -0.232. Thus, H_1 and H_2 were supported. The negative beta value shows that one-time increases in SS and WHB reduce the JS. However, commitment has a positive effect on stress. The H_3 t value is 2.716, and the beta is 0.119. The positive beta shows that one-time increases in CC increase the JS. The result shows the positive and direct effect of supervisor support, work-health balance, and commitment on work-life balance. The t-values are 2.72, 11.40, and 1.751. The beta is 0.165, 0.509, and 0.105. Thus, H_4 to H_6 was supported. The result shows the negative effect of job stress on work-life balance. The t-value is 3.25. The beta is -0.144. Thus, H_7 was supported. The negative beta shows that one-time increases reduce the work-life balance.

Table 5: Direct Relationships with Job stress and Work-life balance

Hypotheses	Relationship	Beta	SE	T-Value	P-Value	Decision
H_1	SS -> JS	-0.318	0.049	6.418	0.000	Supported
H_2	WHB -> JS	-0.232	0.053	4.386	0.000	Supported
H_3	CC -> JS	0.119	0.044	2.716	0.003	Supported
H_4	SS -> WLB	0.165	0.059	2.720	0.003	Supported
H_5	WHB -> WLB	0.509	0.045	11.440	0.000	Supported
H_6	CC -> WLB	0.105	0.062	1.751	0.040	Supported
H_7	JS -> WLB	-0.144	0.043	3.253	0.001	Supported

Note: SS= Supervisor support; WHB = Work-health balance; CC = Career commitment; JS = Job stress; WLB = Work-life balance

Indirect Relationship with Work-life Balance

Table 6 shows that job stress mediates the impact of career commitment, supervisor support, and work-health balance on work-life balance. A one-tailed t value of 1.645 has been considered because previous studies determined the one direction of each hypothesis.

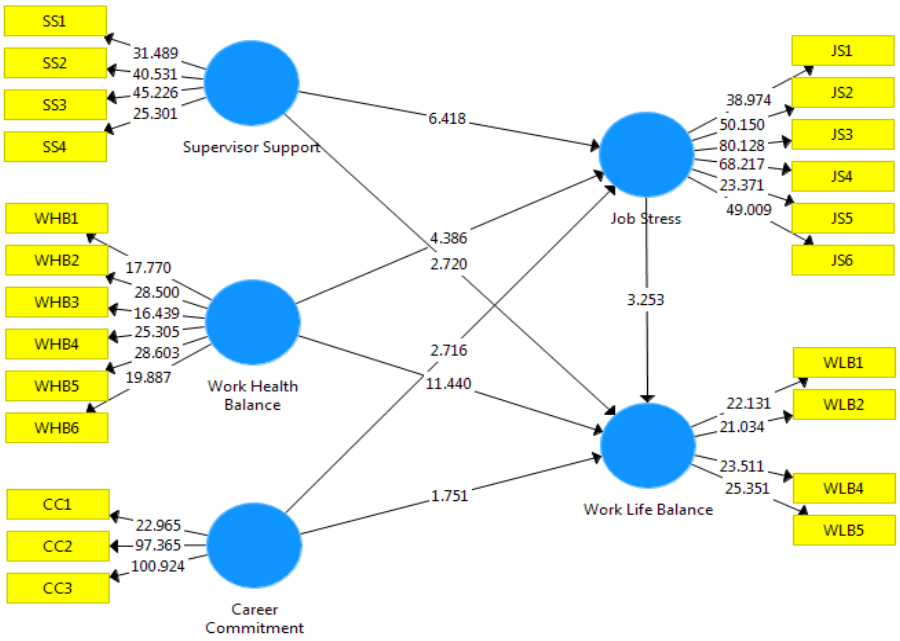
Table 6: Indirect Relationships with Work-life Balance

Hypotheses	Relationship	Beta	SE	T-Value	P-Value	Decision
H_8	SS -> JS -> WLB	0.046	0.016	2.795	0.003	Supported
H_9	WHB -> JS -> WLB	0.033	0.013	2.583	0.005	Supported
H_{10}	CC -> JS -> WLB	-0.017	0.008	2.008	0.023	Supported

Note: SS= Supervisor support; WHB = Work-health balance; CC = Career commitment; JS = Job stress; WLB = Work-life balance

The result shows that job stress mediates the effect of supervisor support on work-life balance. The t-value is 2.79, and the beta is 0.046. Thus, hypothesis 8 was supported. The result shows that job stress mediates the effect of work-health balance on work-life balance. The t-value is 2.58, and the beta is 0.033. Thus, hypothesis 9 was supported. The result shows that job stress mediates the effect of commitment on work-life balance. The t-value is 2.008, and the beta is -0.017. Thus, hypothesis 10 was supported.

Figure 4.2 Results of the Structural Model



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Conclusion and Discussion

The findings supported previous studies and developed a hypothesis. The present study developed ten hypotheses, and all ten hypotheses were supported. The result supported H_1, Baral, and Bhargava (2010) found a negative effect of supervisor support on job stress. Dinh (2020) argued that support from supervisors, high-level wages, stability of job, and fairness of organization decreases the stress at work and balances the work-life of employees. In contrast, low support from supervisor and high demand for jobs and resources increases the work-life conflict that raises job stress (Talukder, 2019).

The result supported H_2, Eddy, Wertheim, Hale, and Wright (2019) found that poor health at work, including employees' physical and mental health, reduces concentration at work, and the attention and activeness of employees increase job stress. Afsar, Umrani, and Khan (2019) found the negative effect of work-health balance on stress. The reason is that a healthy employee has positive thinking, is well-behaved, puts in more effort, and works long, which increases employee performance and productivity and reduces stress (Althammer et al., 2021).

The result supported H_3, Cheng-I Chu, Ming-Shinn Lee, and Hsiang-MingHsu (2006) found that the association between work stress and commitment is negative. Bardhan et al. (2019) found that high job demand and over-commitment increase stress, such as commitment to working long hours or day and night shifts. Further. The reason behind that high commitment to a job and low performance and productivity increase job stress (Najam et al., 2020).

The result supported H_4, Navajas-Romero, Ariza-Montes, and Hernandez-Perlines (2020) found that social support, including coworkers' and supervisor's support, positively affects Work-life balance. Talukder, Vickers, and Khan (2018) found that supervisor support positively influences employees' work-life balance. The reason is that employee appreciation, recognition, and facilitation by the supervisor at work build employees' work-life balance (Kumar & Mokashi, 2020).

The result supported H_5, Gragnano, Simbula, and Miglioretti (2020), who argued that employees have fewer health-related issues that positively affect work-life balance. Shams and Kadow (2019) found a positive effect of good work health on work-life balance. The reason is that work-health balance gives more life and work happiness at the job that maintains work-life balance (Navajas-Romero et al., 2020).

The result supported H_6, Najam, Burki, and Khalid (2020) found a positive effect of commitment on life and work balance. Amin, Arshad, and Abdul Ghani (2017) found a positive relationship between career commitment and work-life balance. The reason behind that high commitment to a career leads to achieving high success or career satisfaction such as promotion, high wages, and salary that increases employees' work-life balance (Cicek et al., 2016).

The result supported H_7; Althammer et al. (2021) found that psychosocial strains of conflict between work and family negatively affect the work-life balance. Cheng-I Chu et al. (2006) found that employees' stress at work negatively influences the behaviors of citizenship organizations and imbalances between work and life. The reason stress increases anxiety, reduce confidence level, causes slow work speed, causes sleeping difficulties, causes depression, and causes misbehavior of employee strongly affects work-life balance(Chiang et al., 2010)

The result supported H_8 to H_{10}. Dinh (2020) found that negative feedback, deadlines, and time pressure from the supervisor create tension at work and increase the level of job stress that, imbalance the work and life of employees. Eisapareh, Nazari, Kaveh, and Ghahremani (2020) found that support from supervisors, such as flexibility for the arrangement of work, time flexibility engorgement, and positive feedback decrease the stress at work, which improves the quality of work-life or balanced work life of employees. Eisapareh et al. (2020) found that good health and work-life significantly decrease job stress, improving work-life balance among employees in the Dezful industry in Iran. Fahlevi (2020) found that health preventions at work and practices of work-life balance (namely, working hours' flexibility, reducing work pressure, improving working conditions, offering health bonuses, and providing family-friendly benefits) reduce psychosocial stress at work significantly improve work-life balance among banking employees in Jakarta.

Cheng-I Chu et al. (2006) found support from the supervisor, such as help completing tasks, providing solutions to problems, motivations, and concerns to reduce employees' stress at work and positively balance work and life. Choi et al. (2021) found that low commitment at work raises job stress that positively imbalances work and life. Fontinha, Easton, and Van Laar (2019) found that well-being, high level of commitment, and work control empowerment decrease the stress at work and balance between organizational and personal life among employees in higher education in the United Kingdom. The results suggested that making health care policies in an organization increases employee productivity, improves work-life balance, and benefits the organization's growth. The reason behind that support from the supervisor, good health of the employee, and emotional attachment of the employee within the organization reduces depression or anxiety at work and significantly balances the life and work of employees.

Managerial Implication

The study benefits human resource management as it gives complete insights into the benefits and importance of work-life balance. It helps to increase the balance between employees' work and daily life and its benefits for the organization. This study is helpful for all organizations, including all sectors or industries (e.g., research centers, retailing sector, education sector, etc.). Furthermore, human resources management can use different strategies to prevent negative factors of work-life balance, including workload, work-family conflict, family-work conflict, work hours inflexibility, and enhance the positive factors of work-life balance practices are supervisor support, work

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arrangement, work hours flexibility, autonomy, emotional intelligence, work-family balance, family work balance, etc. However, the positive factors of work-life balance increase the productivity and performance of the employees. For management, stress awareness is useful for employees at the individual level to avoid personal problems and be active and relaxed at work. This exploration is useful for many organizations to understand stress interventions as it builds their abilities to assess employees and understand how stress management intervention and its assessment have an amazing effect on employees' positive behavior, work stress, and positive employee outcomes.

Recommendations

Future research has also been recommended to conduct their studies in other industries and countries to generalize and implement its findings on a larger scale. Moreover, it also has been recommended to study other factors that are considered important. To determine the importance of the balance of work life plays a significant role in reducing job stress and increasing the productivity of employees and performance. For example, bonuses, free trip passes, monthly employee rewards, security, privacy at work, interesting work tasks and duties changes, etc. can be taken to improve results.

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