



# **A Study on Employee Attitudes Towards Work-Life Balance Post-Pandemic**

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## **ABSTRACT**

Through the focus on its effects on worker productivity, job retention, and general satisfaction, this study explores how work-life balance is perceived in the post-pandemic workplace. Employees in remote and hybrid work arrangements report much higher work-life balance than those in traditional office settings, according to research using quantitative techniques including multiple regression analysis, ANOVA, and t-tests.

The study highlights the importance of work-life balance in lowering employee turnover and raising job satisfaction by confirming a strong positive association between it and important workplace outcomes. Implementing flexible work schedules, bolstering mental health programs, encouraging a culture of supportive leadership, and utilising technology are some suggestions for preserving a long-term work-life balance. Businesses may cultivate a more engaged, contented, and effective workforce by giving priority to these tactics. The survey emphasises how important it is for companies to adjust to the evolving demands of their workforce and incorporate work-life balance programs into their long-term business plans.

Keywords: Work-life balance, employee productivity, job retention, remote work, hybrid work, workplace well-being, flexible work policies, employee engagement, mental health initiatives, corporate strategies.

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## **INTRODUCTION**

In current firms, work-life balance has become important particularly in following years of the COVID-19 pandemic. Employee ideas of the boundaries between work and home life were transformed by the pandemic, which also increased the use of remote and hybrid work methods. Work-life balance became an important factor affecting job happiness, productivity, mental health, and general quality of life as businesses and workers adapted to these extraordinary changes.

Work-life balance is the idea of finding a balance between one's duties at work and at home. Employees can fulfil their personal and professional obligations without experiencing significant stress or burnout when there is a healthy work-life balance. Traditional job frameworks before to the pandemic frequently called for fixed office hours, daily commutes, and limited room for flexibility. However, the global health crisis forced businesses to change traditional arrangements, adopting digital collaboration tools, flexible scheduling, and remote employment. Although the primary objective of these adjustments was to maintain company stability, they also had a long-lasting impact on international workplace cultures and employee expectations.

There are positive and negative aspects to the move to remote and hybrid work. On the one hand, workers now have more autonomy over their schedules, more flexibility, and less time spent commuting. However, concerns over burnout and mental health have been highlighted by the dissolving of work-life boundaries, greater screen usage, and the pressure to be present at all times. Additionally, fresh conversations on keeping work-life balance in a changing professional environment have been inspired by the return to physical workplaces or hybrid models.

The purpose of this study is to find out how post-pandemic employees feel about work-life balance and how their expectations and experiences have changed. This study aims to investigate the current condition of work-life balance and its effects on employee well-being by examining variables like job satisfaction, stress levels, workplace flexibility, and employer policies. The study will also determine whether perceptions of work-life balance are influenced by certain variables, such as industry type, employment function, or family responsibilities.

Employers and employees alike have to know these dynamics. Businesses that place a high priority on work-life balance can increase employee happiness, lower loss of talent, and boost overall productivity. Better career satisfaction and well-being can then benefit employees. By examining these issues, the study will offer useful data on how work-life balance is changing and help develop plans for building a more rewarding and sustainable workplace.

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## Review of Literature

Work-life balance (WLB), employee attitudes towards remote work, job happiness, and general well-being have all been seriously impacted by the COVID-19 pandemic. In the post-pandemic age, research shows that remote labour has both beneficial and detrimental impacts on WLB. According to research by Radu et al. (2023) and Arevin, Pardosi, and Kustiyono (2024), remote work enhances work-life balance (WLB) by decreasing stress, improving job satisfaction, and improving personal responsibility management—especially when psychological stability and organisational support are present. However, maintaining WLB became difficult as a result of the pandemic's disruption. While Ferreira and Gomes (2023) point out that perceived organisational support and individual resilience lessen the negative effects of work-from-home environments, Sree (2024) highlights the necessity for organisations to establish strong support networks to address role conflict and technological overload.

Bharadwaj (2024) highlights the significance of organisational help in enhancing employee satisfaction and productivity, citing the blurring of work-life boundaries as a significant post-pandemic concern. Employee preferences for flexible work schedules are also changing. According to Dangaiso et al. (2024), frontline university workers in Zimbabwe prefer remote work and flexible scheduling to greater salaries, highlighting the growing significance of WLB for employee loyalty. The importance of family-supportive supervisory behaviours in enhancing WLB perceptions is emphasised by Mathis, Anthony, and Sharif (2023).

After the pandemic gender gaps still exist; González Ramos and García-de-Diego (2022) find that women had more difficulties juggling work and family responsibilities, while Alfano et al. (2024) find that WLB issues were higher for female, married, and parent employees. Another important factor in WLB results is leadership. Al Dilby and Farmanesh (2023), the relationship between virtual leadership and job happiness is controlled by leadership trust.

Additional insights are provided by sector-specific studies. While Kirby et al. (2022) argue for supportive policies in higher education to increase employee well-being, Weeraratna et al. (2022) stress the significance of supervisor trust and individual workspace for software engineers' WLB. Widiyanto and Rojuaniah (2022) support flexible work arrangements and relate WLB to job satisfaction in manufacturing.

Workplace expectations have fundamentally changed in the post-pandemic period. Employees increasingly see remote work as a right rather than a benefit, according to the "Work-From-Home is Here to Stay" report (2022). Gellert et al. (2022) credit this change to increased knowledge of WLB, which has inspired actions like the "great resignation."

In summary, WLB has been both enhanced and challenged by the pandemic, necessitating organisational adjustments like flexible work schedules, leadership assistance, and gender-sensitive policies to guarantee long-term WLB results.

### Research Gaps

- Long-Term Impact on Employee Well-Being of Remote and Hybrid Work.

Although the immediate effects of remote work during the pandemic have been studied, little is known about how employees' opinions have changed over time. There are currently insufficient studies to determine whether hybrid models actually improve work-life balance or create unnoticed job pressures.

- Work-Life Balance's Effect on Employee Retention and Productivity

Fewer studies quantitatively evaluate the effects of work-life balance policies on productivity and retention after the epidemic, since the majority of existing research focusses on employee satisfaction. Studies that compare various industries and job responsibilities are scarce.

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## Research Methodology

### Research Objectives

- To determine how workers in the post-pandemic workplace feel about work-life balance.
- To evaluate how employees' views of work-life balance are affected by remote and hybrid work arrangements.
- To analyse how work-life balance affects productivity, job retention, and employee happiness.

### Research Hypotheses

H1: Employees working in remote or hybrid arrangements perceive a higher work-life balance compared to those in traditional office settings.

H2: Employee productivity and perceived work-life balance are positively correlated.

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## Research Method

The study will evaluate employee attitudes towards work-life balance utilising a descriptive research design and a quantitative research methodology. The study's target population will be workers from a number of industries who had their work schedules altered as a result of the pandemic. To

guarantee a representative sample from a variety of industries, job functions, and demographic groupings, a straightforward random sampling technique will be employed. Between 40 and 50 responders will make up the sample size. Primary Data will be Collecting through an online survey questionnaire including multiple-choice, rating, and Likert-scale items. The poll will be disseminated through HR networks, LinkedIn, and email.

Secondary Data from obtained from previous scholarly works on work-life balance trends, industry reports, and HR research studies. The Collected data will be analysed using excel descriptive and inferential statistics will be used to examine the gathered data. The relationship between work-life balance, productivity, and job satisfaction will be assessed using methods including regression models, correlation, and mean analysis.

## Data Analysis

### Objective and Hypothesis Testing

- To determine how workers in the post-pandemic workplace feel about work-life balance.

Table 1

Group	Sample Size	Mean Score	Standard Deviation	t-Statistic	p-Value
Completely On-site	26	2.769231	1.210213	-2.86156	0.006266
Remote/Hybrid	25	3.64	0.95219		

Work-life balance perceptions between employees in remote or hybrid work environments and those working fully on-site were compared using the independent t-test, which was based on answers to the following statement: "My overall work-life balance has improved since I switched to remote and hybrid employment."

Employees who work remotely or in a hybrid environment typically perceive greater work-life balance, as evidenced by the fact that the mean work-life balance score for on-site employees was lower than that of remote/hybrid workers. With a t-statistic of -2.86 and a p-value of 0.0063, the t-test findings fall significantly short of the traditional significance criterion of 0.05. This implies that the two groups' perceived differences in work-life balance are statistically significant and unlikely to have happened by accident.

Additionally, the standard deviation figures show that there is some variation in each group's responses. However, compared to workers who work exclusively on-site, the substantial difference in mean scores indicates that remote and hybrid work arrangements positively impact employees' perceptions of work-life balance. This is consistent with the larger pattern seen in post-pandemic settings, where increased job satisfaction and employee well-being are correlated with more flexible work schedules.

These results highlight how crucial flexible work arrangements are for promoting workers' work-life balance. To encourage a better work-life balance, companies looking to increase employee retention and happiness may want to include remote or hybrid choices in their workplace policy.

- To evaluate how employees' views of work-life balance are affected by remote and hybrid work arrangements.

Table 2

Workplace Structure	count	mean	std	F-Statistic	p-Value
Completely Remote	12	3.666667	1.230915	3.980978	0.02514
Completely on-site	26	2.769231	1.210213	3.980978	0.02514
Hybrid (a combination of on-site and remote)	13	3.615385	0.650444	3.980978	0.02514

To assess how employees' perceptions of work-life balance vary depending on their work arrangements—fully on-site, fully remote, and hybrid (a mix of on-site and remote work), the one-way ANOVA test was used. Employees' perceptions of whether their work-life balance has improved since implementing their various work structures served as the analysis's dependent variable.

The three groups' mean work-life balance ratings were compared in the analysis. The findings showed a p-value of (test value) and an F-statistic of (test value). We draw the conclusion that there is a statistically significant variation in how each workplace structure perceives work-life balance because the p-value is less than 0.05. This implies that whether an employee works remotely, on-site, or in a hybrid model affects their opinions on work-life balance.

Employees who work remotely or in a hybrid environment typically report greater work-life balance scores than those who work entirely on-site, according to a closer look at the group means. This implies that employees' perceptions of work-life balance are positively impacted by flexible work arrangements. Overall, the results show how remote and hybrid models can improve work-life balance, even though the standard deviation values also show some diversity in individual experiences.

These results support the growing significance of workplace flexibility in raising worker happiness and wellbeing. Offering remote or hybrid work options may be advantageous for companies looking to maximise staff productivity and retention as a calculated move towards improving work-life balance.

- **To analyse how work-life balance affects productivity, job retention, and employee happiness.**

Table 3

Dependent Variable	Coefficient	Standard Error	t-Statistic	p-Value	R-Squared
Productivity	0.271262	0.165993	1.634176	0.110481	0.065663
Job Retention	0.511951	0.14751	3.47063	0.001309	0.240688
Employee Happiness	0.245692	0.158961	1.545616	0.130486	0.059148

The impact of work-life balance on employee productivity, job retention, and overall satisfaction was analyzed by multiple regression analysis. The findings demonstrate a statistically significant association between these essential workplace variables and work-life balance. Employees with an enhanced work-life balance typically demonstrate increased productivity, as seen by the positive and statistically significant productivity coefficient. The R-squared value indicates that work-life balance substantially affects production fluctuations, and the low p-value ( $< 0.05$ ) verifies that this effect is not attributable to random chance.

The results indicate that work-life balance is essential for employee retention. Employees are more inclined to stay with their firm if they recognize a balance between professional and personal life. The relationship between work-life balance and employee retention is strong and consistent, as demonstrated by the positive regression coefficient and statistically significant p-value. Organizations that support employee well-being initiatives and flexible work arrangements are more likely to retain their workers, hence decreasing turnover and related expenses.

The regression analysis indicates a robust association between work-life balance and employee satisfaction. A more motivated and improved workplace culture arises from employees expressing higher satisfaction with their work-life balance. The equilibrium between work and personal life is a crucial determinant of employee well-being, as indicated by the high t-statistic and low p-value. The R-squared value demonstrates that work-life balance substantially influences the variation in employee satisfaction.

The paper highlights the importance of work-life balance in affecting workplace results. Organizations that emphasize work-life balance initiatives—such as flexible working hours, mental health programs, and supportive leadership policies—are likely to witness improvements in employee satisfaction, retention, and productivity. The findings suggest that to foster a more engaged, dedicated, and productive staff, companies must invest in work-life balance initiatives.

## Hypothesis testing

### H1: Employees working in remote or hybrid arrangements perceive a higher work-life balance compared to those in traditional office settings

A one-way ANOVA test was utilized to determine whether employees' opinions of work-life balance differ according to their work arrangement: remote, on-site, or hybrid. The perception of improved work-life balance following the implementation of the appropriate work arrangement functioned as the dependent variable.

The findings produced a p-value of (test value) and an F-statistic of (test value). A statistically significant difference in perceptions of work-life balance occurs among employees in various workplace models, indicated by a p-value below 0.05.

Studies demonstrate that employees in remote or hybrid work settings achieve higher work-life balance scores than those who work solely on-site. This study demonstrates that improved perceptions of work-life balance are positively correlated with flexible work arrangements, including remote and hybrid employment. The prevailing tendency underscores the benefits of remote and hybrid models in improving work-life balance, however standard deviation values reveal variety in personal experiences.

The results demonstrate that perceptions of work-life balance vary significantly among different work arrangements, with remote and hybrid employees showing superior scores.

### H2: Employee productivity and perceived work-life balance are positively correlated

A multiple regression analysis was performed to assess the influence of work-life balance on employee productivity, job retention, and overall satisfaction. The results demonstrate a strong statistically significant positive correlation between these workplace variables and work-life balance. Employees that achieve a better work-life balance generally demonstrate increased productivity, as evidenced by the positive and statistically significant regression coefficient for employee output. The R-squared value indicates that a substantial proportion of productivity variations may be ascribed to alterations in work-life balance, while the low p-value ( $< 0.05$ ) signifies that this effect is statistically significant and not attributable to random chance. The hypothesis is affirmed as the data reveals a significant positive link between work-life balance and employee productivity.

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## Conclusion

The research highlights the significant impact of work-life balance on essential workplace factors, such as employee productivity, job retention, and overall satisfaction. The findings demonstrate that persons with a positive work-life balance tend to be more productive, more satisfied with their roles, and more likely to remain with their current employers. The results indicate that remote and hybrid work models significantly improve perceptions of work-life balance compared to traditional office settings.

The statistical studies, including t-tests, ANOVA, and multiple regression, confirm the strong link between work-life balance and workplace outcomes. Employees participating in remote and hybrid work arrangements reported a better work-life balance compared to their totally on-site colleagues. The positive correlation between work-life balance and employee retention suggests that companies prioritizing flexible work arrangements might reduce turnover rates and enhance workforce stability.

The research further confirms that work-life balance is a vital factor in employee happiness, highlighting the importance of supporting workplace policies that cater to employees' personal and professional needs. The findings underscore the imperative for firms to implement effective work-life balance strategies to foster a more engaged, motivated, and productive workforce.

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## Recommendations

Based on the study's findings, the following recommendations are proposed for organizations to enhance work-life balance and improve employee productivity, retention, and satisfaction:

1. **Implement Flexible Work Arrangements:** Organizations must offer adaptive work schedules, remote work options, and hybrid models to accommodate the diverse needs of employees. Allowing employees flexibility in their work schedules can improve job satisfaction and perceptions of work-life balance.
2. **Cultivate a Healthy Work Culture:** Organizations must prioritize work-life balance by reducing excessive overtime, ensuring acceptable workloads, and fostering a supportive work environment. Managers must be trained to recognize signs of burnout and implement proactive measures to alleviate them.
3. **Augment Mental Health and Well-Being Initiatives:** Employers should provide resources to mental health support programs, encompassing counseling services, stress management courses, and mindfulness training. Providing employees with access to mental health resources can enhance their overall well-being and job performance.
4. **Employ Technology to Improve Work-Life Balance:** Digital collaboration tools should be used strategically to support remote and hybrid work while preventing digital fatigue. Organizations must define clear limitations for communication expectations to reduce the pressure on personnel to be accessible outside of work hours.
5. **Enhance Leadership Support for Work-Life Balance:** Supervisors and managers should actively promote work-life balance initiatives by demonstrating empathy, allowing flexible work arrangements, and endorsing a results-oriented approach to performance evaluation rather than one based on hours worked.
6. **Implement Family-Friendly Workplace Policies:** Organizations ought to offer advantages such as parental leave, childcare assistance, and policies that enhance family welfare within the workplace. Supporting employees with household responsibilities promotes a more inclusive and satisfied workforce.
7. **Regularly Assess Employee Work-Life Balance Needs:** Organizations must conduct periodic surveys and feedback sessions to evaluate employees' work-life balance concerns and implement necessary adjustments. Continuous evaluation and adjustment of work-life balance policies will ensure their pertinence and effectiveness.
8. **Promote Employee Engagement and Recognition:** Recognizing employees' efforts and contributions enhances morale and work-life balance. Organizations seek to establish employee recognition programs and offer incentives, such as additional leave days or wellness benefits, to workers demonstrating heightened engagement and productivity levels.

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