WORK-LIFE BALANCE SATISFACTION FOR FULL-TIME EMPLOYEES FORCED TO WORK FROM HOME DURING THE COVID-19 PANDEMIC

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Abstract

The global pandemic brought on by the 2019 COVID virus severely disrupted people's personal and professional lives, necessitating the need for many employees to work remotely. Our study looks at how family-supportive supervisory behaviors (FSSB) affect in-role behaviors through happiness with work-life balance and psychological availability at work. This helps us figure out how the pandemic is affecting work and home. The findings suggest that satisfaction with work-life balance and psychological availability at work sequentially mediated the relationship between FSSBs and in-role behaviors. These findings are based on three waves of data and a sample of 179 full-time employees (32+ hours per week) forced to work 100% at home due to the pandemic. Additionally, psychological availability at work mediated the relationship between FSSB and work-life balance, and satisfaction with work-life balance mediated the relationship between satisfaction with work-life balance and in-role behaviours. Future researches as well as theoretical and practical ramifications are discussed.

Keywords: Work-life balance, Global pandemic, Family-supportive, Psychological

INTRODUCTION

Many employees' work and personal lives underwent abrupt changes as a result of the 2019 COVID-19 pandemic because they were required to work from home right away. Initial government action to curb the spread of COVID-19 included mandatory incarceration and lockdowns, workplace and school closures, and social isolation (Anderson et al., 2020). These actions made it more difficult for employees to distinguish between their personal and professional lives (Fisher et al., 2020), which made it more difficult to maintain a healthy work-life balance (Andrade & Fernandes, 2021). Further, the COVID-19 pandemic has affected employees' mental health, which may have a negative impact on their ability to be psychologically available for work (Kola et al., 202). COVID-19 has been connected to worker burnout and family-work problems (Sharma et al., 2022). The COVID pandemic has revealed that society's notions that work and personal duties should be separate are false. Kossek and Lee (2020) say the COVID-19 epidemic has shown work-life employment policy gaps that should be addressed with balanced flexibility. The global epidemic improved employees' attitudes and behaviour (Hennekam et al., 2021). Employee satisfaction with work-life balance and psychological availability is also connected with employee attitudes and behaviours (Sonnentag et al., 2021). Supervisors can also strengthen psychological and time-related work-home boundaries to improve personal and professional outcomes, according to Perrigino and Raveendhran (2020). Due to the emotional and psychological effects of the epidemic, some may have homeschooled their children or spent more time with family while working.

AIM OF THE STUDY

This work contributes to literature in numerous ways. First, research on family-supportive supervisor behaviours (FSSB) and work-life balancing attitudes rarely considers stressful circumstances like the COVID-19 pandemic (Cho, 2020). This study examines whether family-supportive supervisors may aid employees during the COVID-19 epidemic by being understanding, helping with work-related tasks, setting an example, and developing work that meets personal and professional goals. Given the potential blurring of work-life boundaries during the COVID-19 pandemic when employees must work from home, we investigate employees' satisfaction with work-life balance as a key component of mental availability at work. We're answering Spurk's 2021 call for event-based vocational behaviour research. Second, employing Hammer and colleagues' detailed definition (2007) and measure (2009) of FSSB, we confirm past studies showing supervisor support improves performance (Crain & Stevens, 2018; Vaziri et al., 2020). We used a measure of supervisor behaviours that support family roles to understand how perceptions of work-life balance could help supervisors manage informal policies that could improve employee well-being and work outcomes.

It is important to understand psychological mechanisms like work-life balance satisfaction and psychological availability at work (McNamara et al., 2013) because people have a hard time balancing their personal and professional lives without suffering negative psychological consequences. Moreover, the connection between in-role behaviour and work-life balance satisfaction is understudied (Casper et al., 2018). Understanding the psychological mechanisms through which family-supportive supervisor actions influence an employee's in-role behaviour is scarce; this study helps fill that gap by highlighting the importance of work-life balancing satisfaction to promote optimal psychological availability at work. In the following sections, we propose a framework for the significance of FSSB, WLB satisfaction, AWOL, and in-role behaviours.

THE ORETICAL FRAMEWORK AND HYPOTHESES

According to Hobfoll et al. (2000), the COR theory—also known as the dominant psychological theory of stress and trauma—states that traumatic stress happens when situations like the pandemic undermine and endanger people's chances of survival. Stress is interpreted as a potential loss of resources (or actual net loss) or as a lack of resource gain after the investment of resources. The author also impels that the main variable determining how stressful events—like the COVID-19 pandemic—will affect employees' mental health is resource loss. Resources are anything that people personally value (such as energies, objects, personal characteristics, or conditions) in order to accomplish their goals, according to Halbesleben et al. (2014). Employees perceive their ability to fulfill their role-related expectations in their professional and personal roles as a result of these invaluable resources. The Figure 1 uses employee satisfaction with work-life balance and psychological availability at work to illustrate the conceptual relationship between FSSB and in-role behaviours.

Figure 1: Conceptual Model of FSSB and In-role Behaviors through Satisfaction with Work-life Balance and Psychological Availability at Work
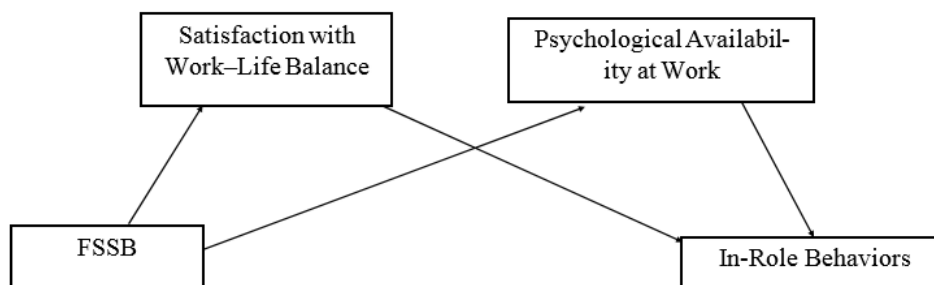
Note: FSSB = Family-Supportive Supervisor Behaviors

According to the COR hypothesis, an individual's sense of work-life balance can deteriorate if he or she expends too much energy juggling conflicting responsibilities at work and at home (Fan & Potonik, 2021). One possible indicator of a well-balanced life is an absence of stress. COR theory defines psychological availability at work as "the degree to which an individual feels that his or her psychological resources are readily available in the context of work" (Wang et al., 2021). This research looks into how a resource gain (FSSB) can help workers cope with the COVID-19 epidemic by preventing the drain on their personal reserves while they're on the job and boosting their productivity as a result. The aforementioned justification serves as inspiration for our investigation. We use the COR framework to justify the incorporation of FSSB, WLF, WAW, and IRB since the COVID-19 pandemic presents a unique opportunity for event-based research into occupational behaviour.

Fssb and In-Role Behaviors: The Mediation of Satisfaction with Work–Life Balance

According to Hammer et al.'s (2007) understanding of FSSB, it is defined as the informal behavioural support that managers provide to their workers in an effort to comprehend how challenging it is for them to reconcile work and family responsibilities. Organisational academics (e.g., Allen, 2001; Anderson et al., 2002; Behson, 2005) believe that informal assistance is more crucial to employees' general well-being than official workplace policies are.

In keeping with this concept, several studies have examined and found a positive relationship between family-supportive supervisor behaviours and performance in various industries, nations, and employee-supervisor dyads (e.g., workers from a metropolitan area in the Western region of the U.S., Bagger & Li, 2014; lower-skilled manufacturing employees in the Southeastern region of the U.S., Muse & Pichler, 2011; hospitality employees in the Southeastern region of the U We argue that supportive supervisors of families are more likely to provide for employees' needs at work, hence minimising the negative effects of work on an employee's personal life.

Valcour (2007) defines work-family balance as "an overall level of contentment resulting from an assessment of one's success at meeting work and family role de- mands" (p. 1512), a

psychological construct held in the mind of the focal person. A worker's FSSB might grow with time, expanding their reserve and compensating for weaknesses elsewhere (Hobfoll, 1985).

The COR framework suggests that when people feel supported by others, they are more likely to have good experiences, such as those that increase their sense of intrinsic motivation and enjoyment (Bakker, 2005). According to the aforementioned research, the relationship between supervisor support and performance can also be explained by a reduction in stress (see Shanock & Eisenberger, 2006). The results are consistent with the COR hypothesis. By providing employees with FSSB, businesses are able to conserve resources by reducing resource loss (as a result of COVID-19), as well as contribute to resource gain (as a result of employee satisfaction with work-life balance) through stress management, which reduces the impact of work stressors and may lead to improve in-role behaviours.

Thus, we propose

H1: Satisfaction with work–life balance will mediate the rela- tionship between FSSB and in-role behaviors

FSSB and Psychological Availability at Work: TheMediation Of Satisfaction With Work–Life Balance

According to the COR theory, people are driven to acquire, hold onto, nurture, and protect the resources they value in order to avoid losses (Westman et al., 2004). By examining how resource conservation affects one's psychological availability at work during the COVID-19 pandemic, we extend this idea. In particular, we contend that the COR framework's foundation makes it easier to feel satisfied with one's work-life balance, which raises employees' psychological availability at work.

Next, Russo et al. (2016) discovered that people who successfully manage their work and personal obligations experience a higher level of internal coherence as a result of leading lives that are consistent with their system of values and aspirations. As a result, workers are more inventive when playing multiple roles. An employee will feel more psychologically available to fully engage in work behaviours when their self-image is in line with their role with family and work obligations. As such,

H2: Satisfaction with work–life balance will mediate the relationship between FSSB and psychological availability at work

Satisfaction with Work–Life Balance and In-Role Be- Haviors: The Mediation of Psychological Availability at Work

The study goes on to suggest that psychological availability at work mediates the connection between work-life balance satisfaction and in-role activities. Work-life balance, as studied by Carlson et al. (2013), influences employee perspectives and actions including productivity, happiness on the job, and company loyalty. Based on our research into the correlation between job satisfaction and other measures of performance (such as in-role behaviours), we propose that happier workers are more productive because they have more psychological resources available to them while they're on the clock.

As a result, the worker will be better able to juggle their personal and professional responsibilities (Li & Tan, 2013). When an employee has achieved a healthy work-life balance and is mentally prepared to take on various responsibilities, they are able to focus their attention on things other than themselves. Therefore, the worker is able to fully grasp their work and personal roles during the COVID-19 pandemic... Hence,

H3: Psychological availability at work will mediate the relationship between satisfaction with work–life balance and in- role behaviors

FSSB and In-Role Behaviors: Integrating Satisfaction with Work–Life Balance and Psychological Availabil-Ity at Work

Finally, we add to the discussion of psychological requirements for success at work by claiming that a healthy work-life balance leads to greater psychological availability on the job. As a result, it enhances people's ability to engage in appropriate actions while on the job. Therefore, we contend that an individual's perception of work-life balance contributes to their psychological readiness to successfully juggle several job and non-work responsibilities.

As was previously said, if workers feel that they have a good handle on their work and personal lives during the epidemic, they may be better able to manage their time effectively and put in more effort at their employment. Kahn (1990) found that one of the most important psychological factors for fostering in-role behaviours is psychological availability on the job. Russo et al. (2016) provided empirical data in favour of a favourable correlation between work-life balance and psychological availability on the job. Employees who report a high level of happiness with their work-life balance are more likely to be motivated to take initiative and show initiative while on the job. Therefore, we hypothesise that employees who have a favourable impression of their supervisors will be better able to juggle work and home commitments in the event of a pandemic, will be more focused on their work, and will be more motivated to deliver improved results. This leads us to the following hypotheses:

H4: Satisfaction with work–life balance and psychological availability at work will serially mediate the relationship be- tween FSSB and in-role behaviors

METHODS PARTICIPANTS AND PROCEDURES

MTurk is a popular crowdsourcing marketplace that operates online. Samples drawn from the general community have been found to be just as diverse and trustworthy as those drawn from undergraduate students (Buhrmester et al., 2011). In addition, its utility has been extensively validated and investigated in social science studies. Employees at MTurk are more likely to read instructions than undergraduates, according to research by Ramsey et al. (2016). Despite the fact that researchers have shown MTurk employees to be highly educated, Paolacci and Chandler (2014) hypothesised that this could be due, in part, to the fact that MTurk workers tend to be younger. Aguinis et al. (2020) conducted a literature assessment of empirical studies that used MTurk populations and found 510 papers published in high-quality management research journals during a roughly fifteen-year span (May 2005 to 2020). In addition, the use of MTurk in web-based research increased by more than 2,117% between 2012 and 2019,

illustrating the platform's extensive acceptance. As you can see, we follow several of the suggestions made by Aguinis et al. (2020) to deal with study validity risks.

In order to recruit employed, lawful permanent U.S. residents for this study, we posted three Human Intelligence Tasks (HITs) on the MTurk website. The Mturk workers were informed that they would have to take three surveys, each of which would take roughly fifteen minutes, before agreeing to take part in the HIT. As soon as an MTurk worker accepted the HIT, they were taken to the informed consent page.

Attention checkers were also seen to be incorporated (Meade & Craig, 2012) to improve data quality. Two electronic reminders were reportedly provided a week following the HIT post to increase response rates (Dillman et al., 2014). Participants who accepted our HIT and completed Surveys 1, 2, and 3 were paid $.50, $.75, and $1.00, respectively.

The Mturk dataset was part of a study that looked at how workers responded to the pandemic. Only people who were working from home full-time (32 hours or more per week) because of the pandemic during any of the three data collection periods were included in the analysis. During Wave 1, 600 participants finished the survey. There were a total of 155 people who dropped out of the study over the course of the three survey waves; 125 people who failed to complete at least one survey; 68 people who were unable to work remotely because of the pandemic; 41 people who failed to correctly respond to any of the eight attention checkers (e.g., "If you are reading this, please mark agree"); and 32 people who did not respond to any of the attention checkers at all. After these people were taken out of the sample, we were left with 179 working adults. Mturk staff IDs were used to cross-reference survey responses.

The vast majority of the 179 Indian respondents (74.9%) were married, 63.1% were male, and 55.3% were White. On average, they put in 39.32 hours per week, and their average age was 39.09 years old (SD = 11.156). The respondents came from a wide variety of academic and professional backgrounds, with 55.3% holding a bachelor's degree and 24.4% a master's. They also came from a variety of industries, with 19.0% employed in business and finance, 19.0% in IT, 11.2% in schools and libraries, and 8.9% in sales.

MEASURES

Data collection

During the height of the pandemic, researchers began compiling data. Since the pandemic hit the United States, please rate your level of agreement or disagreement with each of the given variables from 1 to 5 on a 5-point Likert scale. All measures were self-reported, as recommended by Nunnally (1978), and reliability coefficients were more than 0.70.

The FSSB (= 0.923) was calculated as the mean of the 14 items developed by Hammer et al. There are four items for emotional support, three for instrumental assistance, three for role modelling, and four for creative work-family management, each of which corresponds to one of the four FSSB dimensions. Items representing each dimension are as follows: My manager takes into account how the work in my department can be organised to mutually benefit

subordinates and the company; my manager is a good role model for work and non-work life balance; and my manager is willing to listen to my concerns about balancing work and non-work life.

In-character actions were evaluated by summing scores on seventeen items developed by Williams and Anderson (1991). Performs assigned tasks satisfactorily as an example.

The degree to which individuals report being content with their work-life balance was calculated using the mean of five items developed by Val- Lopez (2007) (= 0.858). Respondents were given a 5-point scale on which to score their satisfaction (with 1 being extreme dissatisfaction and 5 representing extreme satisfaction). Something like, "the ability you have to perform well at your job while still being able to adequately perform home-related duties," for instance.

May et al. (2004) created five questions (= 0.850) to assess employees' psychological availability on the job. Statements like "I am capable of juggling multiple priorities at once" are examples of such items.

With sex, education, organisational tenure, and occupation all held constant, we focused on the employees' ability to juggle work and family responsibilities (and, by extension, their happiness with work-life balance), their psychological well-being, and their task-related performance. If these were accounted for, we would have a better idea of how much the big theoretical variables affected the outcome. Beham et al. (2012) observed a strong correlation between work-life balance satisfaction and both sex (0 = male; 1 = female) and education. Some studies have found a strong relationship between education and emotional stability on the job. Previous research (Tang & Vandenberghe, 2021) suggests that differences in in-role behaviours can be attributed, in part, to differences in sex, education level, and length of service to the company. Since Mturk's staff members come from a wide variety of organisations and cultures, we used a controlled occupational group analysis to identify any possible effects of occupational-based variations (such as culture).

RESULTS AND DISCUSSION

Treatment of Common Method Variance

Given that we obtained all of our data from the same source, the prevalent method variation was potentially problematic. Several procedural and statistical measures were implemented to mitigate the possibility of common source bias. First, we reassured all participants that there were no correct or incorrect responses and provided information on the measures taken to protect the confidentiality of their responses. By decreasing evaluation comprehension and socially acceptable responses, these measures were adopted to increase the number of sincere responses. Podsakoff et al. (2012) established a temporal separation window of approximately two weeks for measuring predictor, criterion, and serial mediators in order to reduce common method biases.

Due to the fact that the delay can reduce the extent of same-source zero-order correlations by 30–40% (Johnson et al., 2011), it is common for studies in the field of occupational behaviour research to have a separation of up to four weeks. This study gathered FSSB at Time 1, in-role behaviours at Time 2, and mediators (i.e., work-life balance satisfaction and psychological availability at work) at Time 3. Despite the fact that Time 2's in-role behaviours were documented, research demonstrates that a job performance factor can remain stable over time (Tilcsik, 2014). Thirdly, Harman's one-factor test revealed that the first factor explains less than fifty percent, or 31.24 percent, of the variance in the study variables.

Test of Hypothesis

Table 1 summarises the study variables' means, standard deviations, and correlations. Using Hayes's (2018) process macro (Models 4 and 6), we performed a bootstrapping-based mediation test on the study's hypotheses (Models 4 and 6). Researchers have determined that bootstrapping yields more reliable and accurate results than earlier mediation tests, such as causal steps (e.g., Baron & Kenny, 1986; Kenny et al., 1998) and product of coefficient (e.g., Sobel, 1982, 1986) and bootstrapping.

Preacher and Hayes (2008) advise us to estimate the indirect effect of FSSB on outcomes via mediators using unstandardized coefficients and a bootstrap procedure with 5,000 resamples to produce a 95% confidence interval around the estimated indirect effects and to test all hypotheses. If the 95% confidence interval (CI) for the percentile excludes zero, then the bootstrapped independent-rect effect is significant. According to Preacher and Hayes (2008), support for the percentile method has increased in terms of the indirect effects of mediation analysis. By using the alternative methodologies (bias-corrected, bias-corrected, and accelerated), Type I error may be slightly inflated.

Table 2 displays the results of the path analysis investigating serial mediation of FSSB and in-role behaviours between work-life balance satisfaction and psychological availability at work. After a reasonable model fit was determined, the proposed relationships were evaluated (see Table 2). Hypothesis 1 was not supported because the relationship between FSSB and in-role behaviours was not mediated by work-life balance satisfaction (indirect effect = -0.003 (SE = 0.039), [-0.066, 0.087]). FSSB was associated with psychological availability at work, mediated by work-life balance satisfaction (indirect effect = 0.194 (SE = 0.057), [0.096, 0.321]). This observation supports Hypothesis 2.

The findings supported Hypothesis 3 (indirect effect = 0.230 (SE = 0.048), [0.135, 0.329]) by indicating that psychological availability at work was a mediator between in-role behaviours and work-life balance satisfaction. FSSB was related to in-role behaviours, serially mediated by work-life balance satisfaction and psychological availability at work (indirect effect =.087 (SE = 0.028), [0.040, 0.148]). This observation supports Hypothesis 4. These findings collectively accord credence to Hypotheses 2, 3, and 4. FSSB was positively associated with satisfaction with work–life balance (0.422 (SE = 0.076), [0.273, 0.571], p 0.001) and psychological availability at work (0.157 (SE = 0.068), [0.024, 0.291], p = 0.021), despite not being hypothesised. Satisfaction with work–life balance was positively associated with

psychological availability at work (r = 0.459 (SE = 0.063), [0.335, 0.583], p 0.001). The relationship between psychological availability at work and in-role behaviours was positive (.449 (SE = 0.080), [0.291, 0.607], p 0.001).

In addition, the significant effect of a control variable in the model was as follows: education (0.110 (SE = 0.045), [0.0232.198], p = 0.014) and organisational tenure (0.143 (SE = 0.059), [0.025, 0.260], p = 0.017) were positively correlated with work–life balance satisfaction. Sex (0.194 (SE = 0.089), [0.019, 0.369], p = 0.030) and organisational tenure (0.164 (SE = 0.052), [0.060, 0.267], p = 0.002) were significantly associated with in-role Behaviours.

Table 1: Means, Standard Deviations, and Inter-correlations of Variables[ab]

VAR	FSSB	SWLB	PAW	IRB	SEX	EDU	TENURE	OCC
SWLB	0.452							
PAW	0.385	0.578						
IRB	0.196	0.282	0.485					
SEX	0.127	-0.114	0.025	0.139				
EDU	0.046[c]	0.107[c]	0.011[c]	0.055[c]	0.199[d]			
TENURE	0.110[c]	0.108[c]	0.066[c]	0.149[c]	0.080[d]	0.247[d]		
OCC	0.069[c]	0.134[c]	0.221[c]	0.112[c]	0.439[d]	0.395[d]	0.366[d]	
Mean	3.788	3.933	4.106	3.836	1.370	5.110	3.170	10.590
S.D.	0.673	0.732	0.649	0.645	0.484	1.084	0.858	6.765

Note. VAR = Variables; FSSB = Family Supportive Supervisor Behaviors; PAW = Psychological Availability at Work; SWLB = Satisfaction with Work–Life Balance; IRB = In-Role Behaviors; EDU = Education; TENURE = Organizational Tenure; OCC = Occupation.

[a] n = 179. Correlations with absolute values of .196 or greater are significant at the p < 0.01 level or better for Pearson correlation and point-biserial correlation.

[b] Coding was as follows: Sex: 1 = Male, 2 = Female, 3 = Other; Education: 1 = "less than High School Diploma", 2 = "High School Graduate (High School Diploma or Equivalent including GED)", 3 = "Some College but No Degree"; 4 = "Associate's Degree", 5 = "Bachelor's Degree", 6 = "Master's Degree", 7 = "Doctoral Degree", 8 = "Professional De- gree"; Organizational Tenure: 1 = "Less than 1 Year", 2 = "1 to under 2 Years", 3 = "2 to under 5 Years", 4 = "5 or More Years".

[c] Eta Squared was used to examine the association between categorical variables and continuous variables. The following categorical variables were significantly associated with the continuous variables (Education and SWLB: η^2 = 0.107, p = 0.007; Tenure and FSSB: η^2 = 0.110, p < 0.001; Tenure and SWLB: η^2 = 0.108, p < 0.001; Tenure and PAW: η^2 = 0.066, p = 0.007; Tenure and In-Role Behaviors: η^2 = 0.149, p < 0.001; Occupation and PAW: η^2 = 0.221, p = 0.002), which means that the strength of the association between the variables is strong.

[d] Cramer's V was used to examine the association between two categorical variables. The following categorical variables were significant (Education and Tenure: V = 0.324, p < 0.001, Sex and Occupation: V = 0.439, p = 0.016, Education and Occupation: V = 0.395, p < 0.001, which means that the strength of the association between the variables is strong).

Table 2: Results of Path Analysis (Testing Mediating Effects Based on PROCESS Bootstrapping Outputs)

Model	Indirect Effect	SE	95% CI
FSSB > SWLB > IRB[a]	-0.003	0.039	[-0.066, 0.087]
FSSB > SWLB > PAW[b]	0.194	0.057	[0.096, 0.321]
SWLB > PAW > IRB[c]	0.230	0.048	[0.135, 0.329]
FSSB > SWLB > PAW > IRB[a]	0.087	0.028	[0.040, 0.148]

Note. n = 179. FSSB = Family-Supportive Supervisor Behaviors; PAW = Psychological Availability at Work; SWLB =Satisfaction with Work–Life Balance; IRB = In-Role Behaviors.

Unstandardized coefficients, standard errors, and the 95 % confidence intervals are provided. The mediation analysis wasperformed using the percentile bootstrapping method (N = 5,000).

[a]$F_{(7, 171)} = 10.282$; $p < 0.001$; $R = 0.544$; $R^2 = 0.296$; PROCESS Model 6

[b]$F_{(6, 172)} = 16.600$; $p < 0.001$; $R = 0.606$; $R^2 = 0.367$; PROCESS Model 4

[c]$F_{(6, 172)} = 12.046$; $p < 0.001$; $R = 0.544$; $R^2 = 0.296$; PROCESS Model 4

DISCUSSION

The current study investigated whether FSSB indirectly affected in-role behaviours via job satisfaction and psychological availability among a sample of full-time working individuals who were compelled to work from home owing to the COVID-19 epidemic. The results of the study indicated that in-role behaviours were linked to FSSB via work-life balance satisfaction and psychological availability. Therefore, our findings suggest that having a manager who values family can make a positive difference in how comfortable workers are managing work and personal responsibilities. Workers who report a healthy work-life balance are more likely to step up their game in the face of adversity, such as the recent COVID-19 outbreak. This research adds to the existing body of OB literature in a number of important ways. Our research validates a fundamental hypothesis of Hobfoll's (1989) COR theory and expands its applicability. The importance of expanding our understanding of resource management in the face of uncertainty is emphasised in particular by the study. Our findings are in line with the COR theory because they demonstrate that the COVID-19 pandemic did not inevitably have a negative outcome and that employees with family-supportive managers were better able to actively manage resources and were more likely to view the pandemic as an opportunity rather than a loss of resources.

Our research provides insight into the psychological mechanism at play in the connection between FSSB, work-life balance satisfaction, and psychological availability at work, which may lead to more proactive behaviour while on the job (Crain & Stevens, 2018). Employees were compelled to work from home due to the epidemic, requiring them to juggle work and personal responsibilities. Significant progress has been made in the field of FSSB research as a result of this work in response to recent demands to investigate whether FSSBs are acceptable and successful in assisting employees during a pandemic (Cho, 2020). Our findings lend credence to the calls for further research into FSSB as an antecedent for work-life variables

made by Aryee et al. (2013) and Russo et al. (2016). Furthermore, Hammer and colleagues' (2009; 2007) conceptualisation and measurement of FSSB was proposed as one of the most essential frameworks of FSSB by Crain and Stevens (2018). Finally, we elaborate on how future research can help shed light on the mechanisms underpinning the intricate connection between FSSB and task-related performance by emphasising the importance of work-life balance satisfaction in fostering the highest possible level of psychological availability on the job. Work-life balance contentment and psychological availability at work are important to understand since people spend so much time (and energy) trying to strike a balance between their professional and home lives (Kahn, 1990).

This study also aided in our capacity to appreciate the value of "psychological availability" on the job. Recent literature has emphasised the importance of understanding the elements influencing psychological availability at work (Binyamin & Carmeli, 2010) because of the favourable implications it has on employee potential and workplace results (Kah, 1990). Our findings contribute to the literature by illuminating the role that a positive work-life balance plays in making employees more emotionally and mentally present on the job. Individuals' levels of family support from supervisors are crucial to their levels of psychological availability at work, which in turn significantly affects employee performance, as shown by the fact that satisfaction with work-life balance and psychological availability at work acted as serial mediators of FSSB and in-role behaviours. Particularly during the pandemic, workers reported feeling more happy with the responsibilities of their work and family roles when they saw their supervisor as compassionate and supportive with both. This may have resulted in less anxiety among workers, leading to enhanced productivity.

CONCLUSION

Finally, the study conclude that the positive associations between FSSB and in-role behaviours might be partially explained by high levels of job satisfaction and high levels of psychological availability on the job. Beyond the COVID-19 epidemic, the future is unpredictable, and remote work is likely to increase. This calls for more research into the impact of remote work on employees' work-life balance and mental health. We used MTurk to collect data on employees and then applied the COR theory to the resulting model. Although our sample represented a wide range of businesses, our results should be interpreted with caution. To see if the approach holds true in other sectors (like education or retail), researchers may test it in those areas in the future. Additional study into demographic and socioeconomic factors (such as gender, age, level of education, income, and occupation) could yield nuanced insights to aid in the creation of policies and procedures that employees can use to strike a better work-life balance. As an additional mechanism in this serially mediated relationship, it would be interesting to investigate coping techniques (i.e., problem- and emotion-focused coping strategies, Carver et al., 1989). It is advised that further study be conducted to learn how employees' opinions of their supervisors' family-supportive behaviours influence their performance on the job.

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