

A STUDY ON THE IMPACT OF COVID-19 ON EMPLOYEE PERFORMANCE & WORK-LIFE BALANCE OF EMPLOYEES IN A MANUFACTURING FIRM

Submitted in partial fulfillment of the requirements for the award of
Bachelor of Business Administration

Submitted by

ASHANU GEO P

Register No: 39280047



**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

**SATHYABAMA
INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)
Accredited with Grade “A” by NAAC
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

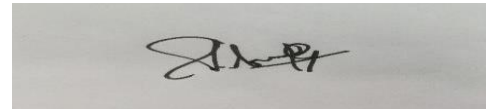
APRIL - 2022

DECLARATION

ASHANU GEO P (39280047). Hereby declare that the Project Report entitled “***A Study on the Impact of Covid-19 on Employee Performance & Work-Life Balance of Employees in a Manufacturing Firm***” done by me under the guidance of Dr. GANANATH KHILLA, MBA, MPhil, PhD. Assistant Professor, Dept. of Business Administration is submitted in partial fulfillment of the requirements for the award of Bachelor of Business Administration degree in Human Resources management.

Date :22-04-2022

Place: CHENNAI

A rectangular box containing a handwritten signature in black ink. The signature is stylized and appears to be 'Ashanu Geo P'.

SINGNATURE OF THE STUDENT



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE

www.sathyabama.ac.in

DEPARTMENT OF BUSINESS ADMINISTRATION

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **ASHANU GEO P (39280047)** who carried out the project entitled "***A Study on the Impact of Covid-19 on Employee Performance & Work-Life Balance of Employees in a Manufacturing Firm***" under my / our supervision from *December 2021 to March 2022*.

DR. GANANATH KHILLA

(Internal Guide)

(External Guide)

Head of the Department

SATHYABAMA

Institute of Science and Technology

Submitted for Viva Voce Examination held on _____

Internal Examiner

External Examiner

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of SATHYABAMA for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to Dr. BHUVANESWARI G., Dean, School of Business Administration and Dr. PALANI A., Head, School of Business Administration for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide DR. GANANATH KHILLA, Assistant Professor of the Department, School of Management for his valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the School of Business Administration who were helpful in many ways for the completion of the project.

ASHANU GEO P

ABSTRACT

Work-life balance is a central issue affecting well-being as family and work are the most important element of every individual's life. Work-life balance is always challenging for all working personnel. Work from home scenario changed the balance between work life and personal life. Many previous studies have explored the nature of work-life balance but rarely any study could cover pandemic-affected working scenarios.

This study attempted to investigate various other factors affecting work-life balance when employees are obligated to mandatorily work from home. The study intended to state current work-life balance situation and identified that a responsibility has an impact on personal life of employees.

The study collected data from 60 employees working from home during pandemic. Data were analyzed and found that there is negative impact in the work-life balance of the employees. Accordingly the employees are the one who determines the company's growth should be given the desired environment to enhance their job satisfaction.

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO
	TABLE OF CONTENTS	5-6
	LIST OF TABLES	6-7
	LIST OF CHARTS	7-8
	ABSTRACT	9
1	INTRODUCTION	
	1.1 Introduction	10
	1.2 IndustryProfile	11
	1.3 Need for the Study	12
	1.4 Scope of Study	13
	1.5 Objectives of the Study	14
	1.6 Hypothesis of the Study	15
2	REVIEW OF LITERATURE	16
3	RESEARCH METHODOLOGY	17
	3.1 Research Methodology	18
	3.2 Research Process	19

	3.3 Type of Research	20
	3.4 Data Collection	21
	3.5 Questionnaire Preparation	22
	3.6 Tools for the analysis	23
	3.7 Sample Size	24
	3.8 Period of study	25
	3.9 Percentage analysis	26
	Demographic Profile	
4	DATA ANALYSIS AND INTERPRETATION	27
	4.16 Chi square Table 1	28
	4.17 Chi square Table 2	29
5	FINDINGS, SUGGESTIONS AND CONCLUSION	30
	5.1 Findings of the Study	31
	5.2 Conclusion	32
	5.3 Suggestion	33
	5.4 Recommendation	34
	5.5 Limitation of the Study	35
	REFERENCES	36
	APPENDIX – I (Questionnaire)	35

LIST OF TABLES

TABLE NO	PARTICULARS	PAGE NO
4.1	Age of respondents	12
4.2	Gender of respondents	13
4.3	Educational qualification of respondents	14
4.4	Income	15
4.5	Los (Length of services)	16
4.6	Marital status	17
4.7	Cadre	18
4.8	Actual hours spent by employee at office per week	19
4.9	How employees are affected by covid- 19?	20
4.10	Advantages of working from home	21
4.11	Disadvantages of working from home	22
4.12	How challenging is your job during covid-19	23
4.13	Which medium do you prefer for the office meetings or conference	24
4.14	How did your organization support during covid- 19	25
4.15	Have you faced any challenges while working from home during covid-19	26
4.16	How has working from home impacted your productivity	27

4.17	Did your company make any insurance arrangements for employees	28
4.18	Whether any compensation has been provided to the employees during covid- 19	29
4.19	Have you developed any skills during covid-19	30
4.20	How would you rate the impacts of covid-19 pandemic on your quality of life	31
4.21	Did company paid any medical expenses for you	32
4.22	How kind your offices during covid-19	32

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

The 2020 pandemic has become a global economic, social and environmental challenge for all countries and businesses. For several months, the usual way of life was ceased. The ability to adapt to new conditions quickly allowed many industrial enterprises to survive quarantine and build business processes in a new way. Domestic industrial enterprises introduced preventive measures, trying not to stop working processes, while visits to the production area, business trips and meetings in the office were minimized. Companies that were able to implement digital tools quickly and to work remotely have become more efficient. Before the pandemic, work on the "remote" was a prerogative in the field of IT, SMM, design and a number of other professions. But under the new conditions, only the adoption of flexible and non-standard solutions allowed industrial companies to minimize the negative impact of the pandemic of coronavirus infection on their economy and development.

1.2 INDUSTRY PROFILE:

POINTS	INFORMATION
Company Name	Starke Filaments
Founder/ Owner	Rishi Sehgal
Founded	Sep 1,2017
Headquarters	USA
Area served	Global
Product brands	Tynex, Orel, Kulex
Contact Address	Najafgarh Road, New Delhi- 110015, India
Channel partners	Dupont filaments
Telephone No	+91-11-42455468
Company status	Active

Website	www.starkefilaments.com
---------	--

1.3 NEED OF THE STUDY:

- The organization becomes a happy place to work if employees work is fully satisfied with their expectations.
- There are several issues on employee preference and satisfaction level towards the expectation.
- An individual feels motivated in the company when they came to know preference and achieved.
- When the relationship between employees and higher authority becomes healthy then the problem will not arise.

1.4 SCOPE OF STUDY:

- The study is exploring the Starke Filaments manufacturing firm in the USA.
- The study contains on covid-19 and employee performance and work-life balance.
- The data will collect from the employees of the Starke Filaments.

1.5 OBJECTIVE OF THE STUDY:

- To study on exploring the covid-19
- To explore the impact of covid-19 on employees' performance measured in terms of leadership, working conditions, organizational culture, compensation and technology.
- To assess the impact of covid-19 on the work-life balance of time management, quality of health and work-life satisfaction.

1.6 HYPOTHESIS OF THE STUDY:

H₀-There is no significance difference between gender and age among employees

H₀.There is no significance difference between gender and education among employees

H₀.There is no significance difference between gender and income among employees

H₀. There is no significance difference between gender and marital status among employees

H₀.There is no significance difference between the gender and length of services

H₀.There is no significance difference between gender and cadre among employees

H₀. There is no significance difference between gender and actual working hours among employees

H₀. There is no significant impact of covid-19 on the working from home and company insurance arrangements for employees in the company.

H₁.The covid-19 significantly impacted on the compensation provided by the company.

H₂.The covid-19 significantly negatively impacted on the development of skills, quality of life, medical expenses and kind of higher officers on the employees in the company.

CHAPTER 2

REVIEW OF LITERATURE

- ❖ According to Muhammad Fayyaz ur Rehman in 2019 Interferon (IFN)- α can decrease viral load during the early stage of COVID-19 disease, and it can help to improve disease manifestations and curtail the course of infection.
- ❖ According to Beyza Erer, The model used in this research is the "survey model". Studies conducted according to the survey model are studies carried out to determine a past or current situation.
- ❖ According to Nisha Chanana, Sangeeta Organizations and employees are both dependent on each other to fulfill their goals and objectives. Employee engagement should not be a one-time implementation, but it should be integrated into the culture of the company.
- ❖ According to Karnawi Kamar, and Dewiana Novitasari Apart from that, this research has found evidence that readiness for change could fully mediate the relationship between transformational leadership and worker's performance.
- ❖ According to Shaik Rubeena, the research is important in that it aims to provide information to studies that will increase the performance of employees in this period by revealing the state of fear that employees are in and evaluating its effect on their performance.
- ❖ According to Jelena Lonska, Iveta Mietule, Linda Matisane to create praxis supporting the work-life balance of employees. Work-life balance, especially for an indefinite time, such as caused by COVID-19, is essential for employee growth, personal happiness and company retention.

CHAPTER-3

RESEARCH METHODOLOGY

3.1 RESEARCH METHODOLOGY:

Research is the process of systematic and in-depth study of any particular topic, subject, or any area of investigation backed by collection, compilation, presentation, and interpretation of relevant in detail.

3.2 RESEARCH PROCESS:

In the research process, the first and foremost step is defining and selecting a research problem. A Researcher should at first find the problem. Then he should formulate it so that it becomes susceptible to research. For a systematic presentation, the process of research may be classified into three stages- primary stages, secondary stage, and tertiary stage.

THE PRIMARY STAGE INCLUDES:

- Observation
- Interest
- Formulating research problems
- Documentation
- Research designs

THE SECONDARY STAGE INCLUDES:

- Project planning
- Data collection
- Questionnaire preparation
- Analysis of data
- Testing of hypothesis
- Interpretation

3.3 TYPE OF RESEARCH:

DESCRIPTIVE RESEARCH:

Descriptive research has been used, it involves survey and fact-finding inquiries of different kinds, the purpose of descriptive research is to describe the state of affairs, as it exists at present.

PROJECT PLANNING:

Project planning is the first step in actually conducting & directing a research project. It is one of the most important tasks of a researcher. This includes the formulation of the researcher's objectives & goals and determining ways of achieving them.

3.4 DATA COLLECTION:

Data collection is one of the most important aspects of research. The information research methodology must be accurate and relevant, The data collection method can be classified into two methods.

PRIMARY DATA:

The questionnaire method has been used as a tool for data collection in this research.

SECONDARY DATA:

Secondary data means data that are already available i.e., they refer to data that has already been collected and analyzed by someone else. The secondary data for the study was collected from the google scholar website and magazines.

3.5 QUESTIONNAIRE PREPARATION:

The basic requirement of any research study is the appropriate data that can be collected with the help of a schedule or questionnaire. With the help of a questionnaire it is easy to determine the involvement level of so many employees in the organization.

3.6 TOOLS FOR THE ANALYSIS:

Frequency distribution, Mean, Percentage, ANOVA, Correspondence Analysis, t-test, Regression, and SEM.

3.7 SAMPLE SIZE:

The sample size for this survey is 115.

3.8 PERIOD OF STUDY:

The period of study is from January 2022 to April 2022 with four months of study.

3.9 PERCENTAGE ANALYSIS:

Research questions are always answered with a descriptive statistic: generally, either percentage or mean. The percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, the percentage is reported when the responses have discrete categories.

CHAPTER-4

DATA ANALYSIS AND INTERPRETATION

4. Profile of manufacturing firms

4.1 Gender of the firms

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	62	53.9	53.9	53.9
	Female	53	46.1	46.1	100.0
	Total	115	100.0	100.0	

Table number 4.1 explains that the 53.9 % are male and Female is 46.1%

4.2. Age of the employees

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20	82	71.3	71.3	71.3
	20-40	27	23.5	23.5	94.8
	40 and above	6	5.2	5.2	100.0
	Total	115	100.0	100.0	

Table number 4.2 explains that the 71.3% less than 20, 23.5% 20-40 and 5.2% 40 and above.

4.3. Marital Status of the employees

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	71	61.7	61.7	61.7
	Unmarried	44	38.3	38.3	100.0
	Total	115	100.0	100.0	

Tablenumber4.3explains that 61.7% are married, 38.3% are unmarried.

4.4 Education of the employees

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than Degree	5	4.3	4.3	4.3
	Degree	85	73.9	73.9	78.3
	Post Graduation	25	21.7	21.7	100.0
	Total	115	100.0	100.0	

Tablenumber4.4explains that 4.3% are less than degree, 73.9% are degree, 21.7% are post-graduation.

4.5 Income of the employees

Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 35000	19	16.5	16.5	16.5
	35000 -45000	42	36.5	36.5	53.0
	45000 and Above	54	47.0	47.0	100.0
	Total	115	100.0	100.0	

Tablenumber4.5explains that 16.5% are less than 35000, 36.5% are between 35-45000 and 47% are 45000 and above.

4.6 Length of services of the employees

Lenth of Services		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 Yeras	41	35.7	35.7	35.7
	5 -10 Years	60	52.2	52.2	87.8
	More than 10 Years	14	12.2	12.2	100.0
	Total	115	100.0	100.0	

Table number 4.6 explains that 35.7% are less than 5 years, 52.2% are between 5-10 years and 12.2% are more than 10 years.

4.7 Cadre of the employees

Cadre		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Worker	61	53.0	53.0	53.0
	Supervisor	34	29.6	29.6	82.6
	Managerial	20	17.4	17.4	100.0
	Total	115	100.0	100.0	

Table number 4.7 explains that 53% are workers, 29.6% are supervisor and 17.4% are managerial.

4.8 Actual Hours of the employees

		Actual hours			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 45hrs	9	7.8	7.8	7.8
	48 -60hrs	70	60.9	60.9	68.7
	More than 60hrs	36	31.3	31.3	100.0
	Total	115	100.0	100.0	

Table number 4.8 explains that 7.8% are less than 45hrs, 60.9% are 48-60hrs and 31.3% are more than 60hrs.

4.9. Association between gender and age.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.114 ^a	2	.945
Likelihood Ratio	.114	2	.945
Linear-by-Linear Association	.111	1	.739
N of Valid Cases	115		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 2.77.

In the manufacturing average number of employees re men and 45 male are under the age of less than 20 and 37 female are less than 20, these difference were no significance ($X^2=.114, df=2, P<0.945$).

4.10. Association between Gender and Education Crosstabulation

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.492 ^a	2	.782
Likelihood Ratio	.491	2	.782
Linear-by-Linear Association	.007	1	.933
N of Valid Cases	115		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 2.30.

Table number 1.2 state that there is no significance different between the gender and education($\chi^2 = .782$, $df=2$, $P<0.492$).

1.11. Association between Gender and Income Crosstabulation

Gender * Income Crosstabulation

Count

		Income			Total
		Less than 35000	35000 -45000	45000 and Above	
Gender	Male	12	22	28	62
	Female	7	20	26	53
Total		19	42	54	115

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.786 ^a	2	.675
Likelihood Ratio	.796	2	.672
Linear-by-Linear Association	.527	1	.468
N of Valid Cases	115		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.76.

TablenoChi-squarestatethatthereisnosignificancedifferencebetweenthe gender and income ($X^2=.675$, $df=2$, $P<0.786$)

1.12. Association between Gender and Length and Services Crosstabulation

Gender * Lenth of Services Crosstabulation

Count

		Lenth of Services			Total
		Less than 5 Yeras	5 -10 Years	More than 10 Years	
Gender	Male	26	29	7	62
	Female	15	31	7	53
Total		41	60	14	115

Thetablenochi-Squaresaysthatthereisnosignificancedifferent between the Gender and Length of services ($X^2=.312$, $df=2$, $P<2.328$)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.328 ^a	2	.312
Likelihood Ratio	2.349	2	.309
Linear-by-Linear Association	1.619	1	.203
N of Valid Cases	115		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.45.

1.13. Association between Gender and Status Cross tabulation
Association between Gender and Cadre Crosstabulation

Gender * Cadre Crosstabulation

Count

		Cadre			Total
		Worker	Supervisor	Managerial	
Gender	Male	33	19	10	62
	Female	28	15	10	53
Total		61	34	20	115

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.177 ^a	2	.915
Likelihood Ratio	.177	2	.915
Linear-by-Linear Association	.048	1	.826
N of Valid Cases	115		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.22.

Table no – says that there is no relationships between the gender and Cadre ($\chi^2=.915$, $df=2$, $P< 0.177$)

1.14. Association between Gender and Actual hours Crosstabulation

Gender * Actual hours Crosstabulation

Count

		Actual hours			Total
		Less than 45hrs	48 -60hrs	More than 60hrs	
Gender	Male	6	38	18	62
	Female	3	32	18	53
Total		9	70	36	115

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.815 ^a	2	.665
Likelihood Ratio	.829	2	.661
Linear-by-Linear Association	.674	1	.411
N of Valid Cases	115		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 4.15.

Table no– state that there is no relationships between the Gender and Actual hours in the filaments company ($\chi^2 = .665$, $df = 2$, $P < 0.815$)

1.15. The impact of covid-19 on Employee Performance

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
How has working from home impacted your productivity	1.053	5	108	.391
Did your company make any insurance arrangements for employees?	1.278	5	108	.278
Whether any compensation has been provided to the employees during covid-19?	3.205	5	108	.010

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
How has working from home impacted your productivity	Between Groups	.154	6	.026	.229	.966
	Within Groups	12.141	108	.112		
	Total	12.296	114			
Did your company make any insurance arrangements for employees?	Between Groups	2.177	6	.363	.587	.740
	Within Groups	66.745	108	.618		
	Total	68.922	114			
Whether any compensation has been provided to the employees during covid-19?	Between Groups	1.368	6	.228	.819	.558
	Within Groups	30.075	108	.278		
	Total	31.443	114			

The table no- state that the working from home and company insurance arrangements foremployees are no impact of covid-19 on employees in the company where the compensation provide by the company during pandemic positively impacted on employees.

1.16. The impact of Covid-19 and WLB

One-Sample Test

	Test Value = 5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Have you developed any skills during covid-19?	-75.044	114	.000	-3.513	-3.61	-3.42
How would you rate the impacts of covid-19 pandemic on your quality of life?	-29.094	114	.000	-2.678	-2.86	-2.50
Did company paid any medical expenses for you?	-84.071	114	.000	-3.678	-3.76	-3.59
How kind your higher officers during covid-19?	-108.421	114	.000	-3.104	-3.16	-3.05

CHAPTER -5

FINDING & SUGGESTION AND CONCLUSION

Based on the analysis and discussion of primary data in the previous chapter Finding, the Suggestions, and conclusion of the study are in a logical manner.

5.1 FINDINGS

From the questionnaires, the following points are found and noted

- The majority of 54% of respondents are male.
- The majority of 83% of respondents are between the age of 20- 30
- The majority of 75% of respondents are degree people
- The majority of 85% of respondents are between 35 to 45000
- The majority of 61% of respondents are between 5 to 10 years
- The majority of 73% of respondents are married
- The majority of 65% of respondents are workers
- The majority of 88% of respondents are 48 to 60 hours

5.2 CONCLUSION

The present study contributes to our understanding of the impact of the covid-19 crisis on the work-life balance and well-being of employees. Employees whose employment contract was affected by the crisis seem to have felt the greatest negative impact on their work-life. Moreover, the private life of employees living alone has been affected most negatively due to social isolation. To conclude, On the study adds to recent evidence that the covid-19 crisis and related lockdown measures do not have a solely negative impact.

5.3 SUGGESTIONS

- In this research I have been used 7 variables to know about the impact of covid-19
- 3 variables to know about employee performance
- 4 variables to know about the employee well-being and more variables can also be included for the study
- The study can be comparable on employee performance and well-being in public & private undertaking companies.

5.4 RECOMMENDATIONS

- Further can be a study on provision sector & IT industry
- This can be helpful for student and researcher

5.5 LIMITATION OF THE STUDY

- Due to constraints of the time and sample responsiveness, the sample size is limited
- As the questionnaire was condensed, certain factors could not be studied in-depth
- I have studied on the topic of IMPACT OF COVID-19 ON EMPLOYEE PERFORMANCE & WORK-LIFE BALANCE OF EMPLOYEES IN A MANUFACTURING FIRM
- It has 3 variables as covid-19, Employee performance & Work-life balance of employee
- Nevertheless the questionnaire did provide relevant data for the study.

REFERENCE

- Ahorsu, D. K., Lin, C. Y., Imani, V., Saffari, M., Griffiths, M. D., & Pakpour, A. H. (2020). The fear of COVID-19 Scale: development and initial validation. *International Journal of Mental Health and Addiction*.
- Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*
- Zhao, S., Lin, Q., Ran, J., Musa, S. S., Yang, G., Wang, W., & Wang, M. H. (2020). Preliminary estimation of the basic reproduction number of novel coronavirus (2019-nCoV) in China, from 2019 to 2020: A data-driven analysis in the early phase of the outbreak. *International Journal of Infectious Diseases*
- Abdallah, A. B., Obeidat, B. Y., Aqqad, N. O., Al Janini, M. N. K., & Dahiyat, S. E. (2017). An Integrated Model of Job Involvement, Job Satisfaction and Organizational Commitment: A Structural Analysis in Jordan's Banking Sector.
- Abualoush, S., Khaled Bataineh, K., & Aladwan, A. (2017). Impact of Information Systems on Innovation (Product Innovation, Process Innovation)-Field Study on the Housing Bank in Jordan. *International Journal of Business Administration*
- Ammari, G., Al Kurdi. B., Alshurideh, M., Obeidat, B. Y., Abu Hussien, A., & Alrowwad, A. (2017). Investigating the Impact of Communication Satisfaction on Organizational Commitment: A Practical Approach to Increase Employees' Loyalty. *International Journal of Marketing Studies*
- Anwar, J., Hansu, S. A. F., & Janjua, S. Y. (2013). Work-life balance: What organizations should do to create balance? *World Applied Sciences Journal*
- Au, W. C., & Ahmed, P. K. (2014). "Sustainable people management through work-life balance: a study of the Malaysian Chinese context". *Asia-Pacific Journal of Business Administration*
- R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*

APPENDIX:

A STUDY ON THE IMPACT OF COVID-19 ON EMPLOYEE PERFORMANCE & WORK-LIFE BALANCE OF EMPLOYEES IN A MANUFACTURING FIRM

QUESTIONNAIRE:

1) NAME (OPTIONAL)

2) Gender

a. Male

b. Female

3) Age

a. 20to30

b. 30to40

c. 40 andabove

4) Educational Qualification

a. Less than Degree

b. Degree

c. Post Graduation

d. Other:

5) OrganizationName

6) Organization sector

a. Private sector

b. Public sector

7) How long have you been working in this organization?

8) Actual hours spent by an employee at the office per week?

- a. Less than 48 hours
- b. 48-60 hours
- c. More than 60 hours

9) How employees are affected by covid-19?

- a. Mentally affected
- b. Physically affected
- c. Financially affected
- d. All of the above

10) Advantages of working from home

- a. Spending quality time with family
- b. Practicing old hobbies
- c. Cut down unwanted expenses
- d. All of the above

11) Disadvantages of working from home

- a. Disturbed by personal life
- b. Disturbed by professional life
- c. Both

12) How challenging is your job during covid-19?

- a. Difficult
- b. Neutral
- c. None of the above

13) Which medium do you prefer for office meetings or conferences?

- a. Virtual mode
- b. Non-Virtual mode

14) How did your organization support during covid-19?

- a. Very much
- b. Average
- c. Not supported

15) Have you faced any challenges while working from home during covid-19?

- a. Yes
- b. No

16) How has working from home impacted your productivity?

- a. Very much
- b. Not sure
- c. Very deadly
- d. Moderate
- e. Not at all

17) Did your company make any insurance arrangements for employees?

- a. Yes
- b. No

18) Whether any compensation has been provided to the employees during covid-19?

- a. Yes
- b. No

19) Have you developed any skills during covid-19?

- a. Yes
- b. No

20) How would you rate the impacts of covid-19 pandemic on your quality of life?

- a. Very badly
- b. Neutral
- c. Not at all
- d. Moderate

21) Did company paid any medical expenses for you?

- a. Yes
- b. No

22) How kind your higher officers during covid-19?

- a. Extremely kind
- b. Kind
- c. Satisfied
- d. Not at all