

Work-Life Balance and Perceived Organization Support of Grassroots Employees in a Chemical Manufacturing Company

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Abstract: *Achieving work-life balance is important for employees. This paper examines the level of work-life balance and level of perceived organizational support of employees in a chemical manufacturing company in China with the intention of finding the status of work-life balance and the relationship between work-life balance and perceived organizational support of the chemical manufacturing company's grassroots employees. This paper also provides suggestions for promoting work-life balance among the grassroots employees in the chemical manufacturing company.*

Keywords: *Work-Life Balance; Perceived Organizational Support; Chemical Manufacturing Industry*

1. Introduction

Some studies on work and balance demonstrate that employees are currently under a lot of pressure at work, often unable to take care of their families because of work, while there are also some employees who cannot focus on work because of family matters. Therefore, employees are increasingly focused on achieving work-life balance. Work-life balance means that employees can allocate their time and energy to work and life according to their own convenience and achieve a state of inner satisfaction.

Achieving work-life balance requires the organization and family to provide the right environment for employees respectively, such as an organization with an organizational culture that is people-oriented and does not force employees to work overtime. Also, family life is not more stressful. However, the fact is that employees are forced to work overtime to meet the company's production requirements, and there are various burdens at home such as financial and childcare pressures. These factors make it difficult for employees to achieve work-balance.

This paper analyzes employees' work-life balance in terms of perceived organizational support. It is suggested that positive perceived organizational support can reduce employees' work-related stress and help them achieve work-life balance. Organizational support includes support for work itself, recognition of employee values, and concern for employee interests.

For grassroots employees in the chemical manufacturing industry, heavy workloads and dangerous work environments make it more difficult to achieve work-life balance. However, if employees can feel the support from the organization, it can facilitate the achievement of their work-life balance. Therefore, this paper takes a chemical manufacturing company in China as an example to study the current work-life balance status of employees in the organization and the perceived level of organizational support and the relationship between the two.

2. Methodology

This paper adapted descriptive-survey method and correlational method, using both to find out the level of work-life balance and the level of perceived organizational support and the correlation between the two. Total enumeration was used to get all the 80 respondents who are grassroots employees of the chemical manufacturing company working in production line. The four-point Likert scale and Pearson correlation coefficient were used to interpret the data.

3. Result and Discussion

The following is the discussion of the results in the level of work-life balance and level of perceived organizational support of the grassroots employees and their correlational relationship.

Table 1: Level of work-life balance of the grassroots employees in the chemical manufacturing company

Item	Weighted mean
Family does not interfere with my time at work	3.24
I don't get distracted at work because of family problems	3.18
The encouragement and support of my family gives me confidence in my work	3.12
Relaxation in family life enables me to work better	3.08
I have the energy to take care of my family after work	3.08
The success of my work enables me to interact better with my family at home	3.05
I will not release bad emotions at home because of work pressure	3.02
Communication with my family can help me solve problems at work	2.87
The work I do helps me solve problems in my family	2.68
I will not reduce my time at home activities because of work	2.54
I don't get anxious at work because of the stress created in my family	2.49
The skills I use at work can also be used when dealing with household chores	2.42
Overall	2.90

Table 1 shows the level of work life balance of the grassroots employees in the chemical manufacturing company. The overall weighted mean of 2.90 shows that the grassroots employees of the chemical manufacturing company can somehow achieve work-life balance. To breakdown, the items indicate that the work consumes most of the employees' time and the skills that used in their work are not the skills they need to have a harmonious family environment. The reason why they can somehow balance their work and life is because the work itself has value for a more interactive family atmosphere. Moreover, the economic and relationship with the family creates stress at the employees' end, which gives the employees work stress. However, the grassroots employees who are single did not received much pressure from their family.

Table 2: Level of perceived organizational support of the grassroots employees in the chemical manufacturing company

Item	Weighted mean
The organization will not consider hiring a new person to replace me at a lower salary	3.36
I can count on the organization for help when I have a problem at work	3.26
The organization sees big role for me to stay in the company	3.24
The organization values the purpose and value of the work I do	3.22
The organization will consider the job that best suits my potential and growth	3.18
If the company's profit level is higher, the organization will give me a salary increase	3.18
If my job position is revoked, I will not be fired straight away	3.16
The organization really cares about my living situation	3.12
If I have a problem in my life, the organization will be happy to help	3.02
Overall	3.19

Table 2 shows the level of perceived organizational support of the grassroots employees in the chemical manufacturing company. The overall weighted mean of 3.19 shows that the employees can perceived moderate organizational support from the company in terms of job support, value recognition and interest concerns, which also indicated that the company is willing to give support to the work of grassroots employees including guidance, psychological support and other kind of assistances. It is very important for the company to provide the employees help in work-related matters and it is an essential support that the organization should provide. In addition, the employees can count on the organization means they can trust the organization and think of organization as a reliable source for seeking help.

Table 3: Relationship between level of work life balance and level of perceived organizational support

		Level of work-life balance	Level of perceived organizational support
Level of work-life balance	PCCs	1	0.814**
	Sig.	0.000	0.000
Level of perceived organizational support	PCCs	0.814**	1
	Sig.	0.000	0.000

Table 3 shows the correlation between level of work life balance and level of perceived organizational support. The Pearson correlation coefficient of 0.814 shows that there is a strong positive correlation between the employees' level of work life balance and level perceived organizational support. This means that the organizational support can reflect on the work life balance of the employees. The more the

employees feel the organizational support, the more the employees can balance their work and life.

Compensation theory can explain this finding. Perceived organizational support is a psychological compensation because when individuals are more involved in the work domain, then they are less involved in the home domain and vice versa. Therefore, when employees are psychologically compensated with organizational support, they are less likely to seek recognition outside of work, their work-life balance might still be achieved when the organizational support is perceived.

4. Conclusions

(1) The grassroots employees of the chemical manufacturing company can balance their time and pressure from work and life and play their roles in workplace and at home.

(2) The grassroots employees perceived the organization support given by the chemical manufacturing company physically and mentally.

(3) There is a strong positive relationship between grassroots employees' level of work life balance and perceived level of organizational support.

5. Recommendations

(1) Because work can take up family time, organizations should schedule shifts for employees. In addition to this, the chemical manufacturing company should reduce the amount of overtime employees work so that they can spend more time with their families.

(2) Employees sometimes feel anxiety and even work hours due to family stress. The chemical manufacturing company should establish counseling rooms in their organizations to help employees reduce their anxiety and maintain their mental health.

(3) The chemical manufacturing company should provide more support to employees, not only physical support such as giving them time off and distributing supplies, but also mental support such as offering them counselors and seminars on work-life balance to help them achieve work-life balance.

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