

# **Critical Analysis on the Women Employees Work-life Balance during Covid-19 Pandemic in the Airline Industry in Sultanate of Oman**

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## **ABSTRACT**

It has always been a difficult challenge to achieve a satisfactory work life balance for everyone working in different industries. Still, it is a lot difficult to maintain, especially for women. The purpose of this paper is to find out the problems encountered by women employees of the Airline Industry in Sultanate of Oman to keep up the work life balance during pandemic while upholding their physical and mental health status at best. This study intends to perceive how the women employees of the Airline Industry in the Sultanate of Oman maintained the work from home because it is not easy to do the house chores and office work at the same time (Moosa, 2017). The existing problems because of the pandemic pushed women employees' mental and physical health at the edge. However, pandemics also open a new gate for women employees to go beyond their limitations and to fight and compete in such situations. The paper has also covered some restrictions about the study with a detailed discussion on the background, scope and significance of de-construction. The ongoing research is also about seeking out some solutions for women employees to balance work and life. Further, the paper also includes a few bits of advice for the Airline Industry in the Sultanate of Oman that what steps it should take to make life easy for women employees to attain work life balance.

**KEYWORDS:** Covid-19 Pandemic, (WLB) Work-Life Balance, (WFH) Working From Home

## **INTRODUCTION**

### **Background of research**

The cases of COVID-19 first emerged back in 2019, and with time, the number of patients of this infectious virus started to exceed. World Health Organization declared it a pandemic when the confirmed cases of Coronavirus approached 20,000 patients with 8000 casualties in almost 160 countries, including Oman. Due to the sudden pandemic, the whole world got upside down, and so is the life of people (Spinelli, 2020). The consequences of COVID-19 came disturbingly on the emotional in addition, physical health of individuals. The social and working life of people gets distressed because of the pandemic and its lockdown. The women employees stumble upon many problems due to the sudden pandemic for maintaining their home and work life balanced and to keep them together. Previous research indicated that due to

preserving the balance in work and life, many women employees faced various physical and psychological issues, mainly because women in the family have the most pressure (Singh, 2021). Women have to keep the house chores on track, and they have to accomplish the goals in working life as well and during the pandemic, to do them both simultaneously was not easy.

Since 2020, COVID has turned into a nightmare as the cases are still growing consistently in many countries. The coronavirus pandemic caused detrimental effects on each country, affected each business domain, and Oman. In Sultanate of Oman, the pandemic did not hit differently from other countries because it causes severe damage to Oman's economy. The Airline Industry in the Sultanate of Oman faced severe threats due to the pandemic, and because of the implementation of lockdown, it took the work from the employees from home. Due to the change in the circumstances of the working conditions, it was not easy to adapt to the changes and maintain the life and work balance. Previous data indicated that in the Airline industry of Oman, the women employees confronted more challenging situations than the male workers did because women have to complete the house chores and to do them together is something hard to handle (Nidhi, 2020).

Data revealed that during the pandemic, the working hours get prolonged too. Because of it, the productivity of female employees in the airline industry of Oman also turns out to be below. Apart from this reason, it is also noted that stress and depression related issues have been raised in women employees due to the fact that they have to manage their life and work from a single place. Thus, it has become challenging for women employees to cope up with such aspects.

Women may be more receptive to working from home than males are. They have also had a more difficult time doing so, with greater rates of stress, sadness, and hours worked - particularly if they had children (Hall and Richter, 1988). This dilemma results from women attempting to advance their jobs while managing an unjust role in society and at home. In other words, because women have more to accomplish, they require more flexible work arrangements.

While working parents, who could protect their children and work during the epidemic, had the ability to work from home, it is also exacerbating profoundly rooted gender inequality (Farré et al., 2020). Too often, a crying boy makes a cameo on a Zoom call from his mother and not from his father. Women flip over the laundry at a spare moment but men do not. Day-to-day programming, training and choices on the health of their families are disproportionately falling to women in a worldwide health pandemic.

During a pandemic, the women employees found it hard to keep the balance of work and life on track, and adverse effects came on balancing the home life and working together since coping with this situation was not easy. In the airline industry of Oman, due to the long working hours, it is already problematic for women employees to keep the balance in life and work and the pandemic made it more challenging for female staff to deal with it (Nidhi, 2020).

### **Statement of the research problem**

Due to the pandemic, the women employees of the Airline Industry in the Sultanate of Oman encountered various challenges to maintain the work-life balance. This disturbing balance of work and life caused mental and physical exhaustion for women. This research intends to

analyze the all-possible causes that disrupted the work and life balance of women employees of the Airline Industry in the Sultanate of Oman during a pandemic.

### **Aims and objective of the research**

The aims and core objectives of this research study are:

1. To determine the attitudes of women in the aviation sector towards work remotely during the pandemic.
2. To understand the barriers that working women in aviation sector faced to carry out their work remotely during the pandemic.
3. Define the quality of production and work remotely during the pandemic.
4. To analyze the impact of working remotely during the pandemic on the balance of working life for women in the aviation sector.
5. To determine the Work remotely practices of women in the aviation sector during the pandemic. (IT facilities and suggestions to ease the stress on the work).

### **Research questions**

1. What are the attitudes of women in the aviation sector towards work remotely during the pandemic?
2. What are the different barriers that working women in the aviation sector faced to carry out their work remotely during the pandemic?
3. What is the quality of production and work remotely during the pandemic?
4. What is the impact of work remotely during the pandemic on the balance of working life for women in the aviation sector?
5. What are the Work remotely practices of women in the aviation sector during the pandemic? (What are the IT facilities suggestions to ease the stress on the work)?
6. Are there any statistically significant differences of the women in the aviation sector 'opinions' in five previous questions due to the Marital Status?

### **Scope of study**

The scope of this study is present in all business domains; especially for the female employees because they always face more challenges than male employees do in maintain the work life balance. This study covers several different aspects of women employees to cling to the work life balance. It also gives direction on how women employees can increase their productivity and commitment to office work and house chores. The scope of the study also tells about the ways and coping mechanisms to manage the stress exhaustion that can occur due to prolonged home working hours because of a pandemic for women employees who are working in the airline industry of Oman.

### **Significance of the study**

The COVID-19 pandemic has left a severe impact on the daily lives of every person around the world. It is essential to note down that the COVID-19 pandemic has turned around people's lives most dramatically. If the modern history of humankind is seen and observed, there are no events present that can even come close to the intensity of the COVID-19 pandemic. Human beings did not anticipate the aftershocks of the COVID-19 pandemic, and it is one of the significant factors that increase the influence of the pandemic (Aziz, 2021). This is one of the main factors that makes this study a significant one to study; moreover, the COVID-19 pandemic has also urged humans to make huge alternations in their daily lives. For instance, humans have become so vulnerable that they do not even come close to each other. Apart from this factor,

many organizations worldwide have allowed their employees to work from their homes, which the modern world has not been in centuries.

Another aspect that makes this study significant is the impact on the work and life of women in the COVID-19 pandemic, specifically in the airline industry in Oman. Women employees are one of the major factions present in the Sultanate of Oman, and they have been affected by the advent of the COVID-19 pandemic (Putri and Amran , 2021). Their work and life balance have disrupted over time, and to think and research how women employees belonging to the airline industry in Oman have impacted the COVID-19 pandemic. Moreover, it has been observed during the research that not enough research has been done regarding the women employees' work and life management in the airline industry of Oman. Undoubtedly, the COVID-19 pandemic has impacted all society sections, but not much research is done on women employees. Women employees' work and life management is far much different from that of male employees (El Akmal & et.al, 2021). The daily life routine of female employees is different from male workers because it is also an intended fact that female employees have to take care of daily house chores. Thus, another significant point of conducting this research is to look into how women Employee's work-life balance during the COVID-19 pandemic in the Airline Industry in the Sultanate of Oman.

### **Limitation of the research**

No matter how detailed research is, some gaps and loopholes present in it pave a path for few limitations. As the researcher does not have any control when it comes to the research rules, there is nothing that can be done about them as well. As in this Analysis on the women Employee's work-life balance during the COVID-19 pandemic in the Airline Industry in the Sultanate of Oman, there are a few shortcomings and limitations present that have influenced the study. First of all, the topic that has been selected for this work is very critical, yet there is significantly less data published on the matter. A lot of sources have been thoroughly evaluated to attain more information and knowledge regarding the topic. But no credible sources have been found concerning the issue, which is one of the most critical limitations of the research conducted. Though some citations have been gathered in this credible work and can be relied upon for double-crossing or checking the facts used in the qualitative analysis, no authentic sources were found.

Apart from this limitation in the research, another hurdle that came in the way of conducting the investigation was related to the number of participants that have taken part in the quantitative research portion. It is a known fact that the Sultanate of Oman has been very cautious when it comes to the spread of the COVID-19 pandemic. This is why the government has taken specific hard steps to curtail the COVID-19 pandemic. For this purpose, not many interviews were conducted with the concerned people regarding the topic. As there was limited movement and access to these participants, it became hard to attain their responses. So, the restrictions imposed by the COVID-19 pandemic was another critical limitation that came in the way of conducting fruitful research.

The main impact of these cardinal limitations is that the results obtained from the research of this work are partially accurate. It will not be wrong to state that all the results obtained from the number of participants have delivered an effect, albeit a higher number of participants might have provided more information and knowledge regarding the work.

## **Research methodology**

Research has been done in two parts. There are two principal research methodologies that have contributed to this research. Qualitative and quantitative research methodologies have been abundantly used in the study. Therefore, it will not be wrong to state that a mixed method has been used in this research.

First of all, for the purpose of qualitative research methodology, various sources have been used. For example, information and knowledge have been taken from numerous internet sources like websites, journals, and research papers for qualitative research methodology. Other than this, news articles have been searched and researched to conduct the qualitative research methodology as well. The qualitative research methodology has also provided critical secondary data used in various research points. Further, the open-ended surveys has also been done to get the data directly from the women employees of the airline industry of Oman. The interviews has also been conducted, as they were the part of the research so that the views of the women employees about work life balance can be noted.

On the other side of the picture, research questions have been designed for the quantitative research methodology, and a specific participant group has been selected that is relevant to the field. It is essential to understand that all these questions will be asked from all the participants in the quantitative research methodology one by one, and then the results will be located. Therefore, the quantitative research methodology can gather primary or first-hand data directly from the participants. After collecting the data with help of questionnaires, the result was analyzed by applying various statistical techniques to get the accurate outcome for the research. Additionally, the interviews and questionnaire of participants will be conducted and the data analyzed through Statistical package for social sciences (SPSS) (Uddin, 2021) . The quality in the quantitative research methodology matters the most because as the questions have been designed regarding the women Employee's work-life balance during COVID-19 pandemic in the Airline Industry in the Sultanate of Oman, it can provide an enhanced and better result as compared to qualitative research methodology.

## **Summary**

Women may be more open to remote employment than men. They've also experienced more stress, unhappiness, and job hours, especially if they had kids. To grow professionally while maintaining an oppressive social and familial role, women face a conundrum. In other words, women need greater flexibility because they have more to do. While working parents could protect their children and work throughout the outbreak, it exacerbated deeply established gender inequity. On a Zoom call from his mother, too often a crying youngster appears. Men do not flip over the clothes in their spare time. In a global health pandemic, women are disproportionately affected by programming, training, and family health decisions. Women Employee's work and life management and balance in the airline industry in Oman have been a core issue, and in these times of the COVID-19 pandemic, this topic has gained a lot of importance and highlights. Yet, this topic is much discussed, which is why it is selected for research. Cardinal aims of conducting this research are manifold. However, if all the aims and objectives are combined, and one holistic objective of this research is stated down, it would be that how women employees can sustain their work and life management and can bring a

balance between their office and home while working in the harsh airline industry in Sultanate of Oman. There are numerous solutions have been stated out in the work as well that can be put into action for it. Secondly, another crucial aim of this research is to state various steps by which some improvements can be brought out in managing the work-life balance in women. Though, it is to be stated that the pandemic is still very new and it will take a lot of time for people for adjusting to it including women employees. Some limitations have affected the conductance of research as well. For example, less available data and restrictions imposed by the COVID are few limitations. It became very hard to collect the data and information for the proper evaluation of the facts. Qualitative and quantitative research methodologies have been used in this research. In the end, the structure for the dissertation that will be followed in the research paper is narrated.

## **LITERATURE REVIEW**

### **Introduction**

The goal of this study is to objectively examine the elements that have a favorable or negative impact on remote working in Covid-19. Another objective is to highlight all of the challenges and problems that women in the aviation industry experienced when performing their job remotely. Furthermore, it will emphasize the variables to consider while managing work from home as well as their relationships. Following that, we'll discuss how mental stress affects women's work-life balance. We also propose information technology approaches that will assist women in striking a balance between their professional and personal lives.

A horrific global public health crisis heralded the start of the year 2020. Coronavirus Disease (COVID-19), which has arisen from Wuhan, the capital city of China, in December 2019, has spread to over 100 nations by the first week of March 2020. COVID-19 was declared a "controllable pandemic" by the World Health Organization (WHO) on March 12, 2020 (Organization, 2020).

As there was no treatment for the epidemic at the time, "social distancing" was proposed as a possible countermeasure to protect people from becoming the victims of this deadly virus. But situation become worse and worse and many countries apply the smart lockdown and curfew to control the covid-19 spread. Several companies compelled their staff to follow a new policy termed "Work from Home" (WFH) during this pandemic, as directed by the several governments in countries. As a result of advancements in information and communication technology, WFH was introduced. WFH is also known as telework or, in some cases, telecommuting (Bloom, 2015). This has become more widespread because of the advanced research in information and communication technologies (ICTs). Businessmen, specifically employees who telecommute, can complete work-related duties from a location other than their usual workplace. Employees enjoy WFH because it allows them to achieve work-life balance (WLB).

### **Work-life balance**

Work-life balance is defined as the balance of time spent on official working against time spent on personal activities (Abioro, 2018); (Lazar, 2010).

Sometime, authority departments are concerned that it would encourage workers to neglect their assigned responsibilities at home (Bloom, 2015). Businesses have been compelled to

employ WFH due to the COVID-19-induced lockdown. The majority of organizations chose WFH policy after India and other countries declared a countrywide shutdown to control the spread of the virus. The situation at home during this lockdown was considerably different from prior lockdowns in that all family members were locked inside the house together. On the one hand, the lockdown provided terrific family time as the family members could spend quality time free from the tensions of the hectic life. Still, it also made juggling family duties challenging. People's lifestyles were altered as a result of restrictions on out-of-door movements. Throughout the lockdown, everyone in the family worked hard to keep everyone occupied and preserve their psychological well-being. Many homes hire paid domestic helpers to assist with essential household duties. Trained assistants' services were hampered as a result of the lockdown. Most working professionals have home responsibilities that take up their time and energy, potentially depleting them in such a situation.

Working from home during the lockdown was challenging for the majority of people. They had to assist with some domestic duties whether they lived alone or with family. For everyone who worked throughout the lockdown, balancing job and family commitments was a challenging task. According to boundary theory, people create and maintain physical, mental, and temporal boundaries around themselves to simplify their interactions with the world (Allen, 2014). Employees may limit the amount of interference between work and personal life by establishing such boundaries. According to the boundary hypothesis, workers may have worked hard to achieve a tension-free life while working from home during the lockdown, causing them to struggle to preserve WLB, according to the boundary hypothesis.

During WFH lockdown, it is impossible to separate Work from the family. Both of them have particular interactions as a family always have been seen to interfere during the working hours. Employees have been emotionally tired due to the tension between Work and family life throughout the challenging lockdown period. During COVID-19's national lockdown, the link between WLB and emotional tiredness among workers who worked from home was examined. Its effects on different workers, including both male and female, were also analyzed. The work-life conflict was investigated, as well as the impact of this relationship on emotional fatigue. The results deduced a possible link between success and perceived participatory leadership.

Work-life balance which can also be termed as WLB is all about having a good time and achieving success at work and home while avoiding role conflicts (Rincy, 2013) An even management of time, energy, power, and resources across various life domains fosters a sense of satisfaction in all areas, which supports WLB accomplishment (Rincy, 2013) Job-life balance used to be defined as "the degree to which a person is equally fond of and happy with his allocated project and family duties" (Rincy, 2013) One's perceptions of how well various life issues are managed and balanced can result to influence how WLB is interpreted. The bulk of work-life balance discussions are held on a personal basis. Employers, on the other hand, bear equal responsibility for promoting a good work-life balance as workers. This not only demonstrates that the firm values and cares about its employees, but it will also boost productivity in the long run. The value of life roles, on the other hand, changes depending on one's career and family life stage. People's perceptions of WLB will vary over time, according to (Greenhaus, 2011) base on their professional and life events. In the research, WLB is mainly defined by themes such as attentive participation in many roles, time and involvement management across various roles, achieving pleasure across multiple domains, and balanced

engagement and satisfaction across life domains. (Sirgy, 2018). If a person's role expectations and efficacy are in line with his or her current life goals, he or she will feel balanced (Greenhaus, 2011). A healthy work environment necessitates a good work-life balance. Maintaining a healthy work-life balance might help you prevent workplace tensions and burnout. Workers, including all employers who manage work-life balance-friendly atmosphere, are able to save money while also maintaining a healthier, more productive staff.

This traditional concept of work-life dominates WLB literature (Sirgy, 2018). Work family balance is defined as the lack of any conflict or interference between Work and family life. WFC (work-family conflict) and FWC (family-work conflict) are two terminologies commonly used to describe work-life conflict (Mellner, 2014). WFC occurs when work-related demands and problems enter into the realm of family life, negatively influencing family life quality, whereas FWC occurs when family responsibilities collide with work-related expectations (Li, 2015). Work-Life Balance (WLB) will be divided into three categories: Work interfering with personal life (WIPL), personal life interfering with Work (PLIW), and work/personal life enhancement (WLBE). On the other hand, some WLB studies have only looked at two dimensions: PLIW and WIPL (Karkoulia, 2016). The lack of work-life conflict demonstrates work-life balance. Conflicts between Work and personal life can have a negative influence on an employee's happiness and health (Sirgy, 2018) Emotional fatigue is exacerbated by a reduction in WLB (Lee, 2012).

Work-life balance in other words is defined as achieving a balance between the private and professional lives of employees (Jyothi Sree, 2012). The concept of work-life balance is founded on the belief that one's professional and personal lives must complement one another in order to attain a happy success in life. Flexible working is used differently by men and women, resulting in different outcomes in terms of well-being and work-life balance (Chung, 2020). Employee performance can be influenced by work-life balance in either a favorable or bad way. A person's productivity and efficiency for an organization might be harmed by a work-life balance that is out of whack. When a person lacks the resources to meet both job and family responsibilities, they get stressed. Work-life balance was analyzed to be strongly connected to the satisfaction in job in a prior study (Jackson, 2018).

Many employed people may have found it difficult to balance job and family life while working from home during this curfew. Official duties demanded greater work on the one hand, while personal/family commitments needed more time and energy on the other. Many employed workers may have experienced work-family issues while working from home during this period due to changing circumstances at home.

### ***Hypothesis for work-life-balance***

*(H1): Work-life balance is linked to work satisfaction in a favorable way.*

*(H2): Work-life balance is influenced by employee engagement.*

*(H3): Organizational support as perceived has a major impact on work-life balance.*

### ***Factors affecting work-life balance***

There are many factors that have great influence on the work life of working people. The most important are (Renuka Devi, 2015):

- Stress

- Conflicts
- Workloads
- Quality of work life
- Work family support
- Emotional intelligent

The amount to which an individual's requirements are satisfied in both work and non-work parts of life is referred to as work-life balance. In life, everyone takes on numerous roles: kid, husband, parent, friend, and employee. Each position comes with its own set of duties; work-life balance refers to the capacity to handle these tasks without feeling conflicted or overburdened.

Work-life balance isn't so much about quantity; balancing the amount of hours spent on the job with time spent outside of work is almost impossible. Balance, on the other hand, is the consequence of the quality of time spent, both at work and in personal activities.

The disparity between personal and professional lives might have significant or negative consequences for one's health and well-being. This inconsistency typically arises when the lines between work and personal life are not clearly defined and adhered to with discipline. Emotional tension, sadness, and anxiety are caused by a work-life balance that is out of whack.

On the other hand, Employees considered income and perks as the most significant element in determining Work-Life Balance, according to research. (Renuka Devi, 2015) Employees with high emotional intelligence are top achievers who experience less stress and can maintain a work-life balance.

### ***Impact of WLB on women employees***

Work-family conflict affects female employees at home as well. These issues may make the person feel more unsatisfied and irritated, lowering their life satisfaction. Similarly, if a person's family troubles accompany him or her to work, the worker may get concerned, producing further problems. Working women report higher levels of stress, muscular tension, headaches, weight gain, and depression than their male counterparts, as a result of work-life conflicts (Oludayo, 2015). The constant endeavor to balance work and family time, as well as misconception between family obligations and organizational expectations, can have psychological effects on one's character (Falola, 2014). Nowadays, in the hectic world, finding time for oneself seems impossible, workers are clamoring for the ability to mix work and home life.

Poor work life balance (WLB) increases sorrow and despair, which leads to decreased productivity, poor job quality, increased absenteeism, and employee turnover, as proved by (Lee, 2012). Few decades back, work-family research was influenced and improved by the study of family and work role interference. In recent years, however, workplace and family role improvement research appears to be on the rise. According to the notion of work-family role interference, various domains, such as work and family, fight for limited time, psychological resources, and physical energy, causing detrimental impacts in both. On the other side, work and family role enhancement shows that taking on a lot of responsibility may lead to greater

success in other areas of life. Work-family conflict or in other sense family-work conflict are used to measure the arising conflict of the society. More research on enhancing work and family roles is, however, recommended.

### **Stress as a fundamental fact**

“Work-life balance is still a problem that has to be handled by society. The dynamic environment, in which businesses frequently work around the clock, 365 days a year, 24 hours a day, seven days a week, thanks to technology advancements.” (Renuka Devi, 2015). Women are the ones who must support the family, keep the house in order, and handle their work lives at the same time. The women employees have been under a lot of stress and strain as a result of this. Only those who can strike a balance between the two will be able to succeed in both formats.

Managing both work and personal life successfully and efficiently has become a key issue for I.T. women personnel in current atmosphere.

Work-life balance can increase stress levels and increase the risk of various health problems or lifestyle diseases, such as heart disease, a chronic condition, headaches and migraine attacks, cramps, acne, stiff muscles, anxiousness, irritability, depression, mood swings, excess weight, tiredness, and low self-esteem, to name a few:

- Employee who are stressed may find it difficult to manage or deal with their emotions.
- Lethargy can be caused by stress.
- Increased stress can cause attention or concentrating issues, as well as restless or hypersensitivity.
- Anxiety can develop as a result of chronic stress such as following;
  - **Obesity:** Excess weight is one of the negative consequences of the Work-Life Balance problem, which happens when we fail to adhere to our food or exercise regimen in order to maintain our fitness and health. Obesity is linked to the risk of heart disease and a variety of other significant health issues.
  - **Increased Employee Absenteeism:** Work-life balance usually raises the likelihood of significant health-related issues, and therefore, employee absenteeism at work, which is a compounding expense for businesses and a difficulty that may be difficult to resolve. Employees can take paid sick leave even if they are absent from work for a few days if they provide a valid cause. Sick leave is a direct expense for the company. Apart from that, an increase in the amount of absenteeism in a company would result in a loss of production.
  - **Burnout Symptoms:** Employees who tend to overwork are eventually vulnerable to burnout, according to research findings. Burnout can manifest itself in both psychological and physical manifestations. Because of its direct relationship to the staff turnover ratio, it raises the company's costs.

### **Working from home**

Telework, also known as telecommuting, is simply defined as a new way of performing Work utilizing technology from multiple places, including offices, homes, rest houses, or elsewhere. The term was initially proposed in the 1970s (Van Meel, 2011). Work-related travel was no longer an option. Teleworking has become increasingly popular in Europe in terms of work-life balance, especially since the European Framework Agreement on Telework was signed in 2002,

which defines this as "a type of activity or execution of Work that uses information technology and can be carried out regularly (Wojčák, 2017). Working from home, according to some experts, is based on the concept of telework. Telecommuting has long been a source of discussion due to the blurring lines between non-work and work, personal and social repercussions, and the pros and cons of having flexible working hours while not physically present at a company. Time management, the ability to work during the company's productive time and able to deal with all the essential, necessary documents from home, a comfortable workplace at home, trying to maintain a working schedule during the cases of sickness, and the ability to look after every single family member are some of the benefits of working from home (Oludayo, 2015). According to the latest research and advancement in a topic, working from home has also provided the favorable opportunity of better job performance, increased job satisfaction, less resignation intention, and thus fewer stress levels. Recent research has backed up the concept that working from home may boost productivity, reducing stress for the right people. Businesses that encourage and support WFH policies can save money in the long term, which can be used as a profit for the company's success in the later years.

### **Organizational support and work-life balance**

To achieve a perfect work-life balance is not specifically a worker's duty, but also that of management one. The company must make an effort to help their workers to strike a balance between their personal and professional lives. It must give crucial support to its employees in. Employees are entitled to organizational assistance since it displays the company's concern for and regard for its employees. The usage of organizational tools is required to maintain a work-life balance. Organizational support might include things like providing a flexible work environment, requiring mandatory family leave, and other measures that help employees achieve a better work-life balance. Many businesses that are unconcerned about the need for work-life balance may mistreat their employees, jeopardizing their talents and performance. A company that values its people more would, on the other hand, establish rules and programs to enhance work-life balance. According to (Nishaat, 2017), organizational support improves women's work-life balance. The following hypothesis is suggested based on the previous explanations of the link between organizational support and work-life balance.

### **Employee engagement and work-life balance**

According to research, a high level of job participation is linked to a high level of job happiness. In his research, discovered a substantial link between employee engagement and work-life balance. Employee engagement fosters a fulfilling work environment, which aids in achieving work-life balance; hence, the enhancement was created to increase employee engagement (Greenhaus, 2011) (Allen, 2014).

### **Personality and work-life balance**

Emotional stability, sociability, realistic nature, eager to gain new experiences, and conscientiousness are all personality traits. The term "emotional stability" refers to a person's capacity to maintain emotional self-control and balance (Renuka Devi, 2015). Extraversion, a main personality trait, also known as sociability, is characterized as a person's desire to socialize as well as their general belief to live happily fighting against the harsh realities of life (Renuka Devi, 2015). A person's inherent condition of being trustworthy and well-behaved is referred to as agreeableness. Conscientiousness is a personality trait that describes someone who is committed, hardworking, consistent, and goal-oriented. People that are open to new

experiences are creative, innovative, and have a high standard of living. Previous research on the relationship between personality and work-life balance has found that personality traits have an impact on job performance. However, there is currently a scarcity of study in Pakistan on the link between personality and work-life balance. The following is our theory on this connection.

### **Boundary theory**

The two worlds of work and family life are closely linked and intertwined. Border theory is a popular framework for analyzing how a person creates and maintains a difference between work-life and family life domains to categorize and simplify their environment (Rincy, 2013). It looks into how people transition from one aspect of their lives to another. Throughout the day, people across various physical, mental and temporal borders divide their time between work and family at home.

Boundary theory was given by Greer and Payne (2014) as a valuable framework for understanding the unique problems of work from home (WFM), also known as teleworking. According to the recent research done by experienced authors, the conventional borders between work and home are not very clear. Because of the proximity of family life, an employee's attention may be pulled away from official obligations while executing official work by varied demands of family members. People switch back and forth between job and family life during WFH. Due to the frequent transitions between work and family life, maintaining and keeping to psychological boundaries takes extra effort, especially while attending work-life events. Effectively managing work-life boundaries may decrease role conflict and improve the well-being of workers, teams, and organizations, according to Purdue University's Ellen Ernst Kossek research. It can also help with stress reduction, preventing mood swings and burnout. This also causes mental and physical well-being.'

According to the theory, a more flexible workplace should be more like employees' homes in terms of values and purpose (Rincy, 2013). Many of the WLB policies, flexible working arrangements and other tools supporting the WLB issue have not managed to facilitate the balance of employees, due to the fact that many organizations have created flexible work policies to serve their own interests and not those of employees and families and in order to succeed, the organizational values and cultures need to be changed (Rincy, 2013).

As there are many other theories that describe the different aspects of the work life balance. Some of them are following: (Rincy, 2013)

- Conflict theory
- Facilitation theory
- Integration theory

### **Role of information technology in remotely working**

The IT business is well-known for its flexible schedule and telecommuting choices. Most IT organizations are web-based, and technology is the most crucial resource for working from home. Video chats, conference calls, VPN networks, and wireless Internet allow us to stay connected as if we were at Work rather than home. In Indonesia, several corporate and government sectors use telework, telecommuting, and flexible Work to conduct business safely from home. Working from home is a double-edged sword that affects workers' life balance,

ability to deal with Work, well-being, and happiness in different ways (Shin, 2019). WFH has the potential to improve job satisfaction. Working from home raises stress (Bautista, 2020) and decreases stress if one has a flexible schedule. (Shin, 2019) Many academics believe that teleworking or working from home may both help and hinder work-life balance.

### **Summary**

In this chapter, the researcher looked at most other people's efforts that is tied to the working woman's work-life balance, as well as the influence of the WFH phenomenon and the impact of work-life balance on health. We offered three key hypothesis that explained the effects of work-life balance on working women who have difficulty balancing work and personal obligations. Given the possibility of a woman having emotional tiredness, several companies provide flexible working hours and allow workers to work from home using technology. An organization's proactive initiative under a difficult environmental condition may also aid employees in maintaining their psychological well-being.

## **RESEARCH METHODOLOGY**

### **Introduction**

In this section, the researcher presented the technique that is used to conduct an empirical study on the lives of working women in Oman. Generally, this study has been split into two sections. The qualitative method has one component, and the quantitative approach has the other. Both of these techniques were used in this research to extract the meaningful information about the working woman in Oman.

### **Research method**

First and foremost, numerous sources were employed in the qualitative research technique. For qualitative research technique, for example, information and expertise were gathered from a variety of online sources such as websites, journals, and research papers. In addition, articles were sought and analyzed in order to conduct the qualitative research method. Secondary data was also given through the qualitative research approach, which was utilized at numerous study points. Furthermore, open-ended questionnaires were conducted to obtain data directly from women working in Oman's aviation sector. Interviews were also performed as part of the research to gain insight into the perspectives of female employees on work-life balance.

On the other hand, research questions for quantitative research technique have been prepared, and a specific participant group related to the topic has been chosen. It is crucial to highlight that in the quantitative research technique, all of these questions will be answered one by one of all participants, and then the responses will be retrieved. As a result, the quantitative research approach will directly collect primary or first-hand data from participants.

### **The justification of the selected method**

The methodology that we have followed to extract the information is the most appropriate. This is due to the reason that there are many number of airports in the Oman where many working women are performing their duties. In this covid-19 situation, we have conduct the survey to get accurate results of the participants.

### **The research design**

The objectives of this paper was to see how a dual career woman's work-life balance differed when they worked from home, and if there was a difference in WLB between male and female

employees. A questionnaire was distributed to 100 people who met the requirements of being a worker with a partner who also conducted WFH in Oman. Data was analyzed using descriptive analysis and several analyses. The findings of the study revealed that WLB differed between male and female workers.

After getting information using questionnaires, the results were evaluated using a few statistical approaches to provide an accurate research output. In addition, participants will be interviewed and questioned, and the data will be evaluated using the Statistical Package for Social Sciences (SPSS). However, the telephonic interview has also been conducted to get the desired information from the group of women working in Oman aviation sector.

The reliability of the quantitative research methodology is most important because, the questions have been designed to concentrate on women employees' work-life balance during the COVID-19 pandemic in the Sultanate of Oman's aviation industry, it can yield a more significantly improved and better response than qualitative research methodology.

Since the outbreak of the epidemic, the conditions in which women work and live have altered dramatically, including where and how they perform. Working from home, work-life balance, and work stress all have a direct and indirect impact on job satisfaction, according to the researchers. (Morris, 2007) (Gigauri, 2020). Working from home as a new pace of work might help Oman employees maintain job satisfaction in the present challenging working environment. Working from home, in accordance to the social environment, might be a positive indicator that the organization should pay attention to. But it will also affect the mental health of women who have to handle work and personal life as well (Uddin, 2021), (Sundaresan, 2014).

### **The population of the study**

As previously stated, we used a hybrid method to collect qualitative and quantitative data from working women in Oman. The open-ended questionnaire had five multiple-choice questions and twenty three questions on a Likert scale. The goal was to conduct the study with 75 women who work in Oman's aviation industry at the Muscat International Airport. The second portion of the survey, which included 35 women, distributed at Salalah International Airport, which is located in Salalah city. The goal of this survey was to provide results that could be generalized to all working women in Oman.

### **The sampling technique and the sampling size**

#### ***Sampling Technique***

We have selected the stratified technique which is the probability sampling method. In this method, we have divided the population into subgroups who all share a similar characteristic. It is used because we evaluate the challenges of the woman faces in the covid-19 period. We know that the challenges may vary between the different subgroups, and we want to ensure representation from all the subgroups. The study sample is then obtained by taking equal sample sizes from each stratum.

#### ***Sampling Size***

Non-equal sample sizes from each stratum may also be suitable in stratified sampling. The 75 women who work in Oman's aviation business at the Muscat international airport have been chosen. In addition, there are 35 women employed at Salalah International Airport in

mentioned airlines in the research. It would be more acceptable to proportionally choose sample numbers from each airport. This enables a more realistic and accurate assessment of women's survey results across the county of Oman. The stratification of the population should be taken into consideration throughout the analysis stage.

### **The data collection methods and research instrument**

The participants of the survey are only the working women who face many challenges in this pandemic situation in order to organize their work and personal life. We have conducted these surveys in-person so that we can provide the significant information about questions to the people and get accurate results. Although, there are other many challenges that we have faced such as several working women not available for attempting the survey, flexible working hours, policies in airports along with other constraints:

The main concerns of the survey questions revolve around the following research questions:

1. What are the attitudes of women in the aviation sector towards work remotely during the pandemic?
2. What are the different barriers that working women in the aviation sector faced to carry out their work remotely during the pandemic?
3. What is the quality of production and work remotely during the pandemic?
4. What is the impact of work remotely during the pandemic on the balance of working life for women in the aviation sector?
5. What are the Work remotely practices of women in the aviation sector during the pandemic? (What are the IT facilities suggestions to ease the stress on the work)?
6. Are there any statistically significant differences of the women in the aviation sector 'opinions' in five previous questions due to the Marital Status?

Here is the list of questions that are included in the questionnaire:

|                                                                   |                                                                                                                                |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| <b>Work life balance effect on you:</b>                           |                                                                                                                                |
| 1                                                                 | Is your work life balance was extremely affected by the Covid-19?                                                              |
| 2                                                                 | Do you like work from home phenomenon?                                                                                         |
| 3                                                                 | How much it difficult to manage work online and other homework?                                                                |
| 4                                                                 | Even though, you work at home, is their spare time to socialize with your family?                                              |
| <b>Stress:</b>                                                    |                                                                                                                                |
| 5                                                                 | Get relaxed and forgetting about working problem is easy?                                                                      |
| 6                                                                 | Is your work stress can affect your immune system?                                                                             |
| 7                                                                 | I am less involved in solving problems at home because I am too tired from work and do not interact enough with family members |
| 8                                                                 | I find it difficult to find time to pursue my hobbies at home.                                                                 |
| 9                                                                 | I want to reduce my work hours and workload, but I have no control over this situation.                                        |
| 10                                                                | I had less stress due the less hours I had to work during working from home instead of official duty hours.                    |
| <b>Using IT facilities:</b>                                       |                                                                                                                                |
| 11                                                                | I use information and communication technology tools in doing my work at home.                                                 |
| 12                                                                | Can easily get or access the data I need related to using ICT.                                                                 |
| <b>The work duration hours and communication with co-workers:</b> |                                                                                                                                |
| 13                                                                | The duration I work at home is the same as the duration I work in the office.                                                  |
| 14                                                                | Can easily communicate about work with my co-workers.                                                                          |
| 15                                                                | My managers positively contribute to my work environment.                                                                      |
| <b>Work environment satisfaction:</b>                             |                                                                                                                                |
| 16                                                                | The company can monitor the results of my work easily.                                                                         |
| 17                                                                | I work from home according to the time set by the company.                                                                     |
| <b>Personal life satisfaction:</b>                                |                                                                                                                                |
| 18                                                                | I can carry out my role well both in work and in family.                                                                       |
| 19                                                                | My involvement in family activities and work activities is done in a balanced way.                                             |
| <b>Satisfaction and Challenges working from home:</b>             |                                                                                                                                |
| 20                                                                | I feel happy and comfortable with my work and family life.                                                                     |
| 21                                                                | I feel satisfied with a balanced life between work activities and activities outside of work.                                  |
| 22                                                                | While working from home I had every day new challenges.                                                                        |
| 23                                                                | While working from home I had physical challenges                                                                              |

Through qualitative research, we have used the different research articles, journals and authenticated publications to provide the statistical data of women working in Oman.

Previous study into the dynamics of WLB has been conducted. According to the classification hypothesis, work and family life are separate entities that have no connection (Sundaresan, 2014).

According to enrichment theory, job experience helps to enhance quality-of-life roles and vice versa. This idea implies that experiences, talents, skills, values or pleasure, and moods increase the quality of other areas (Morris, 2007). According to facilitation theory, opportunities, skills, and experiences make it simple for someone to participate in one aspect of life and create positive experiences and resources that may be applied to other aspects of life. (Gigauri, 2020); (Hjálmsdóttir A, 2021). Work-life integration is a two-way process that entails making it easier for families to work and vice versa (Rincy, 2013).

Work-life balance is handled differently by men and women (Williams, 2012). Mothers are 79 percent less likely to get employed and are taken more seriously level of timeliness and effectiveness than women without children, according to the study. This does not apply to dads who are also working (Uddin, 2021). Previous research has shown that women face more challenges in managing positions (Tomlinson, 2010); (WOLOR C., 2020). Women are nonetheless in principle responsible for home duties, regardless of their job position, and many of them experience work-life balance difficulties as a result. Workers, regardless of gender, want to work in organizations that promote work-life balance (Sundaresan, 2014). Men are more likely to be satisfied with their jobs and do well at work because they can draw a clear line between work and home life and priorities work for family reasons. Work and family are equally essential to women, and they attempt to get things done jointly.

We conducted semi-structured interviews with three working women from the major target group Muscat airport in order to obtain a better understanding of the potential for improving the study article. Some interviewees also did not want to be videotaped.

### **Legal ethical and social issues**

Informed permission, beneficence-do no harm, respect for anonymous and secrecy, and respect for privacy are the key ethical problems in doing research. Obtaining informed permission from groups with less liberty is another important ethical challenge.

Different perspectives on study involvement can be linked to their incapacity to offer informed permission, as well as their need for more protection and sensitivity from the researcher, since they are more likely to be tricked, intimidated, or compelled to participate. The human service researcher's unique circumstance necessitates two extra considerations: safeguarding vulnerable clients and delaying assistance for research purposes.

### **The research limitation**

The study's limitations are that we only gathered and evaluated data from women in two Oman airports. While focused on their relationships, there may be other elements that impact a working woman's professional life. Another restriction is that there is just a tiny quantity of literature on the subject. A variety of sources have been extensively analyzed in order to obtain additional information and expertise about the subject. However, no genuine sources have been identified on the subject, which is one of the most serious shortcomings of the study. No legitimate sources were identified, despite the fact that certain citations were gathered in this trustworthy work and may be relied upon for double-crossing or checking the facts utilized in the qualitative study.

### **Summary**

We have described the research technique in this chapter, as well as other parts of the study that were performed. The approach and process that were followed to get the intended findings were stated in the research method, along with the reason and its design. The collected data is then presented in a different manner using sampling procedures and sizes. We also discuss the difficulties we encountered when conducting the surveys. At the closing, we discuss the study's limitations.

Although, the study intended to discover the elements that would ultimately help women to keep to flourish at work during and after the epidemic, in addition to questioning them about their extent of implementation. The responses show that there is no one-size-fits-all solution. To help working women, the following actions should be made to address these issues:

- Make flexible working a standard practice:
- Empathy and trust are important qualities in a leader.
- Encourage networking, mentoring, and sponsoring as methods to learn and grow, but make sure it's done in ways and at times that work for various people's schedules and requirements.
- Provide learning opportunities that are convenient for your staff.
- Ensure that unconscious prejudice is addressed in the reward, succession, and promotion processes.

Above all, consider diversification, respect, and inclusion non-negotiables, and ensure that they are reflected in your company's culture on a daily basis.

## **DATA ANALYSIS AND FINDINGS**

### **Introduction**

This section provides a statistical description of the results collected as responses to the questionnaires' statements. The information from the questionnaire, which was dedicated to the women employees' work-life balance during the covid-19 pandemic in the Airline Industry in Sultanate of Oman, had provided answers to the first five research questions. It addressed the attitudes of women in the aviation sector towards work remotely during the pandemic; the different barriers that working women in the aviation sector faced to carry out their work remotely during the pandemic; the quality of production and work remotely during the pandemic; the impact of work distantly during the epidemic on the balance of working life for women in the aviation sector and the work remotely practices of women in aviation sector during the pandemic.

### **The questionnaire**

The targeted sample of this questionnaire is the women in the aviation sector 2021 in the research. The researcher recovered 60 copies of the questionnaire. The first part of the questionnaire is dedicated to gathering personal information about the participants; their ages, their marital status, their residential areas, and their levels of education. The data obtained were calculated and categorized as the following table shows.

**Table (1): Demographic data of the participants**

| Level of education |       |         | Marital status |         | Total |
|--------------------|-------|---------|----------------|---------|-------|
|                    |       |         | Single         | Married |       |
| Diploma            | Age   | 25 – 35 | 2              | 2       | 4     |
|                    |       | 35 – 45 | 0              | 7       | 7     |
|                    | Total |         | 2              | 9       | 11    |
| Higher Diploma     | Age   | 35 – 45 | 1              | 5       | 6     |
|                    | Total |         | 1              | 5       | 6     |
| Bachelor Degree    | Age   | 25 – 35 | 8              | 16      | 24    |
|                    |       | 35 – 45 | 2              | 7       | 9     |
|                    |       | 45 – 50 | 0              | 1       | 1     |
| Master Degree      | Total |         | 10             | 24      | 34    |
|                    | Age   | 25 – 35 | 1              | 2       | 3     |
|                    |       | 35 – 45 | 2              | 3       | 5     |
| Total              |       | 45 – 50 | 0              | 1       | 1     |
|                    | Total |         | 3              | 6       | 9     |
|                    | Age   | 25 – 35 | 11             | 20      | 31    |
| Total              |       | 35 – 45 | 5              | 22      | 27    |
|                    |       | 45 – 50 | 0              | 2       | 2     |
|                    | Total |         | 16             | 44      | 60    |

The collected data about the participants showed, as table 1 indicates, that they are of different levels; which enabled the researcher to explore variant viewpoints. The data also showed that a considerable number of the participants 26.7% are single and that 73.3% of them are married. In the sense that a considerable number of the participants have an idea about the nature of literature and literary courses.

The data also showed that the percentage of Diploma, Higher Diploma, Bachelor and M.A. came (18%), (9.8%), (57.4) and (14.8%), respectively. The percentage of the sample according to their ages: (25 – 35), (35 – 45) and (45 – 50) came (50.8%), (45.9%) and (3.3%) respectively.

**Table (2): Personal information of the participants**

| Duration of work working from home |                                      |                    | Number of hours of work per week |               |               |                    | Total |
|------------------------------------|--------------------------------------|--------------------|----------------------------------|---------------|---------------|--------------------|-------|
|                                    |                                      |                    | Less than 20 hours               | 20 – 30 hours | 30 – 40 hours | More than 40 hours |       |
| Less than 1 month                  | Duration of work in the organization | 1-3 years          | 2                                | 0             | 1             | 2                  | 5     |
|                                    |                                      | 4- 6 years         | 1                                | 0             | 0             | 3                  | 4     |
|                                    |                                      | 7- 10 years        | 0                                | 1             | 1             | 1                  | 3     |
|                                    |                                      | More than 10 years | 2                                | 0             | 1             | 3                  | 6     |
|                                    | Total                                |                    | 5                                | 1             | 3             | 9                  | 18    |
| 3-6 months                         | Duration of work in the organization | 1-3 years          |                                  |               | 0             | 2                  | 2     |
|                                    |                                      | 4- 6 years         |                                  |               | 2             | 3                  | 5     |
|                                    |                                      | More than 10 years |                                  |               | 1             | 5                  | 6     |
|                                    | Total                                |                    |                                  |               | 3             | 10                 | 13    |
| 7 -12 months                       | Duration of work in the organization | 1-3 years          | 0                                |               | 0             | 1                  | 1     |
|                                    |                                      | 4- 6 years         | 2                                |               | 3             | 4                  | 9     |
|                                    |                                      | 7- 10 years        | 0                                |               | 3             | 1                  | 4     |
|                                    |                                      | More than 10 years | 0                                |               | 1             | 1                  | 2     |
|                                    | Total                                |                    | 2                                |               | 7             | 7                  | 16    |
| One year                           | Duration of work in the organization | 4- 6 years         | 1                                | 1             | 0             | 0                  | 2     |
|                                    |                                      | 7- 10 years        | 0                                | 2             | 0             | 1                  | 3     |
|                                    |                                      | More than 10 years | 0                                | 0             | 1             | 2                  | 3     |
|                                    | Total                                |                    | 1                                | 3             | 1             | 3                  | 8     |
| More than one year                 | Duration of work in the organization | 1-3 years          |                                  |               | 0             | 1                  | 1     |
|                                    |                                      | 7- 10 years        |                                  |               | 1             | 0                  | 1     |
|                                    |                                      | More than 10 years |                                  |               | 3             | 0                  | 3     |
|                                    | Total                                |                    |                                  |               | 4             | 1                  | 5     |
| Total                              | Duration of work in the organization | 1-3 years          | 2                                | 0             | 1             | 6                  | 9     |
|                                    |                                      | 4- 6 years         | 4                                | 1             | 5             | 10                 | 20    |
|                                    |                                      | 7- 10 years        | 0                                | 3             | 5             | 3                  | 11    |
|                                    |                                      | More than 10 years | 2                                | 0             | 7             | 11                 | 20    |
|                                    | Total                                |                    | 8                                | 4             | 18            | 30                 | 60    |

The collected data showed that 50% of the participants are working More than 40 hours per week; 30% are working (30 – 40) hours per week; 13.3% are working Less than 20 hours per week and only 6.2% of the participants are working (20 – 30) hours per week.

Additionally, 14.8% of the participants are working in the organization for 1-3 years; 32.8% are working in the organization for 4- 6 years; 19.7% are working in the organization for 7- 10 years and 32.8% are working in the organization for More than 10 years.

## Validity and reliability testing

Reliability and validity are concepts used to evaluate the quality of research. They indicate how well a method, technique or test measures something. Reliability is about the consistency of a measure, and validity is about the accuracy of a measure. It's important to consider reliability and validity when you are creating your research design, planning your methods, and writing up your results, especially in quantitative research.

Reliability and validity are closely related, but they mean different things. A measurement can be reliable without being valid. However, if a measurement is valid, it is usually also reliable. Table (3) presented the internal consistency validity of statements.

**Table (3): Internal consistency validity of statements**

| No | Statement                                                                                                                       | Validity coefficient values |
|----|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 1  | Is your work-life balance was extremely affected by the Covid-19?                                                               | 0.215                       |
| 2  | Do you like work from home phenomenon?                                                                                          | 0.527**                     |
| 3  | Is it difficult to manage work online and other homework?                                                                       | 0.668**                     |
| 4  | Even though, you work at home, is their spare time to socialize with your family?                                               | 0.570**                     |
| 5  | Get relaxed and forgetting about the working problems is easy while working from home?                                          | 0.563**                     |
| 6  | Is your work stress can affect your immune system?                                                                              | 0.167                       |
| 7  | I am less involved in solving problems at home because I am too tired from work and do not interact enough with family members: | 0.403**                     |
| 8  | I find it difficult to find time to pursue my hobbies at home:                                                                  | 0.540**                     |
| 9  | I want to reduce my work hours and workload, but I have no control over this situation:                                         | 0.343**                     |
| 10 | I had less stress due the less hours I had to work during working from home instead of official duty hours:                     | 0.413**                     |
| 11 | I use information and communication technology tools in doing my work at home:                                                  | 0.438**                     |
| 12 | Can easily get or access the data I need related to using ICT:                                                                  | 0.612**                     |
| 13 | The duration I work at home is the same as the duration I work in the office:                                                   | 0.460**                     |
| 14 | Can easily communicate about work with my co-workers:                                                                           | 0.597**                     |
| 15 | My managers positively contribute to my work environment:                                                                       | 0.384**                     |
| 16 | The company can monitor the results of my work easily:                                                                          | 0.581**                     |
| 17 | I work from home according to the time set by the company:                                                                      | 0.439**                     |
| 18 | I can carry out my role well both in work and in family:                                                                        | 0.737**                     |

| No | Statement                                                                                     | Validity coefficient values |
|----|-----------------------------------------------------------------------------------------------|-----------------------------|
| 19 | My involvement in family activities and work activities is done in a balanced way:            | 0.765**                     |
| 20 | I feel happy and comfortable with my work and family life:                                    | 0.718**                     |
| 21 | I feel satisfied with a balanced life between work activities and activities outside of work: | 0.637**                     |
| 22 | While working from home I had every day new challenges:                                       | 0.342**                     |
| 23 | While working from home I had physical challenges:                                            | 0.150                       |

**\*\*Correlation is significant at the 0.01 level**

**\*Correlation is significant at the 0.05 level**

From table (3) it can be seen that there are three statements (1, 6, and 23) that fail to be valid. The validity coefficient value are (0.215, 0.167, 0.150), which is not significant. When the researcher exclude this statement from the analysis, the results still supported that the other statements have strong validity values.

### Reliability measures

The internal consistency and reliability of the questionnaire were calculated using the (Cronbach Alpha) formula. The alpha Cronbach's coefficient value of the questionnaire was (0.859). This showed a high degree of trustworthiness and consistency concerning the domains included in the questionnaire. Table (4) showed the item-total correlation amongst statements within the construct.

**Table (4): Corrected Item-Total Correlation of statements**

| No | Statement                                                                                                                       | Corrected Item-Total Correlation |
|----|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| 1  | Is your work-life balance was extremely affected by the Covid-19?                                                               | 0.157                            |
| 2  | Do you like work from home phenomenon?                                                                                          | 0.461                            |
| 3  | Is It difficult to manage work online and other homework?                                                                       | 0.619                            |
| 4  | Even though, you work at home, is their spare time to socialize with your family?                                               | 0.551                            |
| 5  | Get relaxed and forgetting about the working problems is easy while working from home?                                          | 0.546                            |
| 6  | Is your work stress can affect your immune system?                                                                              | 0.074                            |
| 7  | I am less involved in solving problems at home because I am too tired from work and do not interact enough with family members? | 0.313                            |
| 8  | I find it difficult to find time to pursue my hobbies at home.                                                                  | 0.483                            |
| 9  | I want to reduce my work hours and workload, but I have no control over this situation.                                         | 0.256                            |
| 10 | I had less stress due to the less hours I had to work during working from home instead of official duty hours.                  | 0.328                            |

| No | Statement                                                                                     | Corrected Item-Total Correlation |
|----|-----------------------------------------------------------------------------------------------|----------------------------------|
| 11 | I use information and communication technology tools in doing my work at home.                | 0.385                            |
| 12 | Can easily get or access the data I need related to using ICT.                                | 0.556                            |
| 13 | The duration I work at home is the same as the duration I work in the office.                 | 0.385                            |
| 14 | Can easily communicate about work with my co-workers.                                         | 0.555                            |
| 15 | My managers positively contribute to my work environment.                                     | 0.319                            |
| 16 | The company can monitor the results of my work easily.                                        | 0.526                            |
| 17 | I work from home according to the time set by the company.                                    | 0.374                            |
| 18 | I can carry out my role well both in work and in the family.                                  | 0.718                            |
| 19 | My involvement in family activities and work activities is done in a balanced way.            | 0.736                            |
| 20 | I feel happy and comfortable with my work and family life.                                    | 0.679                            |
| 21 | I feel satisfied with a balanced life between work activities and activities outside of work. | 0.596                            |
| 22 | While working from home I had every day new challenges.                                       | 0.256                            |
| 23 | While working from home I had physical challenges.                                            | 0.055                            |
|    | <b>The reliability of the questionnaire</b>                                                   | 0.859                            |

The instrument corrected item-total correlation varies in the range 0.055 to 0.736 indicating a good relationship of statements with the construct except for statements (1, 6, and 23), where the value Corrected item-total Correlation is less than (0.2). Most statements appeared to be worth retention since deleting statements from the construct.

### The research questions

Data processing methods go through several stages, namely: editing (checking and adjusting as needed to the research data, the questionnaire has been filled all or nothing); coding (the process of identifying and classifying research data into numeric scores or character symbols); and scoring (giving a score on each respondent's answer given a score and the scores are arranged in stages based on a Likert scale). Strongly disagree (1), Disagree (2), Neutral (3), Agree (4), strongly agree (5).

**Table (5): Weighted Averages for 5-Point Likert Scales**

| Weighted Average | Result            |
|------------------|-------------------|
| 1-1.79           | Strongly disagree |
| 1.80-2.5         | Disagree          |
| 2.60-3.39        | Neutral           |
| 3.40-4.19        | Agree             |
| 4.20-5           | Strongly agree    |

The collected information about each question is presented in the tables below.

## 1- What are the attitudes of women in the aviation sector towards work remotely during the pandemic?

**Table (6): Means and standard deviations of attitudes of women in the aviation sector towards work remotely during the pandemic arranged in order according to their importance**

| No | Statement                                                                                                     | Mean        | Std. Deviation | The Degree   |
|----|---------------------------------------------------------------------------------------------------------------|-------------|----------------|--------------|
| 1  | I had less stress due to the less hours I had to work during working from home instead of official duty hours | 3.77        | 1.00           | Agree        |
| 2  | Do you like work from home phenomenon?                                                                        | 3.30        | 1.23           | Neutral      |
|    | <b>Total degree</b>                                                                                           | <b>3.53</b> | <b>0.92</b>    | <b>Agree</b> |

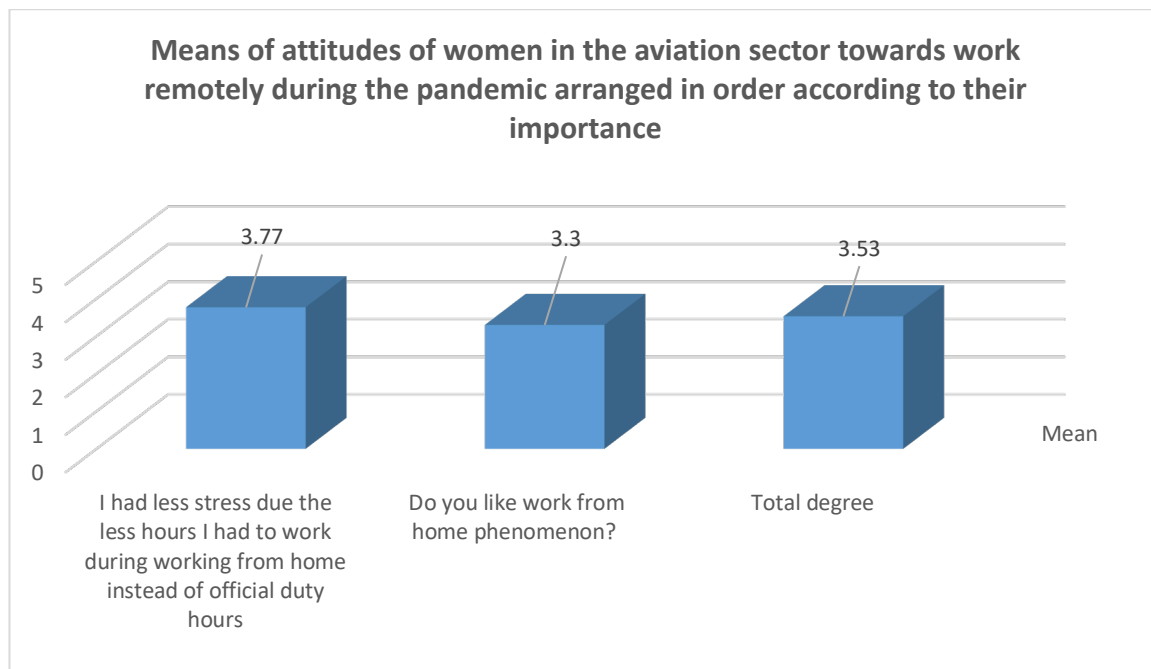


**Figure (1)**

The results showed that the attitudes of **women in the aviation sector towards work remotely during the pandemic** were agree in total degree by (mean=3.53). The most prominent attitude was toward the item: I had less stress due to the fewer hours I had to work during working from home instead of official duty hours by (mean=3.77), followed by the item: Do you like work from home phenomenon? By (mean=3.30).

## 2- What are the different barriers that working women in the aviation sector faced to carry out their work remotely during the pandemic?

**Table (7): Means and standard deviations of the different barriers that working women in the aviation sector faced to carry out their work remotely during the pandemic according to their opinions arranged in order according to their importance.**

| N<br>o | Statement                                                                                                                       | Me<br>an    | Std.<br>Devi<br>ation | The<br>Deg<br>ree |
|--------|---------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------|-------------------|
| 1      | Even though, you work at home, is there spare time to socialize with your family?                                               | 3.53        | 0.98                  | Agree             |
| 2      | While working from home I had every day new challenges.                                                                         | 3.36        | 1.01                  | Neutral           |
| 3      | I find it difficult to find time to pursue my hobbies at home                                                                   | 3.03        | 1.21                  | Neutral           |
| 4      | I am less involved in solving problems at home because I am too tired from work and do not interact enough with family members. | 3.02        | 1.10                  | Neutral           |
| 5      | Get relaxed and forgetting about the working problem is easy while working from home?                                           | 3.00        | 1.19                  | Neutral           |
| 6      | Is it difficult to manage work online and other homework?                                                                       | 2.90        | 1.02                  | Neutral           |
| 7      | I want to reduce my work hours and workload, but I have no control over this situation.                                         | 2.47        | 1.25                  | Disagree          |
|        | <b>Total degree</b>                                                                                                             | <b>3.05</b> | <b>0.66</b>           | <b>Neutral</b>    |

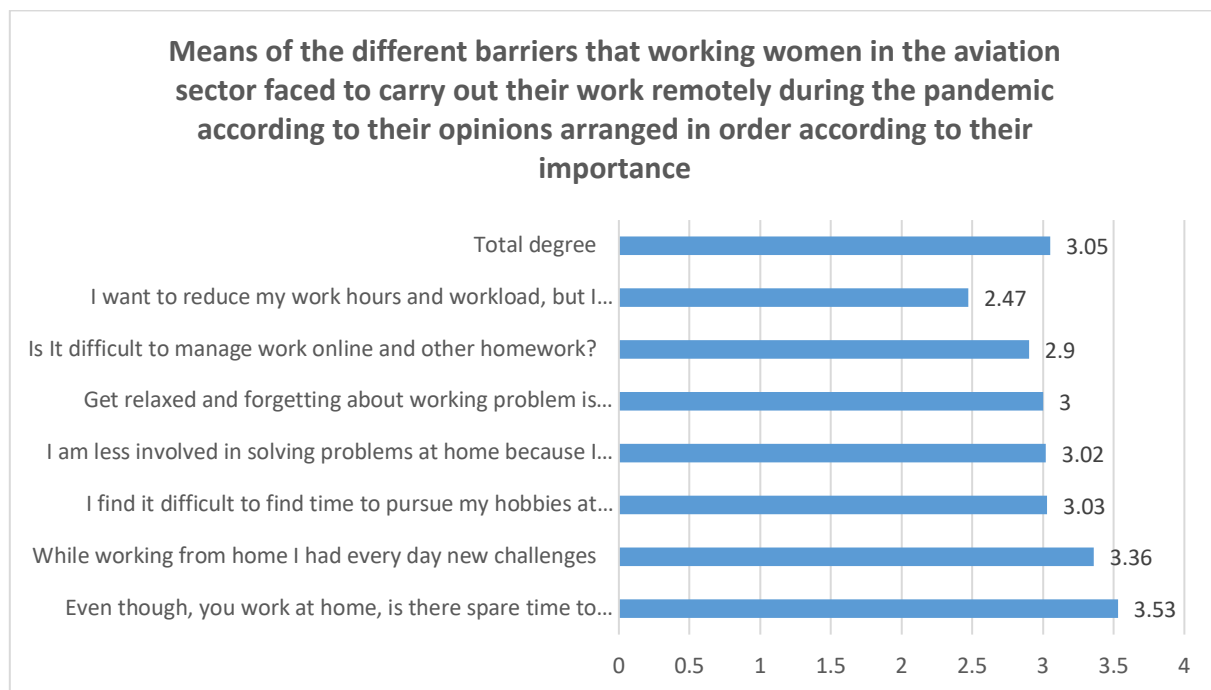


**Figure (2)**

The results showed that the working women in the aviation sector were somewhat agree that they faced different barriers to carry out their work remotely during the pandemic according to their opinions. The mean in total degree was (3.05). The most prominent opinion was in the item: Even though, you work at home, is there spare time to socialize with your family? By (mean=3.53). In the second place came the item: While working from home I had every day new

challenges by (mean=3.36); followed by the item: I find it difficult to find time to pursue my hobbies at home by (mean=3.03).

Meanwhile, the item: I want to reduce my work hours and workload, but I have no control over this situation obtained the least degree on the scale by (mean=2.47).

### 3- What is the quality of production and work remotely during the pandemic?

**Table (8): Means and standard deviations of the women in the aviation sector ' opinions about the quality of production and work remotely during the pandemic arranged in order according to their importance**

| No | Statement                                                  | Mean        | Std. Deviation | The Degree   |
|----|------------------------------------------------------------|-------------|----------------|--------------|
| 1  | My managers positively contribute to my work environment.  | 3.73        | .84            | Agree        |
| 2  | I work from home according to the time set by the company. | 3.63        | .88            | Agree        |
| 3  | The company can monitor the results of my work easily.     | 3.60        | 1.04           | Agree        |
|    | <b>Total degree</b>                                        | <b>3.66</b> | <b>.71</b>     | <b>Agree</b> |

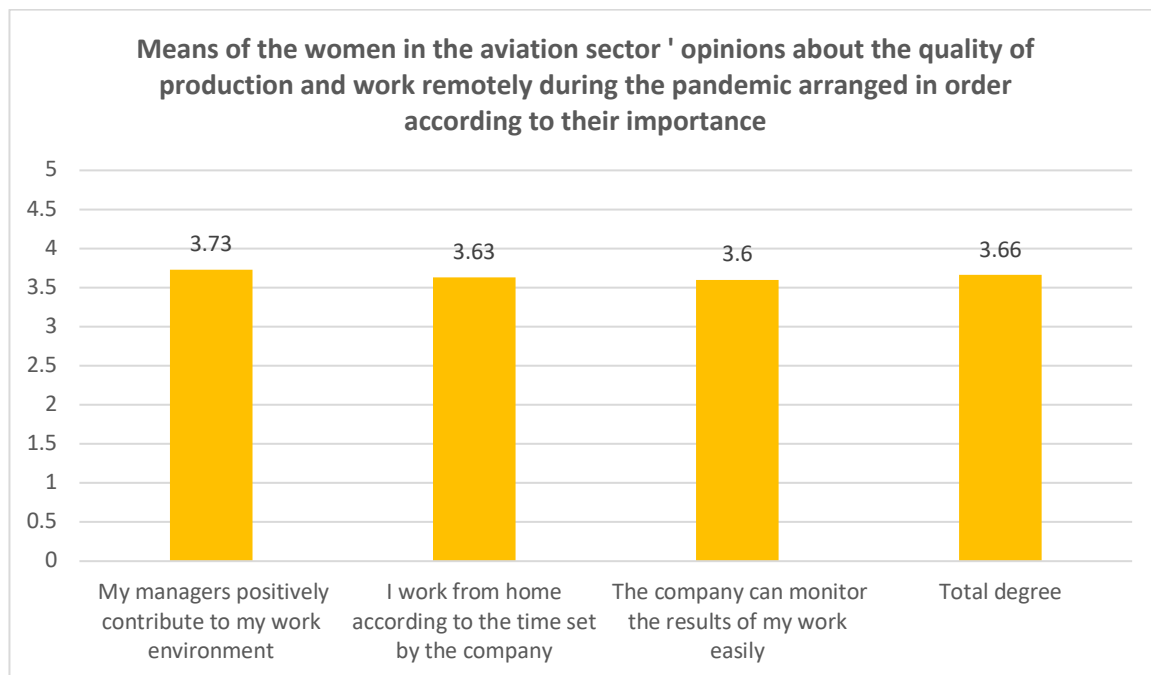


**Figure (3)**

The results showed that the women in the aviation sector ' opinions about the quality of production and work remotely during the pandemic were agree in total degree by (mean=3.66). The most prominent attitude was toward the item: My managers positively contribute to my work environment by (mean=3.73). In the second place came the item: I work from home according to the time set by the company by (mean=3.63); followed by the item: The company can monitor the results of my work easily (mean=3.60).

### 4- What is the impact of work remotely during the pandemic on the balance of working life for women in the aviation sector?

**Table (9): Means and standard deviations of the women in the aviation sector ' opinions about the impact of work remotely during the pandemic on the balance of working life arranged in order according to their importance**

| No | Statement                                                                                     | Mean        | Std. Deviation | The Degree   |
|----|-----------------------------------------------------------------------------------------------|-------------|----------------|--------------|
| 1  | I feel happy and comfortable with my work and family life.                                    | 3.78        | 0.90           | Agree        |
| 2  | I can carry out my role well both at work and in the family.                                  | 3.65        | 1.02           | Agree        |
| 3  | I feel satisfied with a balanced life between work activities and activities outside of work. | 3.63        | 0.95           | Agree        |
| 4  | My involvement in family activities and work activities is done in a balanced way.            | 3.53        | 0.87           | Agree        |
|    | <b>Total degree</b>                                                                           | <b>3.65</b> | <b>0.81</b>    | <b>Agree</b> |

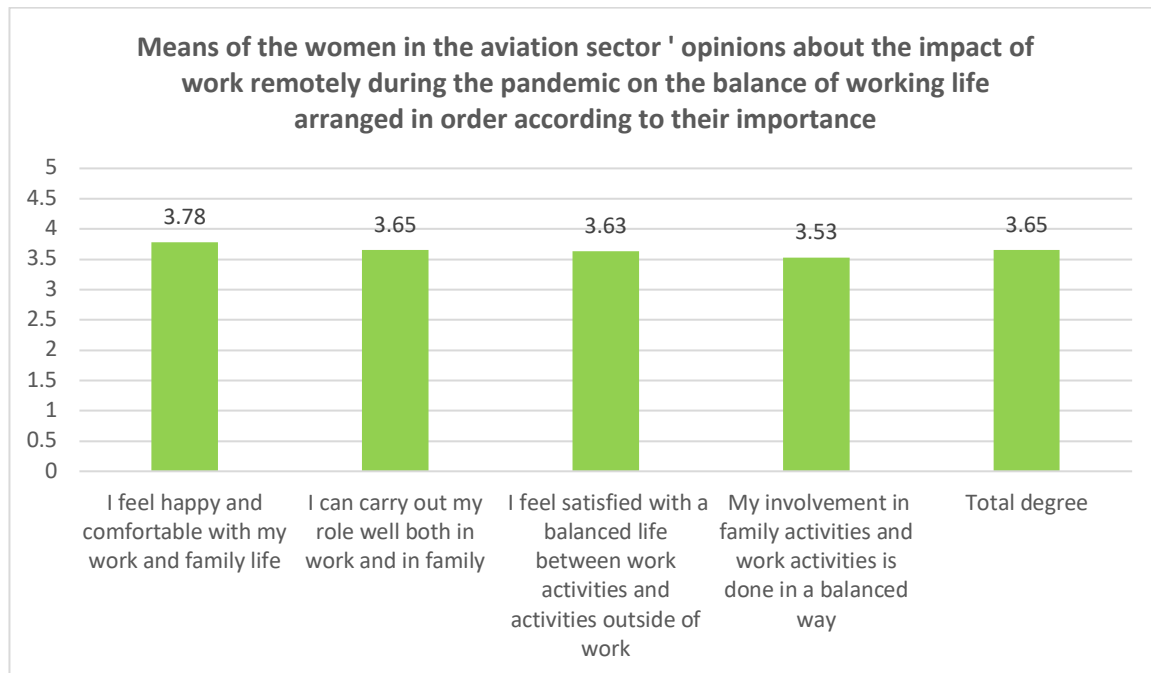


**Figure (4)**

The results showed that the women in aviation sector ' opinions about the impact of work remotely during the pandemic on the balance of working life were agreeing in total degree by (mean=3.65). The most prominent attitude was toward the item: I feel happy and comfortable with my work and family life by (mean=3.78). In the second place came the item: I can carry out my role well both in work and in family by (mean=3.65); followed by the item: I feel satisfied with a balanced life between work activities and activities outside of work by (mean=3.63). Meanwhile, the item: My involvement in family activities and work activities is done in a balanced way obtained the least degree on the scale by (mean=3.53).

### 5- What are the Work remotely practices of women in the aviation sector during the pandemic?

**Table (10): Means and standard deviations of the women in the aviation sector ' opinions the Work remotely practices during the pandemic arranged in order according to their importance**

| No | Statement                                                                      | Mean        | Std. Deviation | The Degree   |
|----|--------------------------------------------------------------------------------|-------------|----------------|--------------|
| 1  | I use information and communication technology tools in doing my work at home. | 4.00        | .78            | Agree        |
| 2  | Can easily communicate about work with my co-workers.                          | 3.83        | 1.03           | Agree        |
| 3  | Can easily get or access the data I need related to using ICT.                 | 3.57        | 1.03           | Agree        |
| 4  | The duration I work at home is the same as the duration I work in the office.  | 2.64        | 1.14           | Neutral      |
|    | <b>Total degree</b>                                                            | <b>3.52</b> | <b>.71</b>     | <b>Agree</b> |

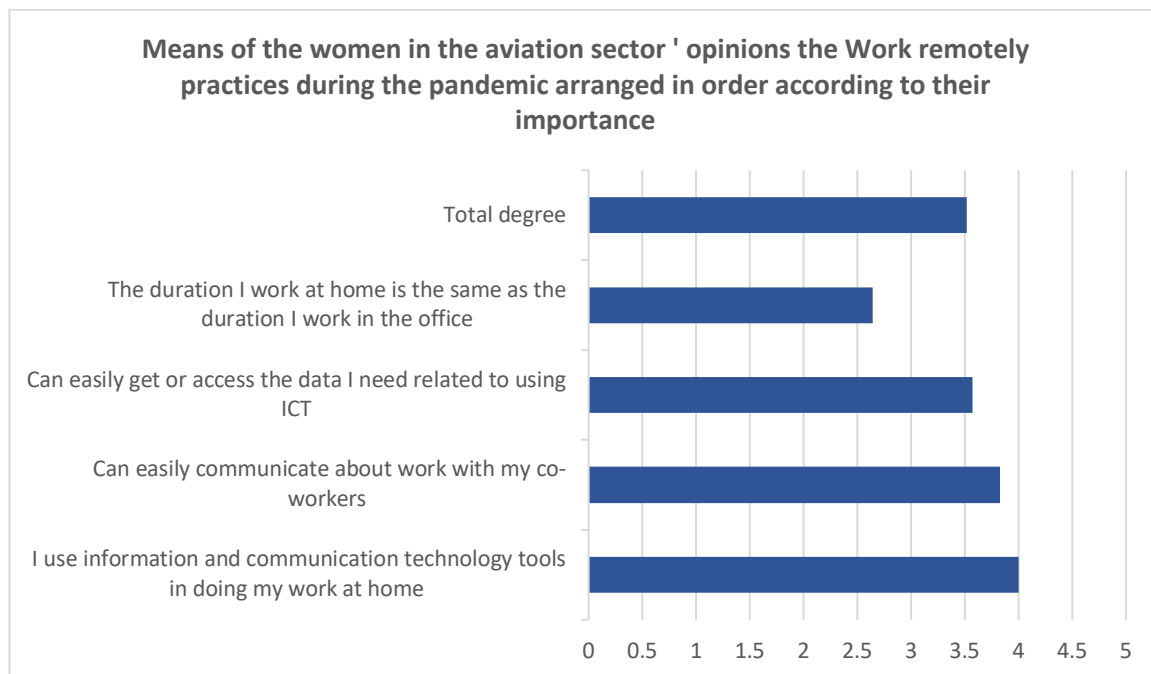


**Figure (5)**

The results showed that the women in the aviation sector ' opinions on the Work remotely practices during the pandemic were agreeing in total degree by (mean=3.52). The most prominent attitude was toward the item: I use information and communication technology tools in doing my work at home by (mean=4.00). In the second place came the item: Can easily communicate about work with my co-workers by (mean=3.83); followed by the item: Can easily get or access the data I need related to using ICT by (mean=3.57). Meanwhile, the item: The duration I work at home is the same as the duration I work in the office by (mean=2.64).

### 6- Are there any statistically significant differences of the women in the aviation sector ' opinions' in five previous questions due to the Marital Status?

**Table (11): Results of independent t-test for differences in opinions of the women in the aviation sector ' opinions' in five previous questions due to the Marital Status**

| Title                                                                                                              | Marital Status | No | Mean | Std. Deviation | T- value | P- value |
|--------------------------------------------------------------------------------------------------------------------|----------------|----|------|----------------|----------|----------|
| The attitudes of women in the aviation sector towards work remotely during the pandemic                            | Single         | 16 | 3.03 | 0.87           | -2.68    | 0.01*    |
|                                                                                                                    | Married        | 43 | 3.72 | 0.88           |          |          |
| The different barriers that working women in the sector faced to carry out their work remotely during the pandemic | Single         | 16 | 2.75 | 0.62           | -2.19    | 0.03*    |
|                                                                                                                    | Married        | 43 | 3.16 | 0.65           |          |          |
| The quality of production and work remotely during the pandemic                                                    | Single         | 16 | 3.54 | 0.83           | -0.75    | 0.46     |
|                                                                                                                    | Married        | 43 | 3.70 | 0.67           |          |          |
| The impact of work remotely during the pandemic on the balance of working life for women in the aviation sector    | Single         | 16 | 3.36 | 0.92           | -1.64    | 0.11     |
|                                                                                                                    | Married        | 43 | 3.74 | 0.75           |          |          |
| The Work remotely practices of women in the aviation sector during the pandemic                                    | Single         | 16 | 3.31 | 0.85           | -1.33    | 0.19     |
|                                                                                                                    | Married        | 43 | 3.59 | 0.65           |          |          |

\* The mean difference is significant at the .05 level.

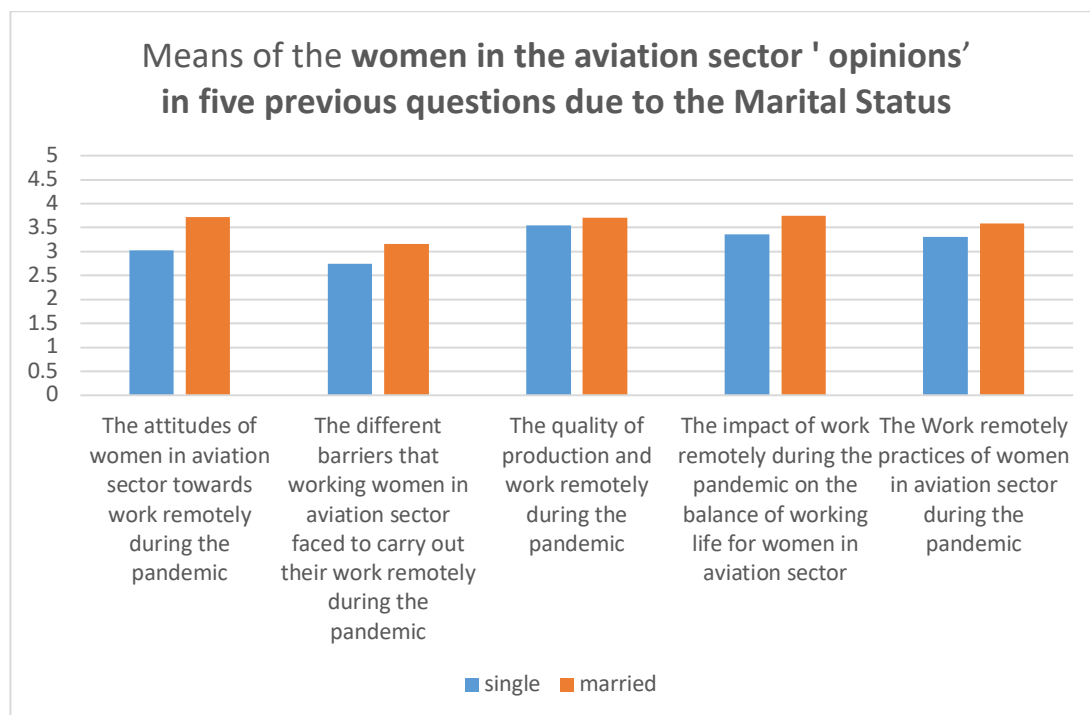


**Figure (6)**

The results of the t-test indicated that there are significant differences due to marital status, in favor of married, in, (The attitudes of women in the aviation sector towards work remotely

during the pandemic) and (The different barriers that working women in the aviation sector faced to carry out their work remotely during the pandemic) ( $\alpha < 0.05$ ).

### **Analysis of interview data**

As mentioned earlier, seventeen open-ended questions based on the research questions were asked to three interviewees the women in the aviation sector to find out more information that might not appear in the questionnaire. The answers were analyzed to provide insight concerning the women Employees work-life balance during the covid-19 pandemic in the Airline Industry in Sultanate of Oman and mixed answers were collected from all three as below:

With regard to the first question which was "Define what work-life balance means for you?" the answer was that: work-life balance is about striking a balance between the demands of work and those of personal satisfaction and a happy life.

Concerning the second question which was "How you can maintain that appropriate balance for yourself?" the answer indicated that the woman maintaining herself displays a sense of accountability for what she achieves in a day and over the course of a lifetime. It is being proactive, recognizing her power of choice, and realizing what she does have control over.

In answering the third question which was "What does your company do to help its employees maintain Work-life balance?" the answer was, Keep Structural Consistency. It is critical to retain a feeling of consistency and organization in our company structure since employees feel less anxious when they know what to expect on a daily basis as much as feasible. Don't be hesitant to mix things up once in a while, but a consistent and dependable work environment may help employees cope with stress at home.

Regarding the fourth question which was; Have you established a good work routine at home?, the interviewee replied that Yes, out of 24 hours I spend eight hours on my work such as replaying emails attending meeting online courses and flight operation, balanced hours utilized for my rest personal developments and family. Other answer was; Yes I did, aside of my home responsibility still I have carried my work duties conscientiously.

As to the fifth question which was "What do you feel about working from home?" the interviewee confirmed that Working from home it's not an ideal situation as it lacks the office environment. Another response was, it is quite good because as mentioned I have established working environment at home and happy to look after family. In response to the sixth question which was "Do you have a suitable workspace?" "The three interviewee" responded Yes I do have.

Concerning the seventh question which was "What are your policies for telecommuting?" the answers indicated that When both the individual and the job are suitable for such an arrangement, believes telecommuting to be a realistic, flexible work choice.

In answering the eighth question which was "What technology is provided to employees at your organization for you and other employees?", Company has provided such as email access and Microsoft team to attend the meeting and communicate to each other for operational purposes. Other answer was; yes meeting held regularly through Webex Meet Application.

Regarding the ninth question which was Does the team collaborate in your organization or stay connected for carrying out the duties while working from home? The most answers were; that yes my team is connected and everyone fulfilling his/her task. As to the tenth question which was " Do you have a healthy work and life balance when working from home? ", all answers responded by Yes.

Concerning the eleventh question which was "Are you less productive, equally productive, or more productive than when working in the office?" two interviewee indicated that Less productive. Other answer was; this can be confirmed by my manager as he observe my work. In answering the twelfth question which was " Are you in regular contact with your team and manager?", Mostly depends on operations

As to the thirteenth question which was" Do you feel trusted to work from home? Please provide the reason ", the interviewee confirmed that Yes, due to the pandemic all organizations had to force their employees to work from home to avoid spreading the disease and safe them. So it is the employee part to do her task as she has been asked by her company it's her duty to fulfill the requirements, as the company provided such as email accesses and Microsoft team.

Concerning the fourteenth question which was "Do you feel your organization is providing the proper support?" the interviewee' responded Yes provided email access and meeting online by using Microsoft teams and other applications by smartphone and laptops.

Regarding the fifteenth question which was Do you have all the equipment needed to fulfill your role to your usual standard? the interviewee replied that Yes, mostly the employee needs her laptop and internet access which has been provided. Other answer, yes has been given sharing access from home to the important folders related to work.

In answering the sixteenth question which was " How do you measure goals or successes during working from home?", As my task to manage my station and flights, so I have to scan the flights by checking the number of passengers and what the requirement for their final destinations are and brief my team to check all documents. Other answers were, providing good customer services to passengers and manage the operations with no delays of passengers while proceeding through airport process, doing several covid checking and then to check-in counters, heading to gate than finally to board the flight safely.

Concerning the last question which was do you enjoy working from home? The interviewee's responses not really I prefer to work from the office.

## **Summary**

This chapter presents the detailed statistical analysis of the questionnaire responses of the working woman in the airport of Oman. The findings of the survey reveal the obstacles, variables influencing the WFH phenomena, and hurdles to achieving work-life balance. In the first step, we assessed the participants' demographic and personal information. The internal consistency validity values are then used to determine the questions' reliability and consistency. We also took into account the questionnaire's reliability by using the Cronbach alpha calculation. The results of the data obtained from the questionnaire have been processed using statistical analysis techniques, and several illustration models were utilized to illustrate

the findings. The open ended interview that was performed to get insights into the women's work-life balance in Oman's aviation sector was used to analyze the other research questions.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

In general, the results showed that the attitudes of women in the aviation sector towards work remotely during the pandemic were agreed that they had less stress due to the fewer hours "I had to work during working from home instead of official duty hours". They also agree that they like the phenomenon of working from the home. It is evident from the obtained results that women in the aviation sector, according to the respondents' views, have a positive attitude towards work remotely during the pandemic.

The results also presented that the working women in the aviation sector were somewhat agree that they faced different barriers to carry out their work remotely during the pandemic according to their opinions. They saw that even though, they work at home, there is spare time to socialize with their families. While working from home they had every day new challenges and they find it difficult to find time to pursue my hobbies at home. They also want to reduce their work hours and workload, but they have no control over this situation.

It is obvious from the obtained results that the working women in the aviation sector faced different barriers while carrying out their work remotely during the pandemic, according to the respondents' views, so, the company should consider this matter and find solutions for it. The outcomes of the quality of production and work remotely during the pandemic indicated work remotely during the pandemic were agreed that their managers positively contribute to their work. They work from home according to the time set by the company the company can monitor the results of their work easily.

From the obtained results; It is also clear that the working women in the aviation sector find it easy to assess the quality of their performance and give them feedback about their work, according to the respondents' views.

The outcomes of the study showed also that the women employee opinions about the impact of work remotely during the pandemic on the balance of working life; were average degree of agreement that they feel happy and comfortable with their work and family life. They agree correspondingly that they can carry out their role well both at work and in the family. As well as they feel satisfied with a balanced life between work activities and activities outside of work. Their involvement in family activities and work activities is done in a balanced way.

The working women in the aviation sector found that work remotely during the pandemic impact their balance of life. This needs more focus and tries to reduce its negative effect. Furthermore, the work remotely practices during the pandemic were agreed by women employee that they use information and communication technology tools in doing their work at home. They can easily communicate about work with their co-workers. They also can easily get or access the data they need related to using ICT.

It is obvious from the achieved outcomes that they earn some new work practices and skills during the pandemic, according to the respondents' views.

Finally, the conclusions of the t-test indicated that there are significant differences due to marital status, in favor of married, in, (The attitudes of women in aviation sector towards work remotely during the pandemic) and (The different barriers that working women in the aviation sector faced to carry out their work remotely during the pandemic).

This result can be explained by the fact that married women may be more likely to want to work from home than a single woman. They've also had a harder time doing so, reporting higher rates of stress, depression, and sheer hours worked — especially if they have kids. This paradox is a result of women trying to do the best thing for their careers while also navigating an unfair role in society and at home. In other words, women need more flexible work arrangements, because women have more to do.

### **Recommendations**

- ❖ Some actions should be taken by employers critical in women's working advancement during the pandemic, such as: Make flexible working the norm, Leading with empathy and trust, Promote networking, mentorship and sponsorship as ways to learn and grow—but ensure that this is done in ways and at times that accommodate different schedules and needs, Create learning opportunities that fit within your employees' daily lives, Ensure that reward, succession and promotion processes address unconscious bias, Above all, make diversity, respect, and inclusion non-negotiables and make sure they are experienced in your company's everyday culture.
- ❖ Even though organizations order to encourage workers during a crisis, women are feeling terrible, lost out, and are under stress, according to the study result. This shows that organizations should do more to change the standards and expectations that bring to these attitudes.
- ❖ Since COVID-19 has had an impact on women in their different fields of work, immediate action should be taken to obtain the best possible results in the Sultanate of Oman by 2040 (Oman Vision 2040), (include education investments, maternal health, the family planning, financial and digital presence, and improving the burden of unpaid-care work related to caring the elderly and childcare). It would also increase female participation and result in the creation of hundreds of new careers. This is huge business potential.
- ❖ Suggest solutions to face the challenges of the work of women in the aviation sector.
- ❖ More research is needed to focus on the differences about the women in the aviation sector due to different demographic variables.
- ❖ More research is needed to focus on the developing work of women in the aviation sector according to different lifestyles.

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