



The Effect of Covid-19 on Work Productivity and Job Satisfaction- A Role of Gender Gap

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ABSTRACT

This paper explores the gender disparity in work-related results in a particular way. The researchers postulated that the Covid-19 pandemic would create a gender difference in understanding work efficiency and job satisfaction. Since spouses spend a significant majority of the day operating from home, while school is in session, women are forced to commit more time to domestic chores. In the Covid-19 pandemic, women and men displayed the same self-rated work efficiency and job satisfaction ratios. Yet during the lockdown, women recorded lower levels of work efficiency and job satisfaction than men. The researcher had tried to study the participants' early work success and job satisfaction until Covid-19.

Even so, there are impossible to be systemic gender gaps in the interpretations of these interventions—further, the study comprised solely opposite-sex dual-career parents. More analysis needs to be undertaken to understand how lockdowns affect men and women in other forms of households. Because of the Covid-19 pandemic's heightened danger, several regions may see several instances of lockdowns, and many employers have either introduced or are expected to introduce long-term work-from-home policies. Several studies showed that long-term improvements in working conditions would adversely influence women's perceived efficiency, well-being, and happiness at work.

KEYWORDS: Job Satisfaction, Work Productivity, Covid-19, Gender Gap, Lockdown

I. INTRODUCTION

The family shared a few days with each other at the beginning; “oh now that we are in the household together, we are going to help each other and we are going to distribute work and all” but all the excitement has died down and the management is back with the ability to answer much of the problems of the citizens.

Rachana
Lokhande, Co-CEO of Kinetic India

There are gender differences in the workplace and at home. At work, females receive a lower salary than men; they are also underrepresented in high-level corporate leadership positions (Glass and Cook, 2016). In the family,

women spend much of their time focusing on household duties (Geist, 2010). The research papers little or no gender disparities in these employment outcomes, including productivity, job satisfaction, and stress (Westover, 2012). Women, particularly mothers, draw support from the multiple sources to handle their household and childcare without losing their work efficiency or job satisfaction.

Indeed, policymakers in several countries have implemented work-life balance schemes intended to support women juggle work and family (OECD, 2017; Phua, 2020). While returning to the office provides more versatility, telecommuting will trigger domestic work such as housework during the Covid-19 pandemic. When all family members already sit at home all day, cleaning and keeping the house would decrease dramatically (Fazackerley, 2020). Due to the shortage of domestic help in the country, the work that was previously performed by domestic help is now done by the household members themselves (Chowdhury, 2020).

For the ignored parents, parental burnout results from the bookkeeping and logistical strain of home education and distance learning (Grose, 2020). The extra housework and childcare generated by Covid-19 lockdowns would be allocated relatively depending on gender and each person's skills. As the opening quotes point out, the new obligations, including household and childcare, would mainly fall on women. It is compatible with gender role ideology, which implies that culture identifies males as fundamental to their social identities, but not women (Gutek, et al., 1991).

The effect of these societal norms is that women are more involved in household positions. Using the theory of gender position, we propose that although women may do much more domestic chores than men under ordinary circumstances without reducing their personality job productivity, increased household chores and childcare created by Covid-19 will push them beyond their target level. Thus, it will establish a gender wage gap in employee job productivity and job productivity. We predict that pre-onset of the Covid-19



pandemic, there will be no differences in the purported productivity and work satisfaction between the genders. In times of war, women would work less and have lower job satisfaction than men.

II. THEORETICAL BACKGROUND OF RESEARCH

Gender Gap

Extensive analysis has shown how gender discrimination is in the job domain. Because of sexism, other causes such as success expectations (Lyness and Heilman, 2006) and lack of mentoring resources, women are frequently disproportionately represented in leadership (Schuh et al., 2014). On average, women receive slightly less than males (Blau and Kahn, 2003, 2007). For every \$1 men won, women earned just 82 cents as of 2014. Despite a shrinking gender divide in the labour force, women in the dual-career households currently carry on domestic duties and childcare work.

Such gender differences in jobs and family life will be predicted to suggest that women would have lower work efficiency and job satisfaction than men because of their higher household demands. However, studies have shown a marginal disparity in the results, such as work efficiency and career satisfaction between men and women. The absence of a gender difference in these job results indicates that men may not have an edge in career development since they work more hours than women, mostly losing their free time (Mattingly and Blanchi, 2003).

Lockdown Impact

Locked down companies and containing people during a pandemic cross the distinction between job and family for many professionals. Given the efficacy of lockdowns in curbing the viruses' transmission, several countries and states have agreed to issue mandatory lockdowns (Kraemer et al., 2020; Maier and Brockmann, 2020). During lockdowns, individuals are forced to remain at their home at all hours, with only those who operate in the critical sectors (e.g. Healthcare, Food, Public Transit and Utilities) permitted onsite. Throughout the contraction, many employers whose jobs could never be done at home would be out of employment, and most of the workers whose job could be performed at home were instructed to remain operating at home. Working at home results in a blurring of job and family lines, and contributes to more significant office interferences (Noonan and Glass, 2012). Working at home results in increased family expectations that could

require enhanced proximity and connectivity (Golden et al., 2006; p. 1340).

That's to suggest, if workers are at home the entire day, others at home require considerable time, commitment and love from them. Furthermore, working at home and dining at home can significantly improve an individual's time spent shopping, preparing, and cleaning at home. As men have been increasingly concerned with around the house during the past several decades, it is potentially likely that men would contribute to all the extra housework produced due to working from home. In the other side, according to gender role ideology, we wouldn't allow this to happen. Instead, the increasing housework rate should be evenly split between women and men (Kan, 2008). Nevertheless, considering that women are still taking on much of the household labour, getting more time to focus on the housework could counter women. Although women may manage an estimated hour or two of house chores per day, if they take on more than an additional hour or two of household chores, the total hours of housework may reach a crucial point and end up conflicting with women's work.

Effect on Employee Performance and Satisfaction

The evidence indicates little to no gender disparities in job performance and job satisfaction. Prior studies have demonstrated that although there are large gender discrepancies in the leadership roles and compensation in the workplace (Schuh et al., 2014), there are little or no gender gaps in the job results, such as job performance and job satisfaction. The results were collected in common circumstances. When Covid-19 pandemic occurred, we uncovered the gender disparity between labour efficiency and work fulfilment in double-career households. Thus, our analysis facilitates an appreciation of how novel variables such as the general Covid-19 pandemic and home-work behaviours impact gender disparities in work results such as efficiency and job satisfaction. Besides, the widespread domestic measures that are introduced are likely to become the norm, considering the likelihood of recurring pandemic waves and the possibility that firms experience lower real estate prices if employees stay at home. Several companies have now declared autonomous strategies, such as Twitter Inc. In truth, yes. Dozens of other major corporations have already said that staff will operate from home indefinitely (Kelly, 2020). Remote job systems are usually expected to be implemented easily amid other emergencies and natural hazards, as long as citizens have access to energy. Our conclusions indicate that



improvements in the workplace will reverse patterns towards increased gender equity in various labour fields. Therefore, the present results have implications well beyond Covid-19.

III. DISCUSSION

Employment discontent among the employees has become a contention point among the management and human resource researchers, and the most studied variable (Dhammika, Ahmad, & Sam, 2001). The planet is a worldwide village. The job seekers hope to be employed with the organizations that offer an excellent working atmosphere, free of environmental risks, well ventilated and safe, resulting in job satisfaction. Essentially, scholars in the fields of interpersonal behaviour and leadership assumed that the philosophical basis of the phenomenon (satisfaction) was dynamic, indescribable and mystical (Malik, 2011). Organizations will not be at their finest until the managers are committed to corporate priorities and strategies; it has been argued (Dixit and Bhati, 2012).

The degree to which employees are pleased with their employment, however, differs and depends on the variables such as work environment, work hours and schedules, incentive scheme (Osibanjo, Abiodun, and Fadugba, 2012). In other words, the involvement of workers can be defined as a feature of job satisfaction, which means that when they are happy with their jobs, employees can be engaged in performing their services; and this can be impacted by the work environment. Employment conditions involve the immediate vicinity of employees where they carry out their activities (Chapins, 1995); perceived and anticipated outcomes are obtained by the management (Chapins, 1995). (Shikdar, 2002, Mike, 2010).

Job atmosphere has certain simple features that aim to please the employees on their job, including; easy mobility, ventilation, ergonomic furniture, cooling system, (Humphries, 2005; Veitch, Charles, Newsham, Marquardt & Geerts, 2004); and these have a positive effect on the wellbeing of employees (Dilani, 2004; Milton, Glencross & Walters, 2000). It is also essential for the employees to seek their fulfilment to be able to make their services without hesitation, recognizing that employment has formed an intrinsic part of the life of employers, which helps to improve morale at both employee and corporate levels. Other factors such as salaries, bonuses, job stability, employment type, family and so on will affect job satisfaction as an independent variable.

IV. SUGGESTIONS

1) For companies:

The prospect of creating a committed cross-functional team should be contemplated by companies (a business response and continuity office). A suitable cross-functional team will organize the efforts of multiple business divisions, track and provide the senior management team with the requisite details for more contact with personnel, clients and stakeholders.

In the event of force majeure, it is high time to evaluate the vital functions and main positions as well as to determine a team of temporary successors. On international travels, top management is frequently abroad and there is an elevated chance that certain workers will not be present in the workplace owing to a quarantine or sickness. Under multiple circumstances, organizations can develop an efficient management decision-making mechanism (Deloitte, 2020).

2) For Workforce:

Ensure reliable contact with workers. How leaders handle themselves at crucial times creates a permanent impression on their corporations and individuals. Therefore, the organization will be reinforced and its atmosphere enhanced through regular and efficient contact and engagement with workers.

There would even be recuperation if there is disruption. Consider introducing options for versatile and remote jobs. School quarantine, quarantine during business trips will all bring tension and raise the worker's workload. You ought to respond to the staff's needs. For elevated absenteeism, be prepared. For key executive positions and vital roles in your company, suggest planning temporary succession plans. Try supplying the workers with social and financial resources, such as emergency aid, extra health benefits, annual payroll payments (Deloitte, 2020).

Their sick leave plans have also been tested by several multinational firms. In fact, they allow for a prolonged leave from work owing to sickness without the requirement to provide absences or doctor's notes.

3) For Workplace

By properly washing and disinfecting offices, businesses should guarantee the wellbeing of work environments. In the case that an employee is accused of being contaminated with COVID-19, a specific procedure must be in effect for the employee to be withdrawn from the facility and the facility to be appropriately handled.

Provide an official contact forum for workers to share what they see and experience inside the company in order to guarantee



meaningful communication as an alternative to social networking. Around the same time, a successful analytics program for social networking will allow you to detect developing challenges that impact your consumers, industries, and regions of development. In the office, consider the origins of knowledge.

For organizations reacting to virus outbreaks, disinformation in the media has generated real difficulties. Employers should become the conduit for their workers of reliable, relevant, and sufficient knowledge. Based on reliable sources of intelligence, try building your own news channel in the office (Deloitte, 2020).

V. RESULTS

The current literature has mostly recorded the advantages of working for the workers from home, such as improved fit between work and family life, better flexibility over job conditions, and lower tension between work and family (Rau and Hyland, 2002). Our results, however, offer a more complex view of the unequal impact of working in pandemic on the workers of both sexes, so that women might be less able to profit from work in the periods of crisis than men. Our report also discusses the current demand for further studies to examine boundary variables for the positive impact of telecommuting on workers by defining gender as a significant boundary factor affecting the effectiveness of work-from-home arrangements during the Covid-19 pandemic (Allen et al., 2015). As firms are gradually accepting telecommuting job arrangements even after eliminating Covid-19 lockdowns, our study illustrates that potential analysis needs to recognize the likelihood of unequal impact of telecommuting on various employee groups.

To investigate family and job communicating with each other; the latest work-family interface research has often used an inter-setting approach (Demerouti et al., 2007). For example, while studying the interference of work with family and its consequent effect on people's pain, researchers used a retrospective method by asking individuals to recall how their role interferes with their family lives and then to report their experienced distress (Major et al., 2002).

Several previous studies have shown that taking concerted steps to minimize gender inequalities in work losses induced by COVID-19 in each country analyzed will contribute to higher average economic performance by 2030. Recovery initiatives, customized to each nation's needs that invest in the female workforce, could dramatically boost job opportunities and drive inclusive economic growth. The study predicts in

understanding and taking on unpaid labor and child care, which may entail eliminating gender imbalances and setting in motion measures to divide these roles more equally between men and women.

Barriers to the digital and financial empowerment of women and ingrained perceptions towards women's position in society are still areas to be discussed. While in the Global Gender Gap Study 2020, countries such as Iceland, Norway and Finland top the Global Gender Gap Index rankings, the report estimates that the gender diversity will not be realized for 99.5 years unless steps are taken to address gender inequality.

The degree of employee satisfaction inside a job typically depends on several things under normal circumstances. People had to rely on several facets of their work, owing to the onset of COVID-19. CNBC and SurveyMonkey data have found that almost half of all workers are remote, and even before the pandemic, there has been a small rise in employee satisfaction. Professionals have often indicated that they feel that their job has been more complicated because of the conditions.

Along with the restricted opportunity to fly and interact in person, the mandate of remote employment has driven enterprises to be innovative and to use emerging technology in their attempts to be profitable. It may be an explanation of the ramifications and results of instant transition. To cope with recently enacted federal requirements, companies have had to respond rapidly, sometimes modifying their processes, corporate plans and customer support without being willing to execute appropriate change management techniques. In general, this will undoubtedly affect the degree of work complexity (or expected difficulty) for employees.

To accommodate decreased efficiency, it's not only a question of changing expectations; managers need to respond to how their teams operate to embrace the current standard of working from home properly. Productivity would ensue.

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