

Examining The Determinants of Work-Life Balance: A Research Inquiry into the Life of Academicians

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ABSTRACT

Keywords:

Work Life Balance,
Work Engagement,
Family Support,
Perceived
Organizational
Support, Supervisor
Support.

The study objectives include exploring the relationship between perceived organizational support for the employee as a coworker and/or a supervisor and perceived family support on work life balance of the employees with work engagement as the moderator variable. This research seeks to make known the impact of the support that is derived from members of the organization as well as relatives when it comes to balancing personal and work life. Moreover, besides the work engagement moderating work to family conflict mediation, this study seeks to find out the effects of employee work engagement on this work-life balance. In the current research working women employed in the universities of twin cities were selected through a targeted sample of 300 women. In this study, both quantitative methods have been applied, and analysis was made on the platforms SPSS and SMARTPLS 4. There is limited study done within the context of POS as well as perceived support from family and how it affects the work life balance of the employees. Therefore, this research has a high potential for contribution in the future research and is very useful for the researchers where the concept of perceived has the potential more focus on WLB of employees.

INTRODUCTION

Insights into this new movement show that employees are now placing a lot of emphasis on WLB which seems to have become the norm for the workers. WLB is being desired by more than just unhappy workers. Additionally, it's becoming more widely accepted as a means for businesses to attain favorable business outcomes like employee work engagement. WLB has a significant impact on how engaged a worker is with their task overall. Businesses must concentrate on WLB if they hope to have a motivated staff. All working people should be concerned with work-life balance, which is defined as "issues relating to the integration of paid work and the rest of life" (Au and Ahmed 2015). Values, personality, features of the job (such as working hours and conditions), aspects of the home (such as child care, housework, and cleanliness), free time, and more all play a part in the work-life balance (Pichler, 2008).

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Individual characteristics such as character, health, and mental agility; organizational traits such as work-life balance initiatives and policies; job stress, job assistance, advancements in technology, and role-related factors; and societal factors such as childcare obligations and support from family all play a role in determining an individual's ability to strike a work-life balance. Work-life balance (WLB) is the capacity to identify and manage one's professional and personal obligations in a manner that is consistent with one's beliefs, goals, and lifestyle (Haar et al., 2019). Moreover, WLB has a direct relation to how well an individual is performing his or her work and show satisfaction towards the fit between his or her priority towards self, job and family at any given time (Greenhaus & Allen, 2011). Literature evidences State of affairs reveal the fact that, on conclude, WLB is positively associated with fundamental facets of standard of living, family functioning, job satisfaction, and organizational commitment (Allen et al., 2010). They include; Perceived support from supervisors [PSS] which is an indication of this (Maertz et al., 2007). According to (Eisenberger et al. 2002), PSS occurs when employees believe their bosses care about them as people and their job. Supervisors are vital to firms since they provide workers with social support and may give rewards, security, inspiration, and motivation (Phungsoonthorn and Charoensukmongkol, 2019). Credible studies have demonstrated the role that supervisor assistance plays in encouraging employee performance (Gordon et al., 2019). In order to help their subordinates cope with uncertainty, supervisors can provide them with information that eases their anxiety. It was determined that reducing workplace uncertainty for workers requires a strong supervisor-employee relationship. (Skiba & wildman, 2019). The act of "assisting each other in respective tasks when needed by sharing knowledge and expertise and providing encouragement and support" is how CWS (Meglich et al., 2016) defines the term. Taking care of colleagues, offering practical help, exchanging helpful knowledge, offering guidance, and expressing appreciation are all examples of coworker support (Narayanan & Narayanan, 2012). Coworkers' assistance, however much less researched, affects the work environment and WLB by allowing people to manage many responsibilities (Uddin et al., 2020). CWS has been linked to decreased workplace stress, decreased costs, fewer role conflicts, and higher productivity (Allen et al., 2012). However, according to work-life studies, the importance of coworker support for WLB is firmly anchored in the supply of both instrumental and emotional assistance, and scholars have proposed a distinction.

To the best of our knowledge, there has been little investigation on the connection amongst social support from relatives and work-family balance. Since the other party's provides

substantial support to the primary actor in attaining their professional and personal goals, workers' capacity to perceive social support from their relationships might boost their capacity to preserve a good work- life balance (Ferguson et al,2012).

Qualities of job involvement include a high degree of mental fortitude and energy levels while working. Workers who are full of energy are prepared to put effort into their tasks. Management has an impact on workers' work engagement because workers' perceptions of organizational structures, rules, and procedures shape how engaged they are at work. When workers are happy in their occupations, they will act in more productive ways. Employees who are engaged can devote time to solving problems, making connections with others, and working to provide novel services (Bakker & Leiter, 2010). According to (Demerouti & Cropanzano 2010), work engagement has the potential to yield benefits for both individuals and organizations, as it can impact how workers arrange and complete their duties. Long work hours and a huge number of unfinished tasks at hand are recognized by female academics as barriers to finding balance.

Regarding Pakistan, a lot of research is being done on work-life balance, but not much of it focuses on the academic community, which is sadly understudied when it comes to the argument that women are not often well-organized and visible in the labor market. Because of this, they typically fail to attract the interest of academics; however, this is beginning to change as more women are entering the workforce. This research would be contributing to previous gaps in the following ways. Firstly, when the impact of perceived supervisor support was studied on work-life balance, the author suggested that the research would further show contribution if other variables of perceived organizational support are included (Nabawanuka & Ekmekcioglu, 2022). Therefore, this study is also adding other parameters of POS which are perceived co-worker support and its influence on work life balance. Also in another study where the different dimensions of coworker support and supervisor support towards their work life balance amongst employees were analyzed, the author recommended future research to know the effect of other forms of social support like family, spouse, etc. (Uddin et al., 2023). That is why, apart from work-life balance, this study has also addressed the issue of the role of family support in it. Prior researchers have investigated the effects of PSS on the one hand on EE and on the other hand on aspects of WLB as indicated by the subsequent scholars (Kaur & Randhawa, 2021). The first research question which this research is concerned with touches on the mediating role of Employee Engagement in the relationship between work life balance and perceived supportive Organizational and Family climate. When the impact of employee engagement was determined on work life balance as suggested by (Cain et al.,2018), the author

has given an argument about the possibility of the results are influenced by biased due to the use only online survey. This research would pay much concentration into undertaking survey via online method as well as face to face so that there cannot be biasness.

When the impact of perceived supervisor support was studied on work life balance and employee engagement of private school teachers of Punjab in India, the author suggested for generalizability of study it is better to study on larger sample size in different culture and context (Kaur & Randhawa, 2021). In another study where the impact of Perceived coworker, supervisor and family support was studied on work engagement, it was limited to the IT Company of India (Kakkar et al., 2023). In another finding where the impact of perceived organizational support was studied on employee engagement, machinery industry of agricultural was another limitation (Jindain & Gilitwala, 2024). In the study conducted by (Udin et al., 2023), author has shown his concern where expansion of research is required on other industries in developing and emerging countries. Previous scholars have understood that how management of both work and family commitments have put great strain on the women and how this has often led towards increase in their stress levels and how management of their work-life balance has significant impact on psychological well-being (Begum & Osmany, 2019). When the study was conducted on working women in universities of Rawalpindi and Islamabad, it was observed that women are expected to continuously balance their family and professional life (Bhatti & Ali, 2020). Perception of employees regarding support given by coworkers is of great significance while mitigating the challenges related to work-life balance (Bradley et al., 2023). Previous studies have concluded that how employees perceive support given by their supervisors have great impact on work-life balance of employees which in turn affects not only psychological well-being of an individual as well as their overall performance in organization (Talukder & Galang, 2021).

- To examine the impact of Employee Engagement on work life balance of employees in academia of Pakistan.
- To investigate the mediating effect of work engagement between perceived coworker support and work life balance among academia in Pakistan.
- To investigate the mediating effect of work engagement between perceived supervisor support and work-life balance among academia of Pakistan.
- To investigate the mediating effect of work engagement between perceived family support and work life balance among academia of Pakistan.

In Pakistan's academic sector, the success of educational institutions and the well-being of educators depend heavily on the perceived support of supervisors, family members, and

coworkers when it comes to work-life balance. Academic research has shown that although women feel empowered, their family responsibilities prevent them from actively participating in the labor market (Toffoletti & Starr, 2016). For this particular reason, this research would be of great importance to the working women of academia because this research would solely focus on perception of these women who has the pressure of managing both personal and professional lives.

Hypothesis Development

Relationship between Work Engagement and Work life Balance

In concrete terms they have better positive interaction with their other family members at the home in terms of work related enhancement of their work family interface. Based on garment employees' job satisfaction level, the findings only revealed that those possessing high level of job satisfaction tend to exhibit high level of work engagement (Arifin et al., 2019). Likely, positive feelings of an individual are translated to further as someone's personal lives, which enhance the concept of work life balance and improved contribution towards work. Work engagement enables workers to attain a state of vigor that amounts to a condition of psychological energy. In fact, only those employees tend to accommodate work-life balance into their lives who tends to feel satisfied with careers they engage in (Arunashantha, 2019). Various scholars in the previous research have vested a lot of focus on the nature of work engagement and work-life balance factors as well as their outcomes. To the best knowledge of this study, there is relatively little research that examines the relationship between work engagements as an antecedent on work-life balance of employees. Thus, this study is of great importance to previous literature due to its direct link with employee engagement for work-life balance. When influence of work engagement on the work-life balance.

of the employees particularly those chefs working in United States of America was examined it was concluded that the impact was positive and significant in nature (Cain et al., 2018). So there is scarcity of empirical research evidences which directly linking the work engagement with the work life balance of the employees in a developing country like Pakistan.

Relationship between Perceived Coworker support and Work Engagement

Support provided by the coworkers is considered to be gain in the resources because this means that an employee would be getting valuable feedback, guidance, motivation and other forms of support from their coworkers. Such behavior from their coworkers would always lead to positive behavior like increased level of commitment towards their work (Nordat et al., 2019). In this relationship, conservation of resource theory is fully applicable where we determine that after feeling gain in their resources with support from coworkers, an employee

is likely to have positive feelings of elevation and such feelings would further become a reason for enhancement of engagement related to their work. This theory has been previously studied when the impact of perceived coworker support was studied on work engagement of employees in banking industry of Pakistan (Ahmed et al., 2019).

Previous studies which have studied the impact of social support on work engagement has mainly focused on two types of support: coworker support and supervisor support (Caesens et al., 2014). In the same study, the impact of perceived coworker support was determined to be positive and significant on work engagement of employees. It has been observed that positivity in organizational environment is created by supportive behavior of coworkers. Previous scholars have claimed that when individuals are properly supported by their coworkers where they are providing proper assistance as well as helping them to properly manage their problems in workplace for fulfillment of requirements related to job, such people reciprocate this kindness by showing more commitment towards their job (Susskind et al., 2007). According to the research conducted in Turkey, when employees feel emotionally and instrumentally supported from their coworkers, it has a significant impact on work engagement of employees (Talabzadeh & Karatepe, 2020). Keeping in mind societies of Asia, when the impact of co-worker support was studied on work engagement among teachers of Malaysia, it was revealed that there was a significant and positive impact on work engagement there (Kaiyom et al., 2021). When the study was conducted in logistics and courier industry of Pakistan, it was revealed that perceived organizational support (including co-worker support) had a significant impact on the work engagement of employees (Adil et al., 2020).

Relationship between Perceived Supervisor support and Work Engagement

As pointed out by (Ahmed et al., 2019), supervisor support is an essential job resource through which workers are able to meet their needs. Considering the durative principle of COR theory, if an employee perceives increase in his resources after receiving motivation, help, support and direction from supervisors then their level of commitment towards job will also increase. This also implied that, whichever engagement their work-related, it would also rise. In the case of teachers employed in collectivist culture of Punjab, India, when the study was conducted, it was observed that perceived supervisor support affects the 'work engagement' of the employees (Kaur & Randhawa, 2020). The above findings also showcase that senior support has also been extended to improve overall management of increasing the trust within coworkers, implying that coworkers trustee each other (Li et al., 2017). From the above arguments, emerges perceived supervisor support enables the workers to have positive

attitudes towards the respective workplace hence supporting the idea of employee engagement as postulated by (Ram and Prabhakar 2011). Similar results were found in the study done among the nurses in Malaysian hospital which showed that perceived supervisor support is a work engagement predictor (Othman & Nasurdin, 2013) In the similar study conducted among the employees in the banking industry with particular regard to Pakistan, it was revealed that significance of supervisory support increase in work engagement among employees (Ahmed et al.,2019).

Relationship between Perceived Family support and Work Engagement:

Just like coworker and supervisors, support provided by the family members is also of great importance for working ladies. When a woman is receiving support from family members in the form of understanding, love and encouragement; it is considered to be a gain in emotional resource. According to the understanding of Conservation of Resource theory, those women who feels supported from their family members would be able to show more commitment towards their work as they are less concerned about their responsibilities and chores at home. Previous studies have shown that support from family has increased the work engagement of employees (Karatepe, 2015). In another study where research was conducted on banking industry of Turkey, it was revealed that support from family members had a significant influence on the work engagement of employees (YILDIRIM & DARICAN. 2024).

The mediating role of Work Engagement between Perceived Organizational and Family Support and Work Life Balance

According to the understanding of Conservation of Resource theory, perceived coworker support, perceived supervisory support and perceived family support is considered to be a important job resource. Support from these individuals means that demands related to job would be reduced because employees would be provided with proper assistance and guidance regarding their work, would be supported in stressful scenarios and they would be working in environment which is overall supportive (Andrade & Neves, 2022). According to condition of this research where work engagement is acting as a mediator, Work engagement is fulfilling and positive state of mind which shows that an individual is showing dedication, vigor and absorption. Perceived support from coworkers, supervisors and family members leads to increase in engagement related to work (Sanilioz et al., 2023). Furthermore, engaged employees are more likely to experience better work life balance due to better time management, better at setting required boundaries as well as better coping mechanisms to deal with job stressors (Selim & Kee, 2022). Although many studies have been conducted where direct impact of perceived organizational and social support have been determined on

both work engagement and work life balance. However, studies identifying mediating influence of work engagement between perceived support and work-life balance is scarce. For this particular reason, this research is of great contribution by deducing following hypothesis:

H1: *Employee Engagement has a positive and direct impact on work-life balance of employees in academia of Pakistan.*

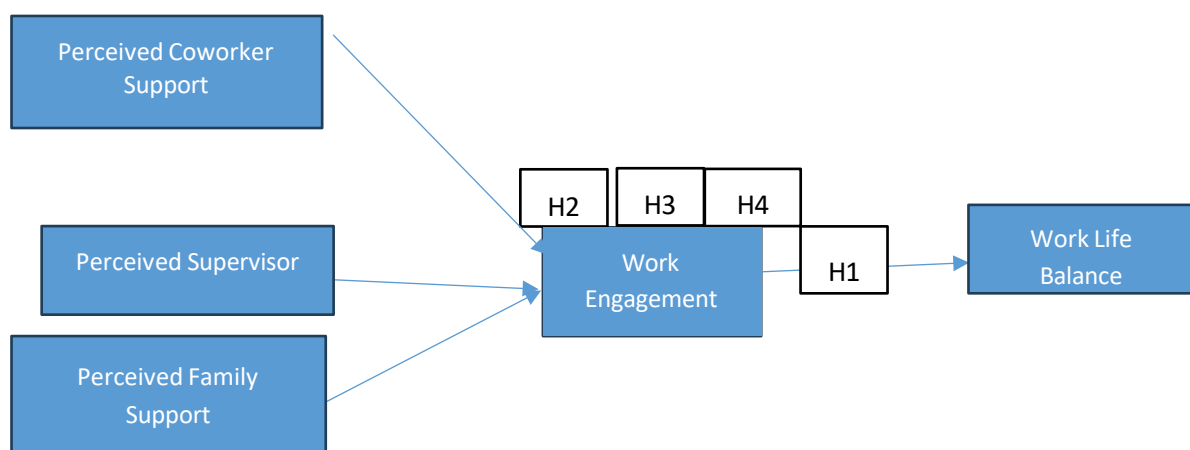
H2: *Work Engagement mediates the association between perceived coworker support and work life balance.*

H3: *Work Engagement mediates the association between perceived supervisor support and work-life balance*

H4: *Work Engagement mediates the association between perceived family support and work life balance*

The link between social interpersonal perceived and its influence on work-life balance may be best understood by using COR theory. An individual's efforts to acquire, maintain, and safeguard their precious finances are central to this principle, since they play a significant role in regulating stress and the attainment of one's objectives (Hobfoll, 1989). These resources can be both intangible such as self-esteem and social support as well as tangible support like money, promotion etc. When an individual experiences loss in their resources then the result of such loss is increase in stress levels.

Any employee's attempt would be to cope up with such stress level by management of valuable resources. According to the context of this study, women working in academia would have an intention for achievement, preservation and utilization of their resources that are informal such as support from their supervisors, family members and coworkers. Such resources would further help them in assistance of better management of their balance in work and family matters.



METHODOLOGY

This study applies a logical research approach that follows a top-down logic to use the positivist approach in an appropriate manner (Kraska, et al., 2020). Variables in the study process can be effectively described, explained, predicted, and controlled with this approach (Zegeye, A., 2009). Studies using the deductive technique are acknowledged for their methodological clarity when compared to those using other methodologies (O'Kane, Smith, & Lerman, 2021). To ensure that the research questions are adequately addressed, a thorough and methodical approach to the study is necessary (Booth, A. 2016). This study uses a survey research technique with a structured questionnaire to collect data from a representative and diverse sample within the academic sector. A trustworthy tool for getting in-depth information from respondents is the structured questionnaire. (Anwar et al 2021). A research study's temporal horizon is the period that is used for data collection and analysis (Creswell et al., 2009). In any research study, it is an essential component that provides the tools required to measure and evaluate the data required to address the research questions (Creswell, 2013).

Perceived coworker support

The degree of perceived coworker support was determined using a 5-item survey that was modified from Duchamarme and Martin's (2000) work. Participants expressed how much they agreed or disagreed with each statement on a 5-point Likert scale, where (1 meant "strongly disagree" and 5 meant "strongly agree.")

Perceived supervisory support

Perceived supervisor support was assessed using a 5-item survey that was adapted from Hammer et al. (2009). The participants used a 5-point Likert scale to indicate how much they agreed or disagreed with each statement; (1 meant "strongly disagree," and 5 meant "strongly agree").

Perceived Family support

An instrument consisting of four questions was used to gauge the perceived level of family support (Zimet et al. 1988). On a 5-point Likert scale, which goes from 1 = "strongly disagree" to 5 = "strongly agree," participants stated how much they agreed or disagreed with each statement.

Work Engagement

An instrument derived from the (Schaufeli & Bakker, 2008) measuring work engagement had 5 items. On a 5-point Likert scale, which goes from 1 = "strongly disagree" to 5 = "strongly agree," participants stated how much they agreed or disagreed with each statement.

Work-life balance

A 6-item questionnaire that was modified from the (Brough et al., 2009; Hill et al., 2001) was used to examine work-life balance. Participants expressed how much they agreed or disagreed with

each statement on a 5-point Likert scale, where 1 meant "strongly disagree" and 5 meant "strongly agree."

This research's study population consists of academic institutions located in the regions of Rawalpindi and Islamabad. It comprises all female faculty members in universities who work in the academic field.

Although studying the entire population is ideal, it is frequently not possible due to practical limitations. Thus, from the chosen demographics, a representative sample was chosen to appropriately represent the comprehensive features of the full population. The universities in Rawalpindi and Islamabad, both public and private, were the focus of this study. This study has targeted 4 universities from Islamabad namely NUST, FAST, Bahria and Air University whereas 3 universities were targeted from Rawalpindi namely NUML, TMUC and Fatima Jinnah Women University.

The sample size for this study was determined by taking into account several different ways. First, a minimum sample size of 310 was obtained by using the Krejcie and Morgan table. Our population consists of N=1600 because in our research we have selected female faculty members, administrators, and instructors in universities. According to their websites, the employees of universities and colleges consist of around 1600. This decision is in line with accepted research practices and ensures that the sample size is large enough to yield adequate statistical power. This strategy, which is based on a systematic technique, improves the validity and conclusiveness of the conclusions drawn from the data gathered.

Due to time restrictions, authors used convenience sampling, mostly depending on my connections in the academia of Rawalpindi and Islamabad. Although this made data collecting easier, there's a chance that the population as a whole was not fully represented. Convenience sampling is also followed by the sample size extracted (Sekeran & bougie, 2016). This simplified the process of collecting data, but it may have resulted in a less accurate depiction of the population as a whole.

ANALYSIS

The specification of our research is based on females; therefore, our respondents will be purely female gender. The age distribution of the responders reveals a diverse representation across age groups. 55.8% of the sample, or the majority of responders, are in the 28–38 age

range. The sample's youngest demographic, with 11.3% of respondents, is between the ages of 18 and 27, while respondents who are 38 years of age or older make up 32.9% of the sample overall. The distribution of qualifications shows that the sample's educational backgrounds are varied. Of all the responses, 76.7% had a BS/MS, which is the highest percentage. The sample's job experience reveals a wide range of experience levels. The majority of respondents (59.8%) have six years or more of work experience, indicating a sizable presence of individuals in their early careers.

Table 1. Demographics

Variable	Category	Frequency	Percent
Gender	Female	100	100
Age	18-27 years	34	11.3
	28-38 years	168	55.8
	Above 38	99	32.9
Education	Below bachelor	4	1.3
	Bachlors	38	12.6
	Master, Ms, M.phill	231	76.7
	Associate Degree	16	5.3
	Others	12	4.0
Work Experience	Less than 1 year	6	2.0
	Between 1-2 years	17	5.6
	Between 3-5 years	98	32.6
	6 or more years	180	59.8

Table 2. Correlation Analysis

	PCS	PSS	PFS	WLB	WE
PCS	1	.532**	.349**	.303**	.404**
PSS	.532**	1	.257**	.477**	.424**
PFS	.349**	.257**	1	.316**	.206**
WLB	.303**	.477**	.477**	1	.397**
WE	.404**	.424**	.206**	.397**	1

Perceived co-worker support were significantly and positively correlated with Perceived Supervisory Support ($r = .532$, $p < 0.000$). Perceived Family Support ($r = 0.349$, $p < 0.000$) and with Work life balance was ($r = 0.303$, $p < 0.000$), work engagement with ($r = 0.404$, $p < 0.000$). Furthermore, the results show that perceived supervisory support is significantly positively related to perceived family support ($r = 0.257$, $p < 0.000$), with work-life balance ($r = 0.477$, $p < 0.000$), with work engagement ($r = 0.424$, $p < 0.000$). Moreover, the results show that perceived family support significantly and positively correlated with work-life balance ($r = 0.316$, $p < 0.000$) with work engagement ($r = 0.206$, $p < 0.000$). Likewise, work-life balance significantly and positively correlated with work engagement ($r = 0.397$, $p < 0.000$).

Measurement Model

The measurement model evaluates the measurement qualities of latent constructs and demonstrates how they have been assessed using their observable variables. The properties of the measurement model must be met before moving on to the structural model. Five reflecting constructs were used in this study for every reflective build. Usually, the validity and reliability of the measurement model are evaluated (Hair et al., 2014). All scales' validity and reliability can be investigated using CFA. The model is shown in Figure with circles exhibiting the constructs, while rectangles showing the items used to measure these constructs.

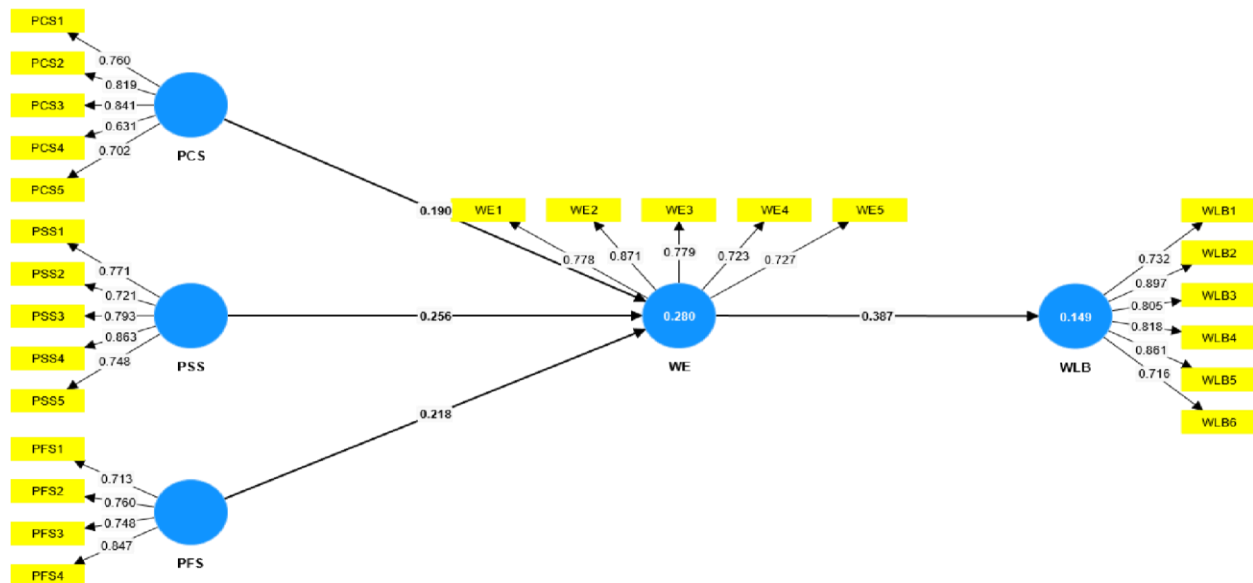


Table 3 Construct validity and reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
PCS	0.812	0.834	0.867	0.569
PFS	0.777	0.842	0.852	0.591
PSS	0.839	0.839	0.886	0.609
WE	0.838	0.847	0.884	0.605
WLB	0.893	0.91	0.918	0.652

Looking at the results, all constructs have good internal consistency based on Cronbach's alpha (above 0.77) and composite reliability (above 0.8). This suggests the questions within each construct are measuring a similar concept. The AVE values are all above 0.5, indicating that a majority of the variance in the responses is explained by the intended constructs. This is a positive sign for the validity of your measures.

Table 4. Heterotrait-Monotrait HTMT

PCS	PFS	PSS	WE	WLB	PCS
PFS	0.544				
PSS	0.597	0.517			
WE	0.477	0.449	0.493		
WLB	0.326	0.496	0.525	0.409	

Table 5. Mediation Analysis

			mean	Sample Standard deviation	P		
Hypothesis	Relationship	Beta	(M)	(STDEV)	T statistics values	decision	
H1	WE -> WLB	0.387	0.394	0.049	7.901	0.000	Supported

This table summarizes the results of a regression analysis examining the relationship between work environment (WE) and work-life balance (WLB). Here's a breakdown of the key components:

This represents your initial prediction that work environment has a positive effect on work-life balance. WE -> WLB indicates that work environment is the independent variable influencing the dependent variable, work-life balance. This coefficient represents the strength and direction of the relationship between WE and WLB. In this case, a positive beta (0.387) suggests that a one-unit increase in work environment score is associated with an average increase of 0.387 units in worklife balance score.

These values represent the average scores for work environment and work-life balance in the specific sample used for this analysis. These values reflect the variability of scores around the mean for work environment and work-life balance. This statistic assesses the strength of the relationship between WE and WLB, considering the beta coefficient, sample means, and standard deviations. A high value (7.901) like this indicates a statistically significant relationship. This value indicates the probability of observing a result as extreme as the one you found, assuming there's no real relationship between WE and WLB. An extremely low p-value (0.000) suggests you can reject the null hypothesis (no relationship) and strongly support your alternative hypothesis (a positive relationship exists). Based on the p-value, you can conclude that the hypothesis (H1) is supported.

There's a statistically significant positive relationship between the two factors. The beta coefficient (0.387) quantifies the average increase in work-life balance score for every one-unit increase in work environment score.

Table 5. Test of hypothesis

Hypothesis	Relationship	Beta	Mean	STDEV	T-statistics	P-value	Decision
H2	PCS-WE-WLB	0.074	0.077	0.028	2.615	0.009	Supported
H3	PSS-WE-WLB	0.099	0.101	0.03	3.346	0.001	Supported
H4	PFS-WE-WLB	0.084	0.088	0.03	2.803	0.005	Supported

This table presents the findings from a mediation analysis investigating how PCS (perceived Customer Service), PSS (perceived supervisory support), and PFS (perceived family support) influence work-life balance (WLB) through work environment (WE). Here's a breakdown of what the results tell us. These represent your predictions that PCS, PSS, and PFS indirectly affect WLB through their impact on WE. The arrows (PCS → WE → WLB, etc.) depict the hypothesized indirect relationships. These coefficients (0.074, 0.099, 0.084) represent the strength and direction of the relationships between each independent variable (PCS, PSS, PFS) and work environment (WE). Positive betas suggest that higher scores on PCS, PSS, and PFS are associated with a more positive work environment. These values provide information about the average scores and variability for each variable in the analysis. These statistics assess the significance of the relationships between the independent variables and WE. Significant results (low p-values) indicate that the independent variables have a statistically relevant impact on work environment. Based on the p-values (all below 0.01), all hypotheses (H2, H3, H4) are supported. The significant relationships between PCS, PSS, PFS, and WE (positive betas and low p-values) provide evidence that these factors likely influence WLB indirectly through their effect on work environment. The beta values for the relationships between the independent variables and WE (0.074, 0.099, 0.084) suggest that the indirect effects might be reasonable. While PCS, PSS, and PFS seem to influence work environment, the impact on WLB might be partially mediated by other factors as well.

DISCUSSION

In a developing country of Pakistan, it has been observed that majority of working women are considered to be dependent upon the support provided to them by their surroundings. The purpose of this research is to establish the relationship between perceived coworker support, perceived supervisory support and perceived family support with work-life balance of employees where mediation analysis was done with the addition of employee engagement. After conducting this study on 300 working women in academia of twin cities namely Islamabad and Rawalpindi, all of the results have been deduced to be significantly positive. This study has been able to prove direct as well as indirect relationship between different

constructs.

After conducting the thorough research, it has been proven that employee engagement has a positive and significant impact on work life balance of employees ($\beta=0.38$; $p<0.05$). This result is in accordance to the findings of (Cain et al.,2018). This result is also of great significance because according to the knowledge of this research, direct impact of work engagement on WLB of working women in Pakistan is actually scarce.

According to the findings of this study, work engagement mediates the relationship between PCS and WLB ($\beta=0.074$; $p<0.05$). Previous studies have shown significantly positive relationship between co-worker support and work engagement, as well as the direct impact of co- worker support on work-life balance has also been discussed (Nabawanuka & Ekmekcioglu, 2022). According to the knowledge of this study, research indicating mediating role of work engagement between work life balance and perceived co-worker support is scarce. Therefore, it may be claimed that this result is of great importance for the future research.

This study has proven that work engagement mediates the relationship between work life balance and perceived supervisory support of working women in Pakistan ($\beta=0.099$; $p<0.05$). This means that if women working in academia are getting appropriate support from their seniors and superiors (support could be in the form of friendly schedules, proper advice and direction to handle different scenarios etc.) then such individuals are more likely to show their loyalty towards their institution and would not even think of leaving that industry in future. In majority of cases, seniors have majority access to the resources where they are able to assist their juniors. An employee tends to find their work to be more rewarding and fulfilling when they feel that they are being given access to complete support and this in turn would lead to increased level of engagement towards their job (Kaur & Randhawa, 2021). Furthermore, these results are important for future research because mediating impact of work engagement has never been studied before between the relationship of perceived supervisory support and work life balance. By proving positive and significant association between them, this means that future authors have been given open variation to further do this research in other fields.

The findings of this study proves the association between the variables of work engagement, work life balance and perceived family support where work engagement is acting as a mediator between perceived family support and work life balance ($\beta=0.084$; $p<0.05$). This research proves that if appropriate support is provided from the family members (parents, spouse etc.) of a working women, then her engagement related to her job would increase as

well as her tendency to properly manage conflicts related to family and work would improve. According to the recommendation of (Uddin et al., 2023), this study has been able to include the impact of perceived family support on work-life balance of employees with the addition of mediation analysis of employee engagement. Just with previous independent variables, the mediation analysis between independent variable and dependent variable is scarce in previous studies. Therefore, the analysis between these variable is of great contribution for future research.

Practical Implications

Compared to western nations, where organizations have good work-life balance policies, facilities related to childcare, a variety of working hours, and compensated paternity and maternity leave for their employees, Pakistan's social and cultural standards are remarkably different. While women who work full-time in Pakistan are more prone to societal and cultural standards because they bear the primary responsibility for childcare and other domestic responsibilities. In the collective culture of Pakistan which is considered to be an Islamic nation, women are expected to take care of their relatives and family members. Their profession often leads to a dilemma that is morally which could also lead to infidelity related to marital. Their shared symbolic, cultural and collectivist values, together with those of some Asian civilizations, has been impacting the meaning of their jobs outside. In order to reconcile professional and personal obligations, there is an undue pressure on them to implement different kinds of coping mechanisms. The results of this study has led to different kinds of implications for future supervisors and seniors in universities. Firstly, this study would help professors, lecturers to identify different kinds of approaches as well as opportunities for fostering positive working conditions for their juniors. Secondly, this research would also give opportunities for both superiors to further support conditions of working women and help them achieve their conflicts related to work and family. In this regard, universities have the responsibility to hire such individuals who depicts behavior of empathy, giving promotions to those individuals at senior levels who are not only talented enough but also have good level of understanding for their coworkers as well as their juniors. Different kinds of seminars should be conducted for better understanding and establishment of work life balance for women. In such seminars, women should be allowed to discuss about their issues freely among others and reasonable solutions should be provided to them in such meetings. There should be proper day care facilities where proper check and balance is maintained on maids who are looking after children of professors. Establishment of those relationships among coworkers that are meaningful should be encouraged. There should be an introduction of buddy

system where informal social system should be there for the women to openly discuss about their situations with their coworkers and seniors. From the management team of different universities, reasonable level of understanding and support is expected from the women who are valuing their work life balance. In consideration of this scenario, there is a requirement from the management team as well as policy makers of university to include work life balance as an integral part for their development of talented employees. Also, universities should care for development of policies and programs where there is a promotion of employee engagement. For example, by thoroughly recognizing the contributions of their employees, by providing their employees with meaningful work, by providing them opportunities to develop them professionally and most importantly ensuring positive working environment in the academia. Furthermore, resources should also be provided to the employees where they can manage their work more effectively and are also provided with sufficient technology and tools.

Limitations and scope for future

Despite its contributions to the field of human resource management, this study has several limitations. Firstly, this research is limited to the women working in universities. Future research might also care to target women working in different industries such as banking, school teachers, hospitals etc. where management of work life balance could be better understood. Although this study has been able to conduct questionnaires both by meeting people face to face as well as by sending them questions online, still this study is limited to its numbers where only 300 people were targeted for the collection of data. This was due to shortage of time as well as resources. Future study could target more audience. Secondly, this study is limited to quantitative nature. Future study could be done keeping in mind qualitative nature where in-depth questions and one on one interviews could be conducted from the working women regarding how they feel they are being treated from their coworkers, family members and seniors. Furthermore, how is such treatment from others impacting their loyalty as well as engagement level towards their job and overall if they are able to manage different dimensions of work and family life. Thirdly, cross-sectional study is it's another limitation. Future research could be conducted where qualitative study could be done by properly examining the impact of different variables at different points in time. This study was of great significance because it was able to discuss about the impact of both support from the organizational level as well as support by family members. Still in this research different dimensions of work life balance could not be discussed and thoroughly examined due to shortage of time. Future study may take multiple dependent variables by addition of different

dimensions of work life balance such as work interference with personal life (WIPL), personal life interference with work (PLIW), work personal life enhancement (WPLE) etc for more indepth understanding of this variable with perceived support of others. Lastly, this study could also be conducted in other developing and developed countries for its generalizability.

Conclusion

The aim of this study was to examine different perceptions related to work life balance as well as coping strategies of working women in Pakistan regarding how their perception of support from others has an impact on their engagement related to their own jobs. This research has given great consideration to the social and cultural norms of developing country of Pakistan where the society is patriarchal. This quantitative study has been able to explain and thoroughly discuss that support from different sources has a great tendency to impact commitment levels of women which further helps them in management of their professional and personal lives. Furthermore, this study has given great deal of importance and ultimately has proven that proper support provided from seniors and coworkers as well as support from parents, husband, in laws etc. are of great significance and have a tendency to even help in achievement of certain kind of balance both in their personal as well as professional lives. Such women are more capable and have a better tendency to maintain good relationships with everyone while being focused on achievement of their goals in professional lives. Furthermore, by application of conservation of resource theory to the study of perceived family support, coworker support and supervisor support and how does all of this have an impact on work life balance of employees with mediation of work engagement, we get to have Applying COR theory to the study of perceived supervisory support, coworker and family support, and their impact on work-life balance with the mediating impact of work engagement offers a thorough understanding of how enhancement of ability to manage personal and work demands can be made with sufficient resources. By keeping focus on the acquisition of resource as well as on maintenance, universities as well as other organizations may create supportive working conditions which would increase work engagement and help in promotion of better work life balance (WLB).

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