

**RELATIONSHIP BETWEEN WORK FAMILY BALANCE,
JOB SATISFACTION AND INTENTION TO QUIT JOB
AMONG WORKING FEMALE TEACHERS**



by

Iqra Jehanzeb

BSP201066

Department of psychology
Faculty of Management and Social Sciences
Capital University of Science & Technology,
Islamabad
January 2024

BSP201066

DEPARTMENT OF PSYCHOLOGY

January, 2024

**RELATIONSHIP BETWEEN WORK FAMILY BALANCE,
JOB SATISFACTION AND INTENTION TO QUIT JOB
AMONG WORKING FEMALE TEACHERS**



by

Iqra Jehanzeb

BSP201066

A Research Thesis submitted to the
DEPARTMENT OF PSYCHOLOGY
in partial fulfillment of the requirements for the degree of
BACHELOR OF SCIENCE IN PSYCHOLOGY

Faculty of Management and Social Sciences
Capital University of Science & Technology,
Islamabad
January, 2024

CERTIFICATE OF APPROVAL

It is certified that the research thesis titled. "**Relationship between Work Family Balance, Job Satisfaction, And Intention to Quit Job Among Working Female Teachers**" carried out by **Iqra Jehanzeb Reg. No. BSP201066**, under the supervision of Miss Anum Tanweer, Capital University of Science and Technology, Islamabad, is fully adequate, in scope and in equality, as research thesis for the degree of BS Psychology.

Supervisor: -----

Miss Anum Tanweer

Lecturer

Department of psychology

Faculty of management and social sciences

Capital University of Science and Technology, Islamabad

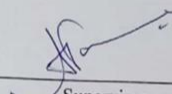
**Relationship between Work Family Balance, Job Satisfaction and Intention to Quit
Job among Female University Teachers**

By

Iqra Jehanzeb

Registration # BSP201066

Approved By



Supervisor

Ms. Annum Tanweer



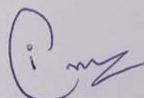
Internal Examiner-I

Ms. Iqra Kiran



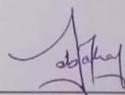
Internal Examiner-II

Ms. Uzma Mushtaq



Thesis Coordinator

Ms. Irum Noureen



Head of Department

Dr. Sabahat Haqqani

Copyright © 2024 by CUST student.

All right reserved. Reproduction in whole or in part in any form requires the prior written permission of Iqra Jehanzeb or designated representative.

DECLARATION

It is declared that this is an original piece of my own work, except where otherwise acknowledged in text and references. This work has not been submitted in education and shall not be submitted by me in future for obtaining any degree from this or any other University or Institution.

Iqra Jehanzeb BSP201066.

January, 2024

ACKNOWLEDGMENT

In the name of Allah Almighty, the Most Beneficent and the Most Merciful. All praises be to Allah for the strength and countless blessings including for provision of opportunity to completing the thesis. This thesis has been a great exposure to the field along with challenges that have surely left a lasting mark on my understanding hence making all the devotion and efforts worthwhile. Completing this thesis with quality work, precision and knowledge was the utmost requirement, therefore appreciation is all for our supervisor Ms. Rabia Umer and Ms. Annum Tanveer, lecturer in Department of Psychology, Capital University of Science and Technology. I would like to express my deepest gratitude to her because with her efforts, supervision, compassion and motivating personality I were able to complete with utmost understanding of my thesis. Also, my humble gratitude goes to my parents whose prayers, encouragement, and support because of which I have been able to complete the thesis. I would also like to thank my beloved friends Areeba Abbasi and Faiza Arshad along with my others friends Humra Shoaib Mahak Ali, Rida Javaid, Rabia Mehboob and Kainat Saleem and all those people who helped me in my data collection process as it was a critical phase towards completion of thesis.

ABSTRACT

This research aimed to explore the relationship between Work Family Balance, Job Satisfaction, and Intention to Quit. The study included a sample of 260 working teachers who were employed, and it adopted a quantitative approach. Work Family Balance (WFB), Job Satisfaction Scale (JSS), and Turnover Intention (TIS-6) scales were used to collect data. The statistical analysis was conducted using SPSS. Work family balance is an important factor that significantly impacts individuals' health and overall wellbeing. Results showed a weak positive link between work-family balance and job satisfaction, a moderate connection between work family balance and turnover intention, and a very weak association between job satisfaction and turnover intention. The comparison between joint and nuclear groups found no significant differences in work-family balance, job satisfaction, and intention to quit. Cultural norms and societal perceptions of women leaders and traditional gender roles were recognized as influential factors affecting female teachers' work-family dynamics and job satisfaction in Pakistan.

Keywords: work family balance, job satisfaction, intention to quit, culture, roles, conflict, job demands, resources.

Table of content

DECLARATION.....	6
ACKNOWLEDGMENT	7
ABSTRACT.....	8
INTRODUCTION	12
Literature Review	18
Theoretical Framework.....	38
<i>Job-Resource Model</i>	38
Rationale	41
Objectives	43
Hypotheses.....	44
Method	45
Research design	45
Locale	45
Ethical consideration	45
Population and sample.....	46
Sampling Technique	46
Inclusion Criteria	46
Exclusion Criteria	46

Procedure	46
Instruments	47
Demographic Sheet.....	47
Work family Balance Scale	47
The Job Satisfaction Scale.....	47
Turnover Intension Scale (TIS-6).....	48
Chapter 3	49
Results	49
DISCUSSION	55
CONCLUSION	58
Limitations and Suggestions	58
Implications	59
Appendix A	65
Appendix E	72

LIST OF TABLES

<i>Table 1: Frequency and percentage of demographic variables (n=260)</i>	<i>47</i>
<i>Table 2: Cronbach's alpha reliabilities of work family balance (WFB), job satisfaction scale (JJS), turnover intention scale (TIS) (N=260)</i>	<i>48</i>
<i>Table 3: Mean, Median, Mode, Standard deviation, skewness, Kurtosis, and Kolmogorov- Smirnov test) (N=260)</i>	<i>49</i>
<i>Table 4: Relationship between work family balance, job satisfaction scale , turnover-intention scale(N=260)</i>	<i>50</i>
<i>Table 5: Mann-Whitney U- Test values for scales in both groups work family (joint and nuclear) (N=260)</i>	<i>51</i>

Chapter 1

INTRODUCTION

Women play a significant role in development of any economy. Thus, it is imperative that women participation in workforce increases. Women working besides managing their families and battling other things that come along with it, (Karthik, 2013; Soomro, 2018). East and South-East Asia's rising and developed economies have expanded greatly during the past 20 years, making a considerable contribution to global commerce, foreign direct investment, and economic growth (Budhwar et al., 2016). Greenhaus et al (2003, as in Rantanen et al, 2011) define WFB as the extent to which an individual is equally engaged in-and equally satisfied with-his or her work and family role. In contemporary society, the perspective of both men and women working collaboratively is gaining significant prominence. In today's world, irrespective of a man's income level, women are no longer confined to staying at home. Instead, they exhibit strong determination to pursue careers even when balancing family responsibilities, a trend influenced by the increasing presence of women in the corporate sphere, as highlighted in research conducted by Duffy and colleagues in 2018.

The concept of "work family balance" motivates people to reflect on how equally committed people are to both our professional and personal lives. Traditional gender norms and expectations in many communities lay more responsibility for caring, home work, and family obligations on women. Women may find it more difficult to combine their personal and professional life as a result of these demands (Jain & Nair., 2013). In Pakistan, only about three percent of women hold higher management positions, according to the

International Labour Organization (ILO) in 2015. The socio-cultural environment in Pakistan, as noted by Sen (2001), contributes significantly to the victimization of women. Pakistan consistently ranks second to last in the Global Gender Gap Index, according to Ahmad (2018), for the past five years (2012-17). Shaukat and Pell (2015) explain that the secondary status of women in Pakistan arises from the widespread patriarchal system that exists across all social classes, regions, and professions in the country. This perspective excludes women from participating in policy formulation and decision-making processes related to inheritance, succession, and involvement in public domains.

Shah and Shah (2012) argue that cultural norms and beliefs limit women's access to leadership positions. Despite having the necessary academic and professional qualifications, women in Pakistani society are often perceived as weak, submissive, incompetent, dependent, and inferior, making it challenging for them to rise to top leadership roles (Saher et al., 2014; Salik & Zhiyong, 2014). International Labour Organization (ILO) estimates of Pakistan's labour force participation show that the proportion of women in the workforce increased from 13.95 in 1990 to 21.67 in 2019. Female labour force participation ranged from a minimum of 12.51 percent in 1995 to a maximum of 23.86 percent in 2015, although the improvement has been gradual.

Additionally, the employee's personal life is a crucial and essential component of their existence and, like their work, requires all of their focus and indulgence (Tierney., 2005). Women in workforce often try to do their best in handling both tasks, but it's often quite challenging.

While many women have excelled in their professional lives, they still face significant challenges in reaching top leadership positions in both public and private educational institutions. This is often due to a traditional mindset that tends to view women

as having subordinate roles compared to their male counterparts. The persistent "glass ceiling" and stereotypical role assignments make it difficult for women professionals to pursue higher leadership roles. Despite women earning more than half of all PhD degrees in the United States, there's a notable lack of female faculty members at the highest levels in universities, as indicated by a report from the National Center for Education Statistics. Similarly, in the UK, although there are more female students than male students, there is a disproportionately low number of women in top management positions in universities, according to various research reports. (Festing et al., 2015, Maürtin Cairncross 2014).

Both aspects of an employee's life push and pull at the same time, thus they frequently lose equilibrium between them. Family troubles and even significant marital problems that lead to separation and even divorce frequently occur from ignoring partners and children, skipping family events and obligations, and not spending enough time with loved ones. As a result, the family plays a significant role in home duties in Pakistani culture. In Pakistan, women are expected to fulfil various roles within their families, such as being a responsible daughter, sister, devoted wife, daughter-in-law, and mother. These expectations arise from cultural differences compared to Western countries (Baral & Bhargava., 2010).

Conflict emerges when family interaction is regarded as job commitments that demand time and effort (Shaffer et al., 2011). Neglecting work responsibilities, missing deadlines, compromising projects, and frequently skipping office meetings can eventually lead to an employee being terminated or voluntarily resigning (Amanda et al., 2012). On the other hand, attempting to balance work and personal life simultaneously can result in excessive mental stress, an overwhelming schedule, and an increased risk of losing work

life balance (Bryant & Constantine., 2006). Work-life conflict arises when there are insufficient company policies supporting work-life balance or inadequate consideration of individual employees' family and job-related needs (Saltzstein et al., 2001). Such conflicts between work and family domains have negative effects on both personal life and the workplace. Majority of research has focused on the impact of work-family conflict on employee health, job satisfaction, and the likelihood of intending to quit the organization (Frone et al., 2006).

In a developing country like Pakistan, where more than 30% of people are living below the line of poverty, economic conditions stress the need for women to work for more hours to increase their income. This suggests that working women who have more family responsibilities spend more time working for financial and economic stability, (Reynolds, 2003). In the current job market, women, in particular, face challenges in juggling complex work and family responsibilities, more so than men (Favero and Heath, 2012). The need to manage multiple roles has led to the emergence of work-life imbalance.

Achieving a good work life balance is essential for overall wellbeing and job satisfaction. When someone struggles to manage both work and family responsibilities, we say there's an imbalance. This happens when a person excels in one role but neglects the other, even though both roles are essential (Anwar et al., 2013). Women who work, whether they are married or unmarried and belong to various age groups, encounter various stereotypical challenges in the workplace. These challenges often lead to stress, depression, a lack of confidence, and an increased vulnerability to psychological harassment. As a result, they struggle to balance their work and family life, facing concerns about job security (Islam & Hossain, 2018). Women can considerably benefit from flexible work arrangements including remote work, flexible working hours, and parental leave policies in

balancing their work and family duties. These regulations, nevertheless, could differ dramatically between nations and businesses. (Tepper., 2011).

Job satisfaction is an emotional state characterized by enjoyment and passion for one's work (Hasibuan., 2010). Wagner (2011) suggests that employees' attitudes, job performance, turnover rate, absences, and punctuality can serve as indicators of their job satisfaction. Women's workplace satisfaction may be increased through practices and policies that support caregiving obligations, promote work-life integration, and put employee wellbeing first (Saltztein et al., 2001).

Employees often form either positive or negative perceptions of their jobs based on their assessment of the workplace. Lower job satisfaction indicates negative sentiments toward one's work, while higher job satisfaction reflects positive feelings and contentment with the job (Robbins & Judge., 2016). Job satisfaction encompasses a broad concept that encompasses the various aspects of the job and the organizational culture, including how employees are evaluated, rewarded, and fulfilled in their roles (Weiss., 2002).

Female workers nowadays find it challenging to manage the balance between their personal and professional commitments in this rapidly expanding stage of life. In this way, organizations in developed countries are working on identifying the practices that nourish balance between the two (work and family) of life (Fagan et al., 2012). Earlier research has indicated that adopting flexible working arrangements enables mothers to sustain their working hours post childbirth (Chung and Van der Horst 2018b) and to stay engaged in jobs that require significant human capital even during periods of heightened family responsibilities (Fuller and Hirsh 2018). This capacity can contribute to enhancing women's satisfaction with the balance between work and personal life by enabling them to manage both effectively.

Employees also strive to control both in order to perform at their highest level at work, which can result in both positive and negative "spill over" effects (Hayman., 2005). Employees that are driven by ambition start their jobs with the intention of achieving their goals while still maintaining their personal lives as normal as possible, but the increasing workload, demanding tasks, and busy schedule leave the workers basically cut off from the typical family life (Maertz & Boyar., 2011).

All over the world, working men and women struggle to manage their work and family responsibilities. Nevertheless, unfortunately, this continual juggling act is detrimental to their work and family lives. As a result, understanding and promoting W-F balance has become a top agenda item for business and government leaders worldwide (Rajadhyaksha, 2020). The likelihood of teachers wanting to leave their profession is partly influenced by challenging working conditions, as indicated by various studies (e.g., Klassen and Chiu 2011). For instance, a study involving 2569 Norwegian elementary and middle school teachers (Skaalvik and Skaalvik 2011) found that factors like time pressure and discipline issues indirectly predicted both the desire to leave the profession and job satisfaction, mainly through emotional exhaustion. Among the various factors contributing to emotional exhaustion in teaching, two notable stressors are the workload and students' misbehavior (Greenglass and Burke 2003).

The issue of work-family balance is acknowledged globally, but a significant majority (75%) of studies have been conducted in the United States, with the remaining 25% conducted in other regions outside the U.S. (Casper et al., 2007; Shockley et al., 2017). In many Asian countries, such as Pakistan, women in the workforce still face discrimination. They experience lower social status, encounter biased values in the workplace and society, and are often subjected to underpayment, excessive workload, and

lower job status (Agapiou, 2002). Many studies show that women in the workforce often face unfair tasks, which involve receiving unreasonable and unnecessary assignments (Dr. Server Sevil Akyurek, 2020).

In both rural and urban areas, women experience higher unemployment rates compared to men, primarily due to their concentration in unorganized sectors. Yet, for teachers in Pakistani universities, the challenge of balancing work and home responsibilities has become more significant, primarily because of the rising pressure from increased workloads (Allen, 2001).

Additionally, women's dual responsibilities at home and in the workplace contribute to these challenges. The organized services sector, mainly comprising government services, employs only a small proportion of women (Sadaqat & Sheikh, 2011). Similarly, extreme load of work both at work and home can lead to an overwhelming urge to quit. The term intention to quit describes a worker's desire or plan to leave their current position. It may develop for a number of causes, including as discontentment with working circumstances, a lack of career advancement chances, a lack of work-life balance, or a sense of undervaluation at work. For lowering or preventing stress, and increasing job satisfaction, a healthy work-life balance is essential for women (Fujimura et al., 2014).

Literature Review

Before the 21st century, men were mainly responsible for providing for their families, but over time, women's roles as breadwinners alongside their husbands have increased (Marks, 2006). Abbott (2005) notes that since World War II, more women have been working to support their families (Kaye & Gray, 2007). Today, the point of view of both men and women working side by side is reaching the sky. Regardless of how much a man earns, women in today's society cannot stay at home and neither they have strong will

power to continue working when they have a family to look to as well. This is due to women entering the corporate world as shown in research by Duffy and colleagues (2018). The ability to achieve satisfactory work-family balance affects the societal well-being (Edwards and Rothbard, 2000) and physical health (Frone et al., 2001). The ways people work together in a company might involve sharing tasks, having flexible schedules, and getting help from co workers and managers the phenomenon of work family balance among employees, particularly among female employees, is being researched in the present dynamic corporate environment (Aycan & Eskin., 2005).

Most workers and employees fail to recognise the harmony between a person's life at work and at home. Consequently, the term "work-life balance" that is used to refer to the harmony between one's personal and professional lives. According to Greenhaus and colleagues (2003), it is the employee's contentment with their professional and personal obligations. Women who work play a vital role in contributing to household finances. Studies have looked into how support from society helps these women balance their work and personal lives (Kofodimos, 2003; Antonucci and Akiyama, 2006). However, Pakistan hasn't been studied in this aspect comprehensively (Aycan et al., 2000), and there is a necessity to investigate various social challenges.

Eight hours a day are allocated for work, play, sleep, and other activities. An honest day's labour deserves an honest day's compensation. At Melbourne University in 1856, stonemasons who were leaving the job site sang this slogan. According to Franklin (2010), these accomplished individuals were among the first in the world to adopt an eight-hour workweek. In the eighteenth century, the movement for a 40-hour work-week acknowledged that people had a right to lifestyles that included labour, recreation, family, and recovery. In doing so, it successfully anticipated and shaped the current idea of worklife

balance. The notion has remained challenging to define and operationalize despite being initially a straightforward formula at a period when the workforce was predominately male (Kalliath & Brough., 2008).

This may be primarily because of paradigms that held that work, family, and social life were distinct entities and that balance was determined by how much time was spent on each. Kanter and colleagues (2003) disputed any idea that such. Despite their apparent isolation, the many spheres of the employees' existence were interconnected and porous. The interaction between work and other life responsibilities has been referred to in this perspective as facilitation (Wayne et al., 2004), enhancement (Voydanoff., 2002), or enrichment (Brough et al., 2014). The significance of the work-life interface has become more pronounced due to societal shifts resulting from the increased participation of women in the workforce. This has led to changes in traditionally assigned gender roles, which need to be balanced with the productivity goals of organizations (Brough et al., 2007).

A meta-analytic review synthesizes research on work-life balance, job satisfaction, and turnover intentions. The study examines the relationship between work-family conflict and work life balance, and their impact on job satisfaction and turnover intentions. It highlights that a better work-life balance is associated with increased job satisfaction and reduced turnover intentions, emphasizing the importance of organizational support, flexible work arrangements, and supportive policies in achieving work-life balance (Allen, T. D., et al., 2013).

Work Family Balance

Work family balance encompasses three fundamental aspects of an individual's life: social, personal, and professional or organizational life. The growing interest among researchers and professionals in this area is driven by various factors, including

demographic shifts in the labour market, changes in work volume and pace, and an increase in the number of working hours (Helmle et al., 2016). Achieving work-life balance is essential as it enables individuals to lead happy, healthy, and successful lives. Nowadays, people prioritize work-life balance as a key factor in attaining a high quality of life (Breitenecker & Shah, 2018).

A specific study conducted on teachers examined the relationship between worklife balance, job satisfaction, and well-being. The research highlighted the importance of work-life balance in enhancing both job satisfaction and overall well-being among teachers. It emphasized that a supportive work environment, coupled with the autonomy and control over work schedules, plays a vital role in achieving better work-life balance, which ultimately leads to increased job satisfaction and well-being (Ghazali, N. N., 2019).

In current discourse, the term "work-family balance" is commonly used to describe the harmonious development of personal and professional aspects of individuals' lives. Many organizations are now dedicating their resources to work-life initiatives in order to address employees' needs and comply with legislative requirements, while promoting gender equality, integration, and family support (Susana & Ramón, 2013). Family involvement can bring about both positive and negative outcomes in the lives of employees. Changes in social and economic systems have increased the likelihood of women marrying before the age of 18. This shift in attitude has significantly altered women's perspectives on their work life, with many aspiring to be recognized for their professional contributions rather than just their domestic roles. Despite significant contributions to the job market, the time spent by mothers with their children has remained consistent. Married individuals with children are seen to be in a more advantageous position than unmarried individuals with children, with children serving as a source of happiness, particularly for married women.

In Asian collectivistic societies, grandparents and elders play a crucial role in providing social support for child-rearing. However, the intersection of family and work roles can lead to conflicts due to time constraints. Research indicates that involvement in household chores and having children under six years old can drain women's energy. The satisfaction of working mothers with young children may be lower compared to those without children. The presence of sick or older family members can also negatively impact women's life satisfaction, as they consume significant time and energy (Georgellis, Lange & Tabvuma, 2012; Eiji, 2012)

Work family balance involves finding equilibrium between the distinct role's individuals play, namely their work and family roles, and finding satisfaction in both domains (Shaffer et al., 2016). When there is an imbalance between work and family, with excessive focus on either domain, it can lead to stress, negative work attitudes, and ultimately burnout (Lawson et al., 2013).

The significance of work family balance arises from various reasons, and different individuals' interpretations of the concept may vary based on their generational backgrounds, which plays a significant role in shaping their perspectives. Younger workers, in particular, are often concerned about work-life balance, as they strive to prevent work responsibilities from negatively impacting their personal lives. Several studies have demonstrated this concern among younger employees. However, it is important to note that flexible scheduling and working conditions are desired by employees across different age groups. Despite this, some managers may hesitate to embrace flexible arrangements due to concerns about unpredictability and potential exploitation (Hon & Chan, 2013; Susana & Ramón, 2013).

Similarly work-life balance is rooted in the idea that individuals must effectively balance their personal and professional responsibilities in a healthy manner. This allows them to fully engage in the labor market while also providing for their loved ones. Achieving work-life balance is crucial for the wellbeing and satisfaction of employees, and it has been widely acknowledged in the literature (Lavoie, 2014; Bhalerao, 2013). As a result, WLB is described as an appropriate amount of involvement in the various roles that a person plays in their life (Lingard et al., 2012). Previous research has indicated that work life balance (WLB) is linked to higher levels of job and life satisfaction, as well as improved mental well-being (Haar et al., 2014). When individuals feel a sense of control over their lives, they are better equipped to effectively balance and allocate their time between work and family commitments.

Job Demands

Job demands encompass the organizational, social, psychological, and physical prerequisites that individuals must fulfil regularly. These requirements are commonly described in terms of time-based demands, strain-based or cognitive demands (such as task complexity and mental workload), affect-based or emotional demands such as negative mood and interpersonal conflicts, and physical demands such as physically strenuous manual labour (Brough & Biggs, 2015). Researchers showed greater curiosity in finding out the work and family conflicts practiced in women labour workforce due to increase in employment opportunities and escalation of dual income earners. As present focus of the economy is on dual income earners as they are in a position to fulfil the demands and obligations arising from work and the family spheres (Allen et al., 2000).

Bond et al., 1998). In today's labour market, especially women, struggles to balance more complicated work and family issues than men (Favero and Heath, 2012) and due to managing multiple roles, work life imbalance came into scenario. Women participation in the workforce represents a contribution of their part in the total workforce. The role of employed women are love, caring mother and wife, the responsible daughter in law to the professional women executive (Chincholkar and Krishna, 2012). As men looks for job autonomy, economic incentives, prestige, recognition, independence, management responsibilities in the work place, they do not devote more time to fulfil family obligations, while women looks for more interesting and complex jobs, expects support from colleagues, job content, socio emotional aspects, they feel satisfied with their and it will have a positive spill over effect on family life (Imran et al., 2011).

Job Resources

Job resources are the organizational, social, psychological, and physical components of a job that make it easier to accomplish work objectives. Employees often work hard to preserve their present resources and get new ones to help them cope an employment's criteria (Halbesleben et al. 2014). Job resources could be broken down into time-based, cognitive, emotional, and physical categories, just like job demands can. Time based resources are a broad category that includes a variety of things including job opportunities flexibility, flexible work hours, cognitive resources like mental toughness and focus, emotional resources like happiness and optimism, and physical resources like physical power and skills.

Family-Related Demands and Resources

Compared to the relationships between work-related origins and work-life balance, the correlations between family-related antecedents and work-life balance are often less. In

addition to partner assistance (Ferguson et al., 2012), family support (Russo et al., 2016), family-to-work enrichment (Chan et al., 2016), spending quality time with children (Milkie et al., 2010), partner's work life balance satisfaction (Stock et al., 2014), and home-based business (Walker et al., 2008) are additional specific family resources that show an influence for work-life balance.

Similarly, Work-to-family enrichment occurs when aspects of the job contribute positively to the quality of life and performance in family roles (Greenhaus & Powell, 2006). This idea aligns with the motivation process in the JD-R model, as both are rooted in domain resources and have positive effects work family balances. Research suggests that job demands are more influential in predicting work-to-family conflict, while job resources play a significant role in predicting work-to-family enrichment. This is referred to as the differential salience approach (Lapierre et al., 2018; H. Liu & Cheung, 2015).

Job Satisfaction

Job satisfaction refers to how someone feels about their job or career. It is a noteworthy concept in these circumstances. It's the comprehensive attitude and approach of one towards their job. According to Pheng & Chua (2018), positive results were shown in employees by work life balance driven by desire of achievement including job satisfaction as well demonstrating that if work life balance is deteriorated, it can lead to lower job satisfaction. Job stress and work-life balance (WLB) are significant factors with the potential of determining the level of employees' job satisfaction in an organization. A study by Allen & Sutton (2000) found that work family conflict, which is a measure of work-life balance, was negatively related to job satisfaction. Employee job satisfaction plays a crucial role in how individuals perceive their current roles and responsibilities. When employees find contentment in their jobs, it often leads to success and

accomplishment. This sense of satisfaction is closely linked to personal growth and increased productivity. Job satisfaction entails performing tasks that employees enjoy, executing them effectively, and recognizing hard work and goal achievement (Kaliski., 2007). Armstrong (2006) explained that job satisfaction is about individuals' emotions and opinions concerning their work. Positive sentiments signify satisfaction, while negative feelings indicate dissatisfaction. George et al. (2008) described job satisfaction as ranging from the highest level of contentment to the highest level of dissatisfaction. Employees hold varied attitudes toward different aspects of their jobs, such as the tasks they perform, their colleagues, and their compensation.

Aziri (2008) emphasized that job satisfaction results from the fulfillment of both psychological and material needs through one's perception of their job. Mullins (2005) characterized job satisfaction as a complex concept that individuals perceive differently. It is related to motivation, although the connection between the two is not precisely defined.

Personal engagement occurs when individuals bring their unique personalities and traits to their work tasks (Andrew, 2012). The qualities of the work environment often elicit positive or negative feelings from employees. Lower job satisfaction indicates negative sentiments toward one's job, while higher job satisfaction reflects positive attitudes and emotions toward work (Robbins & Judge, 2016). Chan et al. (2017) demonstrated that the relationship between work family demands and an employee's perception of job engagement is influenced by work-life balance. They found that the impact of work demands on work engagement was stronger compared to the impact of family needs on job satisfaction and engagement. Researchers have looked at how balancing work and family affects job satisfaction (Saltzstein et al., 2001; Clark, 2001; Karimi, 2009).

According to Gilbert's research in 2002, having longer working hours tends to decrease overall family satisfaction. However, individuals who are highly dedicated and committed to their jobs tend to experience higher family satisfaction compared to those who are less committed. This suggests that it's not just the amount of time spent at work that impacts family life, but also how dedicated individuals are to their jobs.

Nadeem and Abbas (2009) discovered that job satisfaction was negatively linked with interference from work to family and family to work. Saltzstein et al. (2001) found that various policies considered "family-friendly" were used differently among federal employees and had different effects on work-family balance and job satisfaction. Clark (2001) studied how factors like flexible work hours, supportive supervision, and balancing work and family life relate to satisfaction in partnerships where both individuals have careers, the number of children they have, and the hours they work per week. Their research found that having flexible work options was linked to increased satisfaction at work and better family well-being. Gender differences played a role in how work affected family life and overall job satisfaction.

Karimi (2009) discovered that for male employees, work interfering with family life had a more negative impact on job satisfaction compared to female employees. Working hours and family interference with work had an even more significant negative effect on the job satisfaction of male employees. Another research done by Buffardi et al. (2001) looked at the influence of child care, elder care responsibilities, and gender on workfamily balance and different aspects of job satisfaction. They found that taking care of elderly family members was associated with lower satisfaction levels in areas such as perceived support from the organization, pay, leave benefits, and work-family balance. Child care, on the other hand, mainly affected leave benefits and work family balance negatively.

Lu et al. (2009) discovered that responsibilities related to child care, working hours, salary, and family-friendly policies within an organization were linked to conflicts between work and family obligations. However, support from a spouse, supervisors, and co-workers had positive effects on balancing work and family. They also noted that while conflicts between work and family life had negative impacts, managing to balance both had positive effects on attitudes towards work and life.

Satisfaction at Work and Happiness

Working women in Pakistan face pressures both from their families and workplaces. In Asian society, where joint family setups are common, women often deal with expectations and pressure from their husbands and in-laws. Many husbands prefer their wives not to work with men, but because of financial needs, women seek jobs (Khan & Khan, 2009). Unfortunately, this leads to conflicts within the family, even causing violence, despite the women contributing financially. Balancing work and family, these women have less time for family activities. Maqsood et al. (2005) found that this lack of time affects their relationships with children and family members, impacting their health. To cope with growing family responsibilities, women often try to work longer hours for financial independence.

Satisfaction, in general, has to do with how individuals see and evaluate their entire lives. Given that the majority of people spend a substantial amount of time at work, it is imperative to understand the function that employment and the workplace play. This is so that such understanding might help people and communities all across the world achieve happiness. Recent researches have shown that employment and work are important for satisfaction, which can influence the job productivity, and work accomplishments (Field & Buitendach., 2011). A study by Kim and Stoner (2008) found that work-life balance was

negatively related to employees' intention to quit, and that the relationship between worklife balance and intention to quit was mediated by job satisfaction and organizational commitment. The perspective that workers have about the organisations in which they work is reflected in their job satisfaction and turnover intentions. When their working environment enables them to meet their requirements, employees often exhibit high levels of job satisfaction and decreased intention to quit

Work family balance and Job Satisfaction

Additionally, according to researchers (Wayne et al., 2006), organisational supportive policies may increase employees' feelings of control over their work and family responsibilities. As a result, growing positive attitudes at work have a favourable impact on home life as well (Greenhaus & Powell, 2006), much as how family support affects home life (Thomas & Ganster., 2005). The support of the parents and spouse is considered family support.

According to recent studies, family emotional and instrumental support was linked to a low degree of work-life imbalance (Adams et al., 2004). Family support is crucial to achieving a balance between one's personal and professional lives, according to Edrali (2013). It demonstrates that WLB increases if businesses and families help their female employees in achieving a healthy balance between work and life. K. Yadav Rajesh and Dabhade Nishant (2013) studied the Work Life Balance and Job Satisfaction of women working in the Banking and Education sectors. They conducted a descriptive study using questionnaires from 100 female employees at State Bank of India, Bhopal (M.P.), covering both the city head office and selected branches. Their research revealed that 37% of women working in banks believe they can effectively manage their personal and professional lives without interference. Most of these employees expressed enjoyment in their jobs and felt

comfortable in their workplace, potentially contributing to the increasing presence of women in the banking sector. However, some reported physical stress, and a significant number felt mental pressure in their jobs. Despite this, many acknowledged the helpfulness and cooperation of their superiors, which aided in balancing their personal and professional lives. The study highlighted that financial support and facing life challenges motivated many women to work in banks. Although they found a participative environment, some felt their work didn't align with their qualifications. While the working hours were generally satisfactory, late working hours and shifts in evening branches occasionally disrupted their work-life balance.

As it may result in a life that is both psychologically and physically healthy and profitable, finding a balance between work and life is crucial. Work-life balance has been linked to job satisfaction, according to research (Kaliannan et al., 2016, Blackburn et al., 2017). The recent study discovered that work-life balance has a favourable impact on employees' degree of job satisfaction even before the epidemic (Putra et al., 2020). Worklife balance contributes positively to increasing job satisfaction as well as work motivation, which is a factor in obtaining job satisfaction (Wolor et al., 2020) A positive outlook can boost motivation and result in work satisfaction. 2018; Parimita et al. However, research conducted both before and after the outbreak discovered intriguing results when employees become used to the new environment, such working from home. Their motivation is affected by the diverse work environment, changes fast, and vanishes when they push themselves (Tovmasyan & Minasyan., 2020). Researchers have also shed some insight on the correlation between high levels of job stress and employees' job unhappiness and desire to leave the company (Fairbrother & Warn., 2003).

Numerous studies have highlighted the positive relationship between work-life balance and job satisfaction. Employees who perceive a better balance between their work and personal life tend to experience higher levels of job satisfaction. This is because a satisfactory work-life balance allows individuals to fulfil their personal and family responsibilities while also having time for leisure activities, resulting in reduced stress and increased overall job satisfaction (Liu & Spector, 2007; Olson-Buchanan & Boswell, 2006). Being deeply involved in family matters means less availability for work responsibilities (Du et al., 2018).

For most people, family is a top priority, particularly for women compared to men, leading to tension mainly concerning family duties (Antalyali & Carikci, 2007). Women often feel responsible for all family matters, leading to endless tasks at home and at work (Lilly et al., 2006). Juggling household chores, unpaid labour, and paid work outside home, especially to alleviate poverty, adds to their workload (Lilly et al., 2006). Even in developed countries, women are primarily accountable for childcare and housework (Voydanoff, 2005). Simultaneously, family members, especially the sick or elderly, require more time, care, and financial support from the family's breadwinner, causing conflict between family and work responsibilities (Aiswarya & Ramasundaram, 2011). This conflict often leads to reduced job satisfaction and overall life satisfaction among working women.

Adhikaram D.S.R and Lakmini V.K (2016) investigated how work-life balance influences job satisfaction among employees in private sector commercial banks in Sri Lanka. The research aimed to understand this relationship and identify the factors affecting work-life balance and job satisfaction. The study used both primary and secondary sources of data. It involved distributing 150 questionnaires among employees from various commercial banks. Their findings revealed a significant association between work-life

balance and job satisfaction. The research mainly focused on five factors: working hours, working conditions, work pressure, job changes, and work-life balance programs. Notably, working hours and working conditions didn't strongly impact employees' job satisfaction levels. This was attributed to the prevalent culture in private sector commercial banks, where long working hours are the norm, and employees prioritize job related activities over non-work activities in their lives. Additionally, the study highlighted that these banks generally provide good working conditions, ensuring a comfortable and well-equipped working environment for their employees.

Work time demand and Job Satisfaction

Balancing family responsibilities leaves little time and energy for work, affecting work outcomes (Wei et al., 2018). When these demands consume all their energy and time, individuals feel emotionally drained and overloaded (Peeters et al., 2005). People often aim to do a lot within limited time, preferring varying work hours than their actual schedules. Different preferences exist: some want fewer hours, while others desire more. Couples where both work and male breadwinners without kids usually prefer fewer working hours (Reynolds, 2003). Having children doesn't necessarily make people want to work fewer hours, but having a higher income does (Reynolds, 2005). However, having preschool children often leads to working longer hours, such as in the case of lawyers (Wallace, 2007). Wealthier employees tend to desire fewer working hours (Reynolds, 2003). In countries like Pakistan, where over 30% of people live below the poverty line, economic conditions often push women to work longer hours for increased income. This suggests that working women with larger families may face increased pressure to work longer hours.

Due to organisational pressures women and men are in a situation to devote plenty of time in work role such as work overload, long working hours which is unstructured social

hours. These pressures experienced by both the genders significantly affect quality of family life. Many studies reveals that women pressurised in work finds it difficult to take care of their children and dependents and their major source of satisfaction is balanced work and family life while for men, their main focus is on work responsibility, recognition and they feel more satisfied at work at the cost of ignoring family (Doble and Supriya, 2010).

Intention to Quit

The intention to quit has been a problem for the management of many underdeveloped countries according to (Chan et al., 2010). Employees who suffer conflict between their professional and personal lives are more likely to have a strong intention to quit their job according to a study by Kalliath, Brough, (2004). Family support is crucial for lowering the intentions to quit and preserving female employees' employment. It may also involve emotional support, such as consideration, love, and collaboration from parents, siblings, spouses, and other family members. These traits may signify a family's overall commitment to the workers, which is crucial for keeping them on track with their routines and lowering their likelihood of quitting. It becomes difficult for female employees to fulfil their commitments at work if they have no family support, and most of them quit their jobs or careers to deal with the issue (Allen, 2001; Guest, 2002).

As it was previously said, it is crucial to create a relationship between work-family balances and job-related repercussions in order to create a balance between work and family. Thus, the relationship between work-life balance and the intention to leave a job or profession was examined in this study. As a result, there is a significant correlation between WLB and turnover.

Researchers recently discovered that turnover intention is low when WLB is strong. Furthermore, Gordon, Whelan-Berry, and Hamilton (2007) found little evidence to support this association and argue that further research is required to fully understand it.

Work Family Balance and Intention to Quit

An imbalance between work and personal life, known as poor work family balance (WFB), can have detrimental effects on both organizational performance and the wellbeing of employees (Shaffer et al., 2016; Beauregard & Henry, 2009). This imbalance increases stress levels and may contribute to a higher likelihood of employees intending to quit their jobs (Kumara & Fasana, 2018).

In particular, women who perceive limited opportunities for career advancement, face unfair treatment, or find it challenging to fulfil their family responsibilities due to job demands may contemplate leaving their current positions. Living with coordinators in an environment marked by insecurity contributes to heightened stress (Berheide et al., 2020; Pu et al., 2017).

University teachers, who juggle various roles in their personal lives as parents, students, researchers, and employees, face additional stressors (Mccutcheon; Morrison, 2018). Balancing professional responsibilities and family life becomes a formidable challenge due to numerous stress-inducing factors and the multifaceted nature of teachers' roles (Fazal et al., 2019). Conflicts arising between the professional and family spheres sometimes lead educators to abandon academic careers shortly after completing doctoral programs, opting for alternative professions (Cabay et al., 2018). Despite this, there is evidence suggesting that Higher Education institutions may not adequately support the career development of teaching professionals. Many teachers perceive university work

environments as demanding and detrimental to achieving a healthy work-life balance (Jain; Mishra; Yadav, 2018).

To reduce the likelihood of female employees quitting, organizations can foster an environment that promotes gender equality, implements responsive policies and regulations, and offers avenues for professional growth. Such supportive measures can make female employees feel valued and more inclined to stay in their roles.

Previous research on employees' work dedication and the desire to work more indicated that engaged workers are more likely to show positive organisational outcomes such lower intention to leave the company, more customer satisfaction, and higher levels of productivity and profit (Joo & Lee, 2017). Maintaining a healthy work-life balance has been found to be crucial in reducing employees' intention to quit. Studies have shown that individuals experiencing a lack of work-life balance are more likely to consider leaving their jobs. This is primarily due to increased levels of job stress, burnout, and dissatisfaction resulting from the inability to meet personal and family obligations (Demerouti & Geurts., 2004).

Gender Differences

There are gender disparities in the intention to stop, according to studies. In the workplace, gender prejudices, uneven chances, work-life imbalances, and less options for career growth are a few of the particular difficulties that women frequently confront. These elements may have an impact on women's employment decisions. Organizations must be aware of these gender-specific issues to reduce the likelihood that women may leave their jobs (Moffitt, K. R., 2005).

Similarly, a study provides a comprehensive review of research on gender differences in work life balance. It discusses how societal expectations, gender roles, and

organizational policies influence work-life balance for men and women. The review suggests that women tend to face more challenges in achieving work-life balance due to caregiving responsibilities, societal expectations, and workplace biases. These challenges may impact women's intention to quit, as they may perceive a lack of support and struggle to balance work and personal life (Kossek, E. E., et al., 2014).

Lack of organizational support and Intention to Quit

According to Deery & Jago (2009), job pressure puts people under pressure to leave their jobs since it makes it difficult to fulfil their obligations to their families. This lack of organizational support contributes to this goal. Family support is crucial for lowering the rate of increasing intention to quit and preserving female employees' employment. It may also involve emotional support, such as consideration, love, and collaboration from parents, siblings, spouses, and other family members. These traits may signify a family's overall commitment to the workers, which is crucial for keeping them on track with their routines and lowering their likelihood of quitting. It becomes difficult for female workers to fulfil their commitments at work if they are not supported by their family members. According to a study by Eisenberger and colleagues (2002) it was found that a negative relationship between perceived lack of organizational support and turnover intention. Employees who perceive a lack of support from their organization, such as inadequate resources, lack of recognition, or poor communication, are more likely to have higher intentions to quit their jobs.

Work life balance, Job Satisfaction and Intention to Quit

According to Naim & Lenka (2016), job satisfaction and work-life balance have an impact on employees' intentions to quit. In Arensky (2017), Jim Bird compared work-life balance to success and contentment in each of the four domains of job, family, friends, and

one's own life. It has been suggested that raising employee work satisfaction will boost their desire to stay with a company (Bang., 2015). According to Oshagbemi (2013), job satisfaction refers to a person's level of happiness with their employment.

Job satisfaction plays a significant role in employees' intention to quit. When individuals are dissatisfied with their jobs, they are more likely to contemplate leaving their current positions. Factors such as low pay, limited growth opportunities, lack of recognition, and poor relationships with colleagues or supervisors can negatively impact job satisfaction and subsequently increase the likelihood of employees wanting to quit (Allen et al., 2013). Extensive research has focused on social support from supervisors and colleagues (Wadsworth & Owens, 2007). The absence or insufficiency of social support from supervisors is associated with heightened work-family conflict (Anderson et al., 2002). Conversely, increased social support from both supervisors and colleagues is linked to a reduction in work-family conflict (Wadsworth & Owens, 2007). Previous studies strongly suggest that the presence of social support in the workplace plays a pivotal role in determining the level of work-family conflict (Voydanoff, 2004; Wadsworth & Owens, 2007). Several moderating factors can influence the relationships between work family balance, job satisfaction, and intention to quit. For example, gender differences have been found to affect the experiences of work-life balance and job satisfaction, with women often facing more challenges in achieving work-life balance (Amstad et al., 2011).

Additionally, social support from supervisors and colleagues has been identified as a significant factor that can buffer the negative effects of work-life imbalance on job satisfaction and intention to quit (Amstad et al., 2011). Elliott (2003) explained that a significant challenge encountered by working parents with children aged six or younger is the affordability of high-quality childcare, which proves to be expensive and absorbs a

substantial portion of their income. This financial burden reduces the likelihood of mothers remaining employed. The dual responsibilities of childcare and elder care impose a greater emotional burden on women compared to men. In practice, women continue to bear the primary responsibilities for childcare, often opting for part-time employment to accommodate family duties (Daly and Lewis, 2000).

Theoretical Framework

Job-Resource Model

The JD-R (Job Demands-Resources) framework, developed by Bakker & Demerouti in 2007, help explain how factors at work influence satisfaction of job. In academia, there's a common expectation for academics to prioritize their work over family responsibilities, spending a lot of time and effort on academic tasks (Winslow & Davis, 2016). According to Curtis (2004), university faculty jobs can be all-consuming as they involve constantly addressing scientific or philosophical problems, creating an imbalance between work and personal life. When there are not enough resources for the job and demands are high, it tends to result in more conflicts between work and family, less enrichment from work to family, and a feeling that life is out of balance (Marais et al., 2014; Peeters et al., 2005).

Demands refer to the structural or mental pressures linked to role requirements or expectations, necessitating physical or mental effort. Resources, on the other hand, are assets, either structural or mental, that aid in performance, lessen demands, or create more resources. Quantitative demands relate to the workload and pace, potentially causing job overload, such as assigning extra duties during new admissions for academic faculty. Emotional demands involve stressful situations like negative feedback from students or

encounters with department heads. Cognitive demands reflect the mental effort required, such as conducting research while teaching or managing finances at home.

In today's context, it is crucial to explore what influences the satisfaction of worklife balance among university professors in Pakistan. Jobs that were once considered flexible and lowstress have become more demanding due to reforms by the Higher Education Commission (HEC) in the past decades, especially in public sector universities. The pressure on faculty to produce high-impact research, engage in academic projects, and deliver quality lectures has increased significantly. Despite these expectations, the compensation and academic resources provided are below par. Numerous studies indicate burnout and stress among faculty in Pakistan, often linked to an imbalance between work and family life. Research even shows that faculty in public sector universities experience more work-family conflict than their counterparts in private-sector universities. Investigating the factors influencing satisfaction with work-life balance among public sector academics in Pakistan can offer valuable insights for policymakers aiming to improve the well-being of academics (Hayward, 2015; Mahmood, 2016; Yusoff & Khan, 2013).

In the JD-R model, all job aspects fall into demands or resources categories, influencing employees' well-being and performance through two processes: health impairment and motivation. High job demands drain employees' mental and physical resources, leading to health problems, lower satisfaction, and poorer performance. Conversely, job resources boost employees' mental and physical energies, promoting higher engagement, satisfaction, and performance. Both of these processes work simultaneously, affecting well-being outcomes like balance satisfaction. Theoretical models by Greenhaus and Allen (2011) and Voydanoff (2005) suggest that positive and negative connections

between work and family act as mediators, explaining how factors from one domain affect the other. When work demands use up family resources (work-to-family conflict), or when work provides resources that enhance family life (work-to-family enrichment), it affects how individuals perceive the balance between work and family. These experiences influence both the cognitive assessment of how resources are allocated and the emotional satisfaction with this balance. Studies have found that work-to-family conflict and enrichment mediate the relationship between job resources/support and balance satisfaction. For instance, research shows that work-to-family conflict partially mediates the relationship between job demands and balance satisfaction.

A framework for comprehending the connections between job demands, job resources, work family balance, job satisfaction, and intention to quit among female employees is provided by the job demands-resources (JD-R) model. Job demands include all of the effort-requiring, potentially stressful organisational, social, and psychological components of a job. On the other side, job resources are the helpful components of a job that support people in achieving their professional goals, lowering work pressures, and fostering personal development.

Additionally, the model acknowledges the impact of employees' perception of alternatives; if they believe better opportunities exist elsewhere, they may be more inclined to leave their current position. To address this, employers can mitigate these negative outcomes by ensuring that employees have access to the necessary resources, fostering a positive work environment that reduces the urge to quit.

Applying the JD-R model to work-life balance, job satisfaction, and intention to quit among women, the focus is on the role of job resources in fostering positive outcomes. Specific job resources that can contribute to work-life balance and job satisfaction for

women include flexible working arrangements, childcare support, leave policies, and worklife management initiatives.

These resources aim to facilitate a harmonious integration of work and personal life, reducing conflict and enhancing control and autonomy. Achieving work-life balance as a job resource can help women cope with job demands and foster a sense of control and autonomy over their work and personal lives. This, in turn, can lead to higher levels of job satisfaction. Job satisfaction acts as a protective factor against the negative effects of job demands, such as stress and burnout. Furthermore, when women are satisfied with their jobs, they are less likely to intend to quit. The main concept behind satisfaction variables is that individuals can assess specific aspects of their lives without being influenced by external values or criteria set by researchers. Satisfaction measures capture personal evaluations, mostly based on self-centred expectations and reflect an individual's overall assessment of various life aspects, like family, work, finances, or overall life quality. Similarly, balance satisfaction involves an individual's assessment of their work family balance, considering both cognitive (thought-based) and affective (emotion-based) evaluations. The cognitive aspect involves appraising the availability and distribution of resources for successfully managing roles in both work and family domains. This cognitive evaluation shapes emotions, leading to positive feelings of happiness and contentment or negative feelings of unhappiness and dissatisfaction with the work-life balance.

Rationale

The rationale for investigating work-family balance, job satisfaction, and intention to quit among female teachers arises from the recognition of the unique challenges and responsibilities females face. Female teachers often juggle demanding professional roles with familial duties, making it essential to understand how this balance influences their job

satisfaction and potential decisions to leave their positions. The family remains a priority for a majority of people (Hertz & Marshall, 2002), specifically, women prefer their families over everything as compare to men.

Therefore, the actual source of tension in women is their view of family responsibilities (Antalyali & Carikci, 2007). The role of a woman is quite challenging and they are expected to perform more than their capacities. When married women are able to achieve a better work-life balance, they experience higher job satisfaction. They feel a sense of fulfillment in both their professional and personal lives, which positively affects their overall well-being. Numerous research studies have indicated the widespread occurrence of burnout and occupational stress among faculty members in Pakistan (Khan et al., 2014; Yusoff & Khan, 2013). These issues are often linked to an imbalance between the work and family life of the faculty (Mudrak et al., 2018).

On the other hand, when work-family balance is compromised, job satisfaction tends to decrease, leading to reduced engagement and motivation at work. Moreover, research has also shown that the importance of work-life balance varies based on the life stage of married women. It is important to understand work family balance which is an essential factor that affects job satisfaction and intention to quit. According to a study for married woman with young children, work life balance is an essential factor that affects job satisfaction and intention to quit (Kossek & Eaton., 2006). Additionally, the examination of the impact of reforms in higher education is crucial in comprehending the evolving demands placed on academic jobs by initiatives like those introduced by the Higher Education Commission (HEC) in Pakistan. Understanding how these reforms influence work-life balance, job satisfaction, and retention among female teachers is essential for

informing targeted interventions and strategies in response to the changing landscape of the academic sector.

Furthermore, the study addresses the critical aspects of employee retention and well-being. By delving into the factors contributing to job satisfaction and intentions to quit among female teachers, the research aims to inform policies and practices that enhance the well-being of these educators. Retaining the valuable expertise of female teachers in the education sector is integral to sustaining a high-quality learning environment.

This study emphasises the importance of work-life balance in married women's lives and how it affects both job satisfaction and quitting intention. Organisations must acknowledge and address the difficulties female teachers married or unmarried, especially those with young children, have juggling work and family obligations. Employers can increase job satisfaction and decrease the desire to resign among young married and working women by implementing supporting policies and practises that encourage work life balance, such as flexible work schedules, childcare assistance, and a culture that prioritises work integration. Additional investigation in this area may help to create more focused interventions and plans to reduce work family imbalances and encourage overall wellbeing and satisfaction among this specific demographic.

Objectives

1. To find out the association between work life balance and job satisfaction and intention to quit job.
2. To explore the demographic distribution of work-life balance, job satisfaction, and intention to quit job within the female teacher population.

Hypotheses

1. Work family balance has weak positive relationship with job satisfaction.
2. Work family balance has a negative significant effect on intention to quit
3. There was a significant negative relation between job satisfaction and intention to quit
4. There was no significant difference between the joint and nuclear groups regarding work family balance, job satisfaction and intention to quit.

Method

Research design

Cross-sectional research design was used in the present study. Quantitative scales were utilized to gather the information.

Locale

Rawalpindi is the older and more populous city of the two. It is situated in the northernmost part of the Punjab province, near the capital territory of Islamabad. Islamabad, on the other hand, is the capital city of Pakistan. They are often referred to together as the "twin cities" due to their close proximity and interdependence. International Labour Organization (ILO) estimates of Pakistan's labour force participation show that the proportion of women in the workforce increased from 13.95 in 1990 to 21.67 in 2019. Female labour force participation ranged from a minimum of 12.51 percent in 1995 to a maximum of 23.86 percent in 2015, although the improvement has been gradual.

Ethical consideration

Informed consent was issued beforehand. APA guidelines were followed to conduct this research. Participants' identities were kept anonymous, and their confidentiality was assured. Participants were briefed about the purpose of the study, and they received their rightful benefits. Any personal information received was kept hidden, unless it was deemed necessary to be shared solely for research purposes.

Population and sample

The sample size was calculated by the n5 Rule. All the items of the scale were added and the multiplied by 5 which showed that a sample of 260. Hence, the sample for this research was 260 female teachers of different universities.

Sampling Technique

Convenient sampling technique was used for the study. Since it is quick and cost effective and requires less time and resources compared to other sampling methods, making it suitable for this study.

Inclusion Criteria

1. Participants must be female teachers to ensure the study's focus on the experiences of women in the teaching profession.
2. Participants should certainly have a minimum educational qualification, such as a bachelor's degree in education or a related field, to ensure a certain level of professional qualification
3. Both married and unmarried working teachers were included in this study.
4. A minimum number of years 1 to 2 of teaching experience to ensure participants have sufficient experience in the profession.

Exclusion Criteria

1. Males were excluded from the study based on the objectives of the study.
2. People with any physical or mental disability which hinders their ability to participate in this study were excluded.

Procedure

Participants were selected from Rawalpindi and Islamabad through convenient sampling. A sample of 260 participants was recruited. Informed consent was taken

beforehand, and the right to withdrawal was given. The questionnaires used in the study included measures of work family balance (WFB), job satisfaction scale (JSS), and turnover intention scale (TIS-6). Participants were instructed to read and respond to each item based on their own perceptions and experiences.

Instruments

Demographic Sheet

A demographic sheet, also known as a demographic questionnaire or survey, is a document or form used to collect basic demographic information about individuals participating in a study or research project. It typically includes a set of questions related to personal characteristics and background information of the participants. The demographic sheet for this study was made considering the variables such as age, marital status, education level, family status i.e. nuclear or joint, income level, number of children, socioeconomic status, working hours and years of experience.

Work family Balance Scale

Work family balance (WFB) by Opatha was made in 2015. Its Cronbach's Alpha alpha reliability is 0.797 and it has 5-likert scale. It measures how people view and handle their work and personal life balance. It looks at various aspects of managing work and personal responsibilities and provides insights into how well individuals handle both aspects.

The Job Satisfaction Scale

This scale was developed by Paul Spector that uses 36 items (seven-point likert) to describe overall job satisfaction. The reliability Cronbachs alpha score is 0.8 to 0.9. It encompasses various items such as the nature of work, relationships with supervisors and

colleagues, opportunities for growth and development, work-life balance, compensation, and organizational culture.

Turnover Intension Scale (TIS-6)

Turnover Intension Scale was developed by Roodt that has six-items in 2012. The alpha reliability is 0.80. A six-item scale that was modified from a 15-item scale to gauge turnover intention provided evidence of the instrument's general dependability. It evaluates the degree to which a person is thinking about or preparing to leave their job. It involves items such as the intention to search for a different job, and the intention to quit.

Results

The present study aimed to find out the relationship between work family balance, job satisfaction and intention to quit job among female teachers of university. Sample of the participant included 260 female teachers of different universities through convenient sampling. The data was collected from the Islamabad and Rawalpindi. The demographic characteristics of sample are as follow.

Table 1

Demographic characteristics of the sample (260)

Demographic	Categories	F	%
Age of participation	20-25	29	10.7
	26-30	134	49.3
	31 and onwards	97	35.7
Educational qualification	Bs Graduate	18	6.6
	Masters M.Phil.	129	47.4
		91	33.5
	Ph.D.	22	8.1
Family System	Nuclear	177	65.1
	Joint	82	30.1
Marital status	Married	202	74.3
	Unmarried	58	21.3
No of child	1-2	53	19.5
	2-4	138	50.7
	4-5	31	11.4
	None	38	14.0

Socio-economic status	Higher Ses	13	4.8
	Middle Ses	245	90.1
	Lower Ses	02	.7
Working hours	3 to 4 hrs	9	3.3
	4 to 6 hrs	61	22.4
	6 to 8 hrs	190	69.9
Years of experience	1 to 2 yrs.	32	11.8
	2 to 4 yrs.	112	41.2
	5 o 6 yrs	113	41.5

Note: total sample N=260 % = Percentage

Table 1 shows the demographic variables, their frequency and percentages. The demographic variables include age, educational qualification, family system, marital status, number of children, socioeconomic status, working hours and years of experience. The table illustrates various details about the participants in the study. Nearly half of the participants (49.3%) were between 26 to 30 years old, with a smaller number (10.7%) in the 20-25 age group. Regarding education, 6.6% had Bachelor's degrees, 47.4% held Master's degrees, 33.5% had an M.Phil. degree, and 8.1% had a Ph.D. Most participants (65.1%) came from nuclear families, while 30.1% belonged to joint families. In terms of marital status, 74.3% were married, and 21.3% were unmarried. When it comes to children, 19.5% had 1-2 kids, 50.7% had 2-4 kids, 11.4% had 4-5 kids, and 14.0% had no children. Socioeconomically, 4.8% were from a higher class, and 90.1% were from the middle class and .1% were from lower class. Regarding working hours, 3.3% worked 3 to 4 hours, 22.4% worked 4 to 6 hours, and 69.9% worked 6 to 8 hours. Lastly, in terms of experience, 11.8% had 1 to 2 years, 41.2% had 2 to 4 years, and 41.5% had 5 to 6 years of experience.

Table 2

Cronbach's alpha reliabilities of work family balance (WFB), job satisfaction scale (JSS), turnover intention scale (TIS).

Scale	<i>N</i>	<i>M</i>	<i>SD</i>	α	Range	
					Actual	Potential
WFB	260	26.92	5.652	.624	11-47	10-50
JSS	260	125.53	19.07	.814	36-175	36-216
TIS	260	15.99	4.137	.65	6-30	6-30

Note: *M* = mean, *SD* = standard deviation, α = alpha reliability.

Table 2 shows data on Cronbach's alpha reliability coefficients, means (*M*), standard deviations (*SD*), and ranges for three scales. The WFB scale has a Cronbach's alpha of 0.624, indicating moderate internal consistency. On average, the participants scored approximately 26.92 on this scale, with a standard deviation of 5.652. The scores for this scale range from 11 to 47, with the potential range *spanning* from 10 to 50. The JSS displays a Cronbach's alpha of 0.814, indicating strong internal consistency. On average, participants scored around 125.53 on this scale, with a standard deviation of 19.07. Scores range from 36 to 175, while the potential range extends from 36 to 216.

The TIS exhibits a Cronbach's alpha of 0.65, indicating moderate internal consistency. Participants scored an average of 15.99 on this scale, with a standard deviation of 4.137. Scores range from 6 to 30, with the potential range matching the observed range.

Table 3

Mean, Median, Mode, Standard deviation, skewness, Kurtosis, and KolmogorovSmirnov- test)

<u>Scales</u>	<u>Mean</u>	<u>Median</u>	<u>Mode</u>	<u>SD</u>	Skewness	Kurtosis	K-S	P
WFB	26.92	27	28	5.652	.291	.327	.063	.998
JSS	125.53	126	119	19.07	-.717	1.941	.069	.282
TIS	15.99	16	16	4.137	.080	.121	.070	.160

Note: M= Mean, SD= Standard Deviation, K-S= Kolmogorov-Smirnov, p= K-S significance value

This table presents descriptive statistics and Kolmogorov-Smirnov (K-S) test results for the Work-Family Balance (WFB), Job Satisfaction Scale (JSS), and Turnover Intention Scale (TIS). The data indicates a leftward skew, with the distribution having relatively heavy tails (Kurtosis 1.941). However, it does not significantly differ from a normal distribution (p-value 0.282). For Turnover Intention, the average score is 15.99, with a mode of 16. The scores exhibit a spread of 4.137 (SD) and a slightly positive skew. The distribution is non-normal (Kurtosis 0.121), but there is no significant withdrawal from a normal distribution (p-value 0.160).

Table 4

Relationship between work family balance (WFB), job satisfaction scale (JSS), turnover intention scale (TIS).

Variables	N	WFB	JSS	TIS-6
WFB	260	--	.061	.215**
JSS	260	.061	--	.076
TIS	260	.215**	.076	--

The table indicates the correlations between Work Family Balance (WFB), Job Satisfaction Scale (JSS), and Turnover Intention Scale (TIS). This indicates a minimal association between Work Family Balance and Job Satisfaction. The correlation coefficient

between WFB and TIS is .215, denoted as (significant correlation at $p < 0.05$ level). This value indicates a moderate positive relationship between Work Family Balance and Turnover Intention Scale. A higher Work Family Balance is associated with a higher intention to turnover. The correlation coefficient between JSS and TIS is 0.076, suggesting a very weak positive relationship. This implies a weak association between Job Satisfaction and Turnover Intention.

Table 5

Mann-Whitney U- Test values for scales in both groups work family balance (WFB), job satisfaction scale (JSS), turnover intention scale (TIS).

	Joint		Nuclear		<i>U</i>	<i>P</i>
	<i>N</i>	<i>M</i>	<i>N</i>	<i>M</i>		
WFB	82	132.84	177	128.68	7024.00	.677
JSS	82	120.63	177	134.34	6488.50	.170
TIS	82	119.19	177	135.01	6370.500	.113

Note: M= Mean, SD= Standard Deviation, U= Mann-Whitney, p= Significance value

The table shows the results of the Mann-Whitney U-Test comparing the scales in two groups, Joint and Nuclear. In terms of Work Family Balance, the mean for the Joint group was 132.84 compared to 128.68 for the Nuclear group, with a U-value of 7024.00 and a non-significant pvalue of .677. Similarly, for the Job Satisfaction Scale, the mean for the Joint group was 120.63 and for the Nuclear group was 134.34. The corresponding U-value was 6488.50, with a nonsignificant p-value of .170.

Regarding Turnover Intention Scale, the mean for the Joint group was 119.19 compared to 135.01 for the Nuclear group, with a U-value of 6370.500 and a p-value of .113, which was not statistically significant. the p-values are higher than the common

significance level of .05. These results suggest that there are no significant differences between the Joint and Nuclear groups concerning Work Family Balance, Job Satisfaction, and Turnover Intention.

DISCUSSION

This chapter of the study discusses the reliabilities of scale and demographic characteristics of female teachers. The relationship was statistically analysed using Spearman correlation as the data was not normally distributed. Furthermore, differences among groups (Joint and Nuclear) were also analysed by using Mann Whitney U-test for numerous comparisons in demographics among both groups.

This study was intended to find the relationship between work family balance, job satisfaction and intention to quit among female teachers of multiple universities. To conduct the present study a sample of 260 female teachers was taken age ranging from age 21 and above years from Pakistan's two major cities (Islamabad and Rawalpindi). The sample was appropriate by random sampling technique. The questionnaires used for this research were work family balance (WFB), job satisfaction scale (JSS) and turnover intention scale (TSS). The results showed relationship between the study variables. The data was collected by distributing questionnaires in different universities.

According to the first hypothesis work family balance has weak positive relationship with job satisfaction. According to the results shown in Table 4 the correlation coefficient between WFB and JSS is 0.061, which suggests a very weak positive relationship. This indicates weak relationship between Work Family Balance and Job Satisfaction. In Pakistan, Nadeem and Abbas (2009) examined the relationship between work-family balancing benefits, organizational commitment, and employee job satisfaction. Workfamily balance benefits are positively correlated with job satisfaction and organizational commitment management, whereas family-to work interference, family-

to work interference, and stress negatively affect job satisfaction and organizational commitment.

As per the second hypothesis work family balance has a negative significant effect on intention to quit which is depicted in table 4 that is the correlation coefficient between WFB and TIS is 0.215. This value indicates a moderate positive relationship between Work Family Balance and Turnover Intention Scale. Liu et al (2019) study has verified job satisfaction, work stress, intentions to leave work and factors that are associated with intentions to leave work in rural areas, and the study has indicated that the situation of the workforce due to health problems are global concern, especially in rural and remote areas. The third hypothesis said there is a significant negative relation between job satisfaction and intention to quit. Thus, the results shown in table 4 indicate that the correlation coefficient between JSS and TIS is 0.076. This implies a weak association between Job Satisfaction and Turnover Intention. A study showed a notable negative relationship between the intention to leave and the satisfaction with the job amongst IT professionals (Salleh, Nair, & Harun, 2012).

As for hypothesis 4 which states that there is no significant difference between the joint and nuclear groups regarding work family balance, job satisfaction and intention to quit. For all three scales (WFB, JSS, TIS), the p-values are higher than the common significance level of .05. This suggests that there is no statistically significant difference between the joint and nuclear groups regarding Work Family Balance, Job Satisfaction, and Intention to quit. Crawford (2010) and Taris (2006) found that family pressures can negatively affect work roles, and work pressures can impact family roles negatively. On the other hand, Marks (2000) and Fleeson (2004) have shown a positive connection between work and family.

As educational institutions and lecturers have a major contribution of nurturing, educating and developing new generations, their working life and job environment represent strategic issues in reaching teachers' excellence (Singh & Singh, 2015). Both work and social lives of employees become problematical by the implementation of uncommon working hours (Greubel et al., 2016).

Asian countries perceive women leaders as incompetent and ineffective in managing critical situations (Morley & Crossouard., 2016). In her study, Shah et al. (2009) affirm that women college heads in Pakistan cannot utilize their authority effectively due to the dominant masculine beliefs. Moreover, they are prejudiced by the community for staying late in office and giving less time to the family (Farooq et al., 2020; Roomi & Parrott, 2008). Moreover, cultural norms in South Asian countries confine women within the family and exclusively account them for the care responsibilities i.e. child rearing and taking care of the extended family (Sinha, 2016). These family roles are even more complex in countries like Pakistan, where family members frequently influence women's professional choices and restrain them from taking independent decisions (Roomi & Parrott, 2008).

Women contributing to the workforce is their way of being a part of the overall working community. Employed women play various roles, such as being a loving and caring mother and wife, as well as a responsible daughter-in-law, in addition to holding professional positions (Chinchilla and Krishna, 2012). In contrast, men often prioritize job autonomy, economic rewards, prestige, recognition, and management responsibilities at work, sometimes leading to less time for family obligations. When women are content with their work, it tends to positively influence their family life (Imran et al., 2011)

In Pakistani culture, women are often seen as main caregivers and important for the family. This adds stress as they try to balance these expectations with their job. Also, traditional ideas about men and women's roles put more pressure on female teachers. These challenges affect how they balance work and family, how happy they are with their jobs, and if they consider leaving their teaching jobs. Understanding these challenges is important to make helpful rules and support for female teachers. Creating ways to balance work and family, building support networks, and recognizing cultural differences can make female teachers happier at work and less likely to leave their jobs (Farooq et al., 2020)

CONCLUSION

This study, involving 260 female teachers from major cities in Pakistan, aimed to explore the relationships between work-family balance, job satisfaction, and intention to quit. Findings indicated a weak positive relationship between work-family balance and job satisfaction, a moderate positive relationship between work-family balance and turnover intention, and a very weak association between job satisfaction and turnover intention. The comparison between joint and nuclear groups revealed no significant differences in workfamily balance, job satisfaction, and intention to quit. Additionally, cultural and societal norms, including perceptions of women leaders and traditional gender roles, were identified as influencing factors impacting female teachers' work-family dynamics and job satisfaction in the Pakistani context. Recognizing and addressing these challenges is crucial for creating supportive environments and promoting job satisfaction among female teachers

Limitations and Suggestions

There are quite a few limitations of this study. Foremost thing is to correlation study which makes it limited to find the relationship only among the variables. The sample was

limited to only female teachers. To gain an even better understanding it is suggested to do a gender-based study to gain a deeper insight of what impact work family balance. The time of this study was short which impacted the goals of this study. Due to the selfmeasuring tools, biasness could have occurred in the study. In Pakistan, where diverse cultures exist, female teachers may encounter different challenges in various regions. To enhance the study's applicability, it's important to include a diverse sample representing various regions, types of schools, and socio-economic backgrounds.

Implications

The participation of women in the workforce is essential for economic development. Examining the work-family balance, job satisfaction, and intention to quit among female teacher. Understanding the factors influencing these aspects is crucial for promoting a conducive work environment and fostering sustainable career growth.

In the context of economic development, the participation of women in the workforce is essential. The findings can contribute to policies and practices that support gender equality and create an environment conducive to the professional growth of female teachers.

The research specifically focuses on university academicians in Pakistan, acknowledging the changing dynamics of their roles. Traditionally perceived as flexible and low-stress, academic jobs have become more competitive and demanding due to reforms introduced by the Higher Education Commission (HEC) in recent years. Understanding the impact of these changes on work-life balance, job satisfaction, and retention among female teachers is crucial for addressing their unique challenges.

By uncovering the factors influencing job satisfaction and intentions to quit among female teachers, it provides valuable insights for future research and interventions. The outcomes of this study can inform strategies and policies to enhance the overall well-being and job satisfaction of female teachers in Pakistan, contributing to a more inclusive and supportive work environment.

In the current context, there is a particular interest in exploring the factors influencing satisfaction with work–family balance among university academicians in Pakistan. Jobs that were once perceived as flexible, self-directed, secure, and low stress have become more competitive and demanding, largely attributed to reforms introduced by the Higher Education Commission (HEC) of Pakistan in recent decades (Parveen et al., 2011). This study can also help extend the literature of work family balance of female working women. The findings of this study will let the future research incorporate this in their interventions.

REFERENCES

- Adams, G. A., & Jex, S. M. (1999). Relationships between time management, control, work family conflict, and strain. *Journal of Occupational Health Psychology, 4*(1),72–77.8998.4.1.72
- Abdulrahman, A., & Ali, W. (2018). The notion of work life balance, determining factors, antecedents and consequences: *A comprehensive literature survey*.
- Work-Life Balance, Job Satisfaction, and Turnover Intentions: A Meta-Analytic Review" by Allen, T. D., et al. (2013). Reference: Allen, T. D., et al. (2013). Work-family balance: A metanalytic review of the antecedents and outcomes of work-family conflict. *Journal of Vocational Behavior, 80*(1), 173-202.
- Beham, B. and Drobnič, S. (2010), “Satisfaction with work-family balance among German office workers”, *Journal of Managerial Psychology, 669-689*.
- Carlson, D.S.; Kacmar, K.M.; Grzywacz, J.G.; Tepper, B. and Whitten, D. (2013), “WorkFamily Balance and Supervisor Appraised Citizenship Behavior: The Link of Positive Affect”, *Journal of Behavioral & Applied Management; 87-106*.
- Dousin, O., Collins, N., & Kler, B. K. (2019). Work-life balance, employee job performance and satisfaction among doctors and nurses in Malaysia. *International Journal of Human Resource Studies, 9*(4), 306-319.
- Dyrbye LN, Shanafelt TD, Balch CM, et al. Relationship between work-home conflicts and burnout among American surgeons: a comparison by sex. *Arch Surg. 2011;146*(2):211–217
- Elfbein, H.A. (2007), “Emotion in organizations: a review and theoretical integration”, *Academy of Management Annals, 315-86*.

- Jaharuddin, N. S., & Zainol, L. N. (2019). The impact of work-life balance on job engagement and turnover intention. *The South East Asian Journal of Management*, 13(1), 7.
- Khateeb, F. R. (2021). Work life balance-A review of theories, definitions and policies. *Crosscultural Management Journal*, 23(1), 27-55.
- Navajas-Romero, V., Ariza-Montes, A., & Hernández-Perlines, F. (2020). Analyzing the job demandscontrol-support model in work-life balance: A study among nurses in the European context. *International journal of Environmental Research and Public Health*, 17(8), 2847
- Starmer, A. J., Frintner, M. P., Matos, K., Somberg, C., Freed, G., & Byrne, B. J. (2019). Gender discrepancies related to pediatrician work-life balance and household responsibilities. *Pediatrics*, 144(4).
- Sudibjo, N., & Suwarli, M. B. N. (2020). Job embeddedness and job satisfaction as a mediator between work-life balance and intention to stay. *International Journal of Innovation, Creativity and Change*, 11(8), 311-331
- Tepper, B.J. (2007), "Abusive supervision in work organizations: review, synthesis, and research agenda", *Journal of Management*, Vol. 33, No. 3, pp.261-89.
- Tepper, B.J., Moss, S.E. and Duffi, M.K. (2011), "Predictors of abusive supervision: supervisor perceptions of deep-level dissimilarity, relationship conflict, and subordinate performance", *Academy of Management Journal*, .279-94.
- Treglown, L., Zivkov, K., Zarola, A., & Furnham, A. (2018). Intention to quit and the role of dark personality and perceived organizational support: *A Moderation and Mediation Model*. *PloS one*, 13(3), e0195155.

- Umer, R., & Zia-ur-Rehman, M. (2013). Impact of work life balance and work life conflict of the life satisfaction of working women: A case study of higher education sector of twin cities of Pakistan. *Academic Research International*, 4(5), 445.
- Wanous, J.P., Reichers, A.E.; Hudy, M.J. (1997), "Overall job satisfaction: how good are single-item measures?", *Journal of applied Psychology*, 247-252.
- Wu, L.-Z., Kwan, H.K., Liu, J. and Resick, C.J. (2012), "Work-to-family spillover effects of abusive supervision", *Journal of Managerial Psychology*, 714-731.
- Zhang, M., Griffeth, R.W. and Fried D.D. (2012), "Work-family conflict and individual consequences", *Journal of Managerial Psychology*, 696-713.
- Sarfraz, H., & Khalid, A. (2019). The role of joint family in the facilitation of working women to attain a balance in work and family life. *Pakistan Journal of Society, Education and Language (PJSEL)*, 5(2), 9-23.
- Sokal, L. J., Eblie Trudel, L. G., & Babb, J. C. (2020). Supporting teachers in times of change: The job demands-resources model and teacher burnout during the COVID-19 pandemic.
- Javed, S. (2023). Relationship Between Work-Family Balance Practices and Organizational Commitment Among Teachers At Universities Of Lahore, Pakistan. *Journal of Positive School Psychology*, 7(5), 798-807.
- Rajendran, N., Watt, H. M., & Richardson, P. W. (2020). Teacher burnout and turnover intent. *The Australian Educational Researcher*, 47(3), 477-500.
- Saleem, G., & Ajmal, M. A. (2018). Work-family balance: Experiences of successful professional women in academia in Pakistan. *Pakistan Journal of Psychological Research*, 33(1), 101121.
- Khokhar, A. M., Nas, Z., & Zia-ur-Rehman, M. (2020). Working mothers dilemma in Pakistan:

Analyzing their battle with work, family demands, and well-being. *Sarhad Journal of Management Sciences*, 6(2), 259-278.

Amin, S. (2022). Impact of quality and flexibility of work life balance and turnover intention in service sector of Pakistan. *Journal of Entrepreneurship*, 2(1).

Surana, S. J., & Singh, A. K. (2013). The impact of role stressors and work overload on job burnout. *International Journal of Intelligent Enterprise*, 2(1), 64-83.

Sarwar, F., Panatik, S. A., Sukor, M. S. M., & Rusbadrol, N. (2021). A job demand–resource model of satisfaction with work–family balance among academic faculty: Mediating roles of psychological capital, work-to-family conflict, and enrichment. *Sage Open*, 11(2), 21582440211006142.

Appendix A

Informed Consent

Introduction

I am Iqra Jehanzeb, a student of BS Psychology at Capital University of Science and Technology. I am conducting a research on association between work family balance, job satisfaction and intention to quit job among working female teachers.

Purpose of research:

The research is solely for academic purpose. It will be kept confidential.

Voluntary Participation:

Your participation in this study is entirely voluntary. You have the right to refuse to participate or withdraw from the study at any time.

Procedure:

If you agree, you will be asked to fill our questionnaires regarding work family balance, job satisfaction and intention to quit job. It will take 15-20 mins to complete.

Risk and Benefits:

The benefits of this research involve better understanding of the relationship between work family balance, job satisfaction and intention to quit job among female teachers. There are no potential risks of this study since this study is solely for academic purpose.

Signature of Participant:

By signing below, you can confirm that you have read this form, had the opportunities to ask questions, and agree to participate in this research study.

Name: _____

Signature: _____

I have explained the nature of this study and purpose. I confirm participants willingly participated in this research. Name: Iqra Jehanzeb

Contact:

If you have any questions about the study or your rights as a participant you can contact at iqrajhanzeb61@gmail.com

Demographics

Age _____

Marital status _____

No. of children _____

Education level _____

Family status (Joint / Neutral) _____

Socioeconomic status _____

Income range _____

Field of expertise _____

Year of experience _____

Working hours _____

Appendix C

Work Family Balance Scale

Read each statement carefully and chose one of five possible responses. There are no right or wrong answers. Using the scale below, please indicate the extent to which you agree or disagree with each of the following statements

Strongly agree	Agree	Indifferent	Disagree	Strongly disagree
1	2	3	4	5

	Items	1	2	3	4	5
1	Almost there are no complain or grievances from my spouse about what I am supposed to do at home					
2	there are many grievances and complaints from my children about my inability to live with them.					
3	My parents are very happy about my behaviour of meeting their responsibilities					
4	My contribution to smooth running of family affairs is indeed very much					
5	My relationship with close relatives is highly favourable					
6	My job performance is excellent					
7	My superior and top management are unhappy about my job performance failed to achieve job objectives					

8	My peers have never complained about my behaviour at work.					
9	Almost every customer is very happy about my performance on their requests.					
10	I have a role model to my subordinates to follow.					

Appendix D

Job Satisfaction Scale (JSS)

Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	2	3	4	5	6

	Items	1	2	3	4	5	6
1	I feel I am being paid a fair amount for the work I do.						
2	There is really too little chance for promotion on my job.						
3	My supervisor is quite competent in doing his/her job.						
4	I am not satisfied with the benefits I receive.						
5	When I do a good job, I receive the recognition for it that I should receive.						
6	Many of our rules and procedures make doing a good job difficult.						
7	I like the people I work with.						
8	I sometimes feel my job is meaningless.						
9	Communications seem good within this organization.						
10	Raises are too few and far between.						
11	Those who do well on the job stand a fair chance of being promoted.						
12	My supervisor is unfair to me.						
13	The benefits we receive are as good as most other organizations offer.						

14	I do not feel that the work I do is appreciated.						
15	My efforts to do a good job are seldom blocked by red tape.						
16	I find I have to work harder at my job because of the incompetence of people I work with.						
17	I like doing the things I do at work.						
18	The goals of this organization are not clear to me.						
19	I feel unappreciated by the organization when think about what they pay me.						
20	People get ahead as fast here as they do in other places.						
21	My supervisor shows too little interest in the feelings of subordinates.						
22	The benefit package we have is equitable.						
23	There are few rewards for those who work here.						
24	I have too much to do at work.						
25	I enjoy my co workers.						
26	I often feel that I do not know what is going on with the organization.						
27	I feel a sense of pride in doing my job.						
28	I feel satisfied with my chances for salary increases.						
29	There are benefits we do not have which we should have.						
30	I like my supervisor.						
31	I have too much paperwork.						
32	I don't feel my efforts are rewarded the way they should be.						

33	I am satisfied with my chances for promotion.						
34	There is too much bickering and fighting at work.						
35	My job is enjoyable.						
36	Work assignments are not fully explained.						

Appendix E

Turnover intention scale (TIS-6)

The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale provided for each question

1	How often have you considered leaving your job?	Never	1-----2---- ---3-----4- -----5	Always
2R	To what extent is your current job satisfying your personal needs?	To no extent	1-----2---- ---3-----4- -----5	To a very large extent
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-----2---- ---3-----4- -----5	Always

4	How often do you dream about getting another job that will better suit your personal needs?	Never	1-----2--- ---3-----4- -----5	Always
---	---	-------	-------------------------------------	--------


5	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-----2--- ---3-----4- -----5	Highly likely
6	How often do you look forward to another day at work?	Never	1-----2--- ---3-----4- -----5	

Permissions of scales

Fwd: PERMISSION TO USE SCALE - mekial116@gmail.com - Gmail - Google Chrome

mail.google.com/mail/u/0/popout?ver=1g3ytlhb29fwb&search=inbox&th=%23thread-f%3A1788525047836767291&cvid=4

Fwd: PERMISSION TO USE SCALE Inbox x

 **Iqra Khan**
to me

5:20 AM (53 minutes ago) ☆ ☺ ↶ ⋮

----- Forwarded message -----

From: Senior Prof. H.H.D.N.P. Opatha <opatha@sjp.ac.lk>
Date: Fri, 19 Jan 2024 at 18:10
Subject: Re: PERMISSION TO USE SCALE
To: Iqra Khan <iqrajehanzeb61@gmail.com>

Dear Khan,
Ok hereby I give my permission to use the scale.
Best Wishes!
Sr. Prof. HHDNP Opatha
*BSc (BA) Sp (Hons) (USJ); MSc (BA) HRM (USJ); MBA (Birmingham-UK);
Dip PM&IR (Cambridge International-UK); Dip Eng (CPM-UK);
PhD HRM (Universiti Utara Malaysia); Doc HRM (ITU); AMCPM (SL);
CDBA (OAM-UK); D Litt (SUSZ)*
Senior Professor and Chair of Human Resource Management
Department of Human Resource Management
Faculty of Management Studies and Commerce
University of Sri Jayewardenepura
Sri Lanka
<https://mgt.sjp.ac.lk/sr-prof-henarath-hdnp-opatha-was-appointed-as-the-chair-of-hrm-in-the-usj-sri-lanka/>
https://www.researchgate.net/profile/Henarath_Opatha
<https://scholar.google.com/citations?user=IekKzSIAAAAJ&hl=en>
<https://www.youtube.com/channel/UCpmUz2MSsCicHqIB7-1BnMw>
<https://www.facebook.com/henarath.opatha>


Type here to search

12°C Haze 6:14 AM 1/19/2024

Fwd: TIS-6 - mekial116@gmail.com - Gmail - Google Chrome

mail.google.com/mail/u/0/popout?ver=1g3ytlhb29fwb&search=inbox&th=%23thread-f%3A1788525012492439228&cvid=5

Fwd: TIS-6 Inbox x

 **Iqra Khan**
to me

5:19 AM (58 minutes ago) ☆ ☺ ↶ ⋮

----- Forwarded message -----

From: Iqra Khan <iqrajehanzeb61@gmail.com>
Date: Fri, 19 Jan 2024 at 17:41
Subject: Fwd: TIS-6
To: areeba abbasi <areebaabbasi128@gmail.com>

----- Forwarded message -----

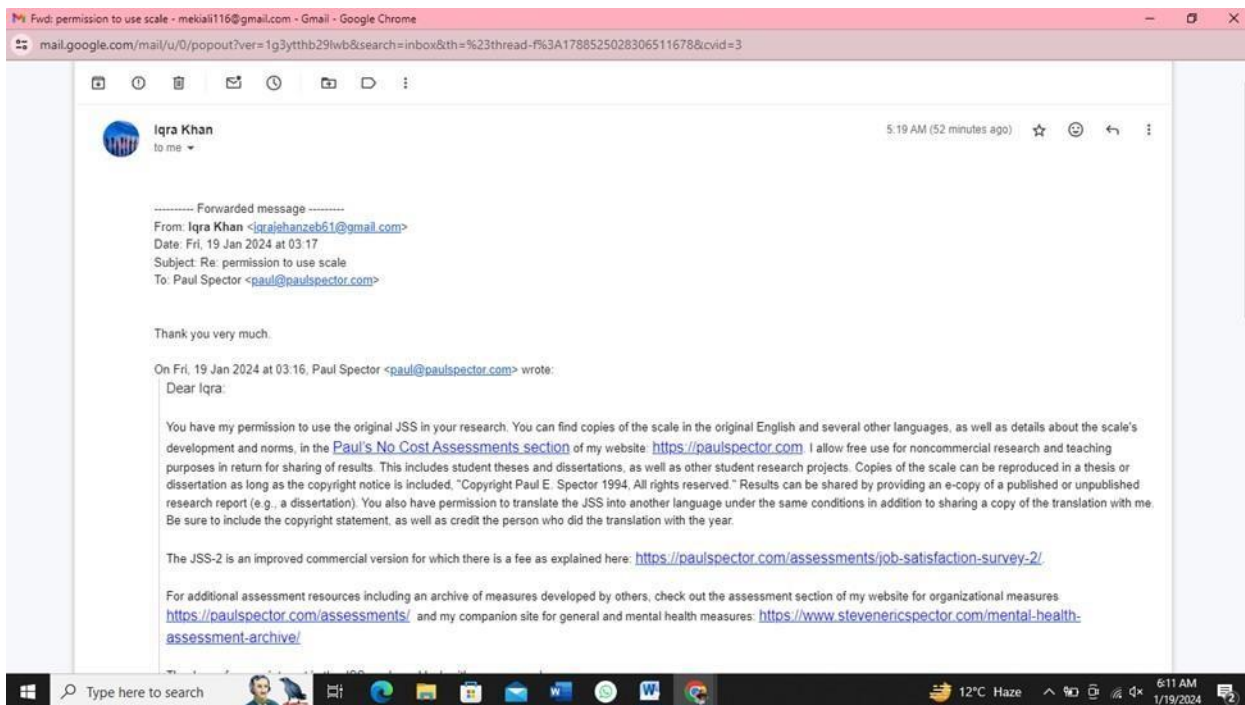
From: <roodhg@gmail.com>
Date: Fri, Jan 19, 2024, 2:28 PM
Subject: RE: TIS-6
To: Iqra Khan <iqrajehanzeb61@gmail.com>

Dear Iqra

You are welcome to use the TIS for your research (please accept this e-mail as the formal permission letter). For this purpose please find the TIS-15 attached for your convenience. The TIS-6 (version 4) consists of the first six items high-lighted in yellow. You may use any one of these two versions. The TIS is based on the Theory of Planned Behaviour.

Type here to search

12°C Haze 6:19 AM 1/19/2024



Fwd: permission to use scale - mekial116@gmail.com - Gmail - Google Chrome

mail.google.com/mail/u/0/popout?ver=1g3yttb29lwb&search=inbox&th=%23thread-f%3A1788525028306511678&cvid=3

Iqra Khan
to me

5:19 AM (52 minutes ago)

----- Forwarded message -----

From: Iqra Khan <iqra.jehanzeb61@gmail.com>
Date: Fri, 19 Jan 2024 at 03:17
Subject: Re: permission to use scale
To: Paul Spector <paul@paulspector.com>

Thank you very much.

On Fri, 19 Jan 2024 at 03:16, Paul Spector <paul@paulspector.com> wrote:
Dear Iqra:

You have my permission to use the original JSS in your research. You can find copies of the scale in the original English and several other languages, as well as details about the scale's development and norms, in the [Paul's No Cost Assessments section](https://paulspector.com) of my website <https://paulspector.com>. I allow free use for noncommercial research and teaching purposes in return for sharing of results. This includes student theses and dissertations, as well as other student research projects. Copies of the scale can be reproduced in a thesis or dissertation as long as the copyright notice is included. "Copyright Paul E. Spector 1994. All rights reserved." Results can be shared by providing an e-copy of a published or unpublished research report (e.g., a dissertation). You also have permission to translate the JSS into another language under the same conditions in addition to sharing a copy of the translation with me. Be sure to include the copyright statement, as well as credit the person who did the translation with the year.

The JSS-2 is an improved commercial version for which there is a fee as explained here: <https://paulspector.com/assessments/job-satisfaction-survey-2/>.

For additional assessment resources including an archive of measures developed by others, check out the assessment section of my website for organizational measures: <https://paulspector.com/assessments/> and my companion site for general and mental health measures: <https://www.stevenericspector.com/mental-health-assessment-archive/>

Type here to search

12°C Haze 6:11 AM 1/19/2024

Appendices



**Capital University of Science and
Technology
Islamabad**

Islamabad Expressway, Kohat, Road,
Zone - V, Islamabad, Pakistan
Telephone :+92-(51)-111-555-666
+92-51-4486700 Fax,
+92 - (51)-4 486705
fo@cust.edu.Pk
Website: :www.cust.edu.pk

Ref. CU ST/IBD/PSY/Thesis-593

August 7, 2023

TO WHOM IT MAY CONCERN

Capital University of Science and Technology (CUST) is a federally chartered university. The university is authorized by the Federal Government to award degrees at Bachelor's, Master's and Doctorate level for a wide variety of programs.

Ms. Iqra Jehanzeb, registration number BSP201066 is a bona fide student in BS Psychology program at this University from Spring 2020 till date. In partial fulfillment of the degree, she is conducting research on "Relationship between work life balance and job satisfaction and intention to quit job among female teachers of university". In this continuation, the student is required to collect data from your institute.

Considering the forgoing, kindly allow the student to collect the requisite data from your institute. Your cooperation in this regard will be highly appreciated.

Please feel free to contact undersigned, if you have any query in this regard.