ISSN 0974-763X
UGC-CARE Listed Journal

SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

Listed in UGC-CARE
Special Issue

Volume 14, No.4 November, 2024

Chhatrapati Shahu Institute of Business Education & Research (CSIBER)
(An Autonomous Institute)
University Road, Kolhapur - 416004, Maharashtra State, India.
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Chhatrapati Shahu Institute of Business Education and Research (CSIBER)

South Asian Journal of Management Research (SAJMR)

Special Issue

Volume 14, No. 4, November 2024

Editor: Dr. Pooja M. Patil

Publisher

CSIBER Press

Central Library

Chhatrapati Shahu Institute of
Business Education & Research (CSIBER)
University Road, Kolhapur – 416004, Maharashtra, India.
Phone: 91-231-2535706/07, Fax: 91-231-2535708,
Website: www.siberindia.edu.in
Email: csiberpress@siberindia.edu.in
Editor Email: editorsajmr@siberindia.edu.in

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ISSN: 0974-763X

Price: INR ₹ 1,200/-

Editor: Dr. Pooja M. Patil

Distributed By

CSIBER Press

Central Library

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Work Life Balance and Its Effect on Job & Life Satisfaction of Female Employees in Higher Education

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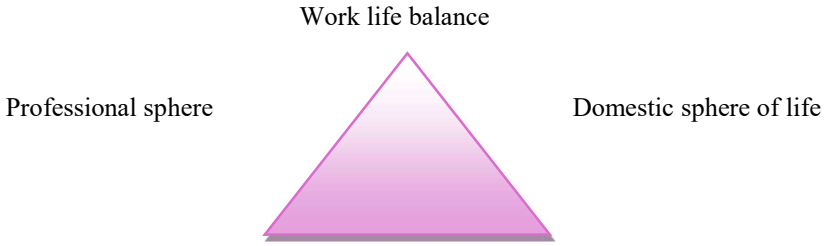
Abstract
The key highlight of the present study was to examine the impact of work-life balance on job satisfaction & life satisfaction of female teachers working in college and universities in Haryana. Further the objective of the study to gain the conceptual understanding of work life balance, job satisfaction and life satisfaction. In the recent scenario to maintain a balance between work and non-work life is much important to satisfy oneself at job and in their overall life. Recently a survey with the help of hybrid mode of questionnaire, secondary source (books, magazine, journals & research papers) has been conducted on female university and college teachers of Haryana. Total number of samples was 292 where 29 were removed due to response biasedness and as they are filled by male teachers. A cross-sectional approach used by the researcher for data collection and the part of analysis was done on PLS SEM 4.0 software. The present research paper deepens our understanding of how much management is important between work and non-work to maintain a healthy level of satisfaction. Some individual efforts and organizational efforts like improvement and policies, providing the facility of flexible working hours, maternity benefits directly contributes both job and life satisfaction. Workplace can be adopting more equitable and inclusive work policies, improving diversity and gender sensitive policies to attract key position or top female talent. After diving into the literature or interpreting the results it was confirmed that WLB has a significant impact on Job Satisfaction and Life satisfaction on female employees. If one could be able to maintain a better sync between work and non-work responsibilities then overall satisfaction in life and at work can be enhanced. The study was conducted for a small period of time and analysis work done on a small sample size data. In this present study only female government & private university, college teachers of Haryana were included in future one could conduct this study on large data base including male and female employees.

Keywords – Work Life Balance (WLB), Job Satisfaction (JS), Life Satisfaction (LS), Work Stress, Work Life Policies.

Introduction

In past, in most of the developing countries only male member worked outside to fulfill the financial need of the household. For example in Joint Hindu families the role of male, female, younger and elder were clearly defined. Males have to earn money while female are only responsible to take care of the family. We all know that women are the most caring person on this universe in many roles like mother, sister, wives, friends etc but still they are treated as the weaker sex in the society (Bhushute, 2013). Throughout the history, life and work of women were basically integrated. Domestic activities of womenlike child & care of elders, social involvement and professional life happened together. Now a day's the role of women has been changed from house maker to working women. The boundaries of the four walls broken by females to fulfill their dreams, and the biggest reason behind this change was increasing quality of education and increasing living cost of human being. In recent time women are the sharp competitors of male (Sharma & Kumari, 2022). Women are following their passion in many fields but education sector is the priority of the females. In context of Indian job market, education sector emerged as the largest employer. At present, all the challenges are accepted by women and all the myths related with inferiority, weakness of women were proved wrong by the women's progress. In this global era women are everywhere whether it is position of CEO of the company, Mount Everest winner list, world of sports, medical field and many others (Chaturvedi & Maharshi, 2015). But it is quite obvious if women went outside for job, then she must have to manage her family responsibilities as well as professional life. Now the concept of work life balance plays an important role as work life balance is when an individual effectively able to share herself/himself for home and office responsibilities (Ganapathi, 2016; Garg, et el., 2023). It was clear from the literature that a well-managed personal and professional life creates many positive consequences whereas negative fit between the two may cause serious issues for individual employee as well as the organization also (Alqahtani, 2020). Even though, the concept of work life balance generally accepted, it is necessary to evaluate thoroughly its effect on life as well as job satisfaction in order to guide the employers and organizations in policy formulation. This becomes an evidence-based study towards improvement of work life balance and satisfaction among female teachers at university and college level.

Work Life Balance: The concept of work life balance is not new, earlier it was known as "work interference with family". WLB is the balance between time & space of work, personal & professional life. If the women employees are satisfied or able to maintain a best fit between work and non-work than it become easy to balance personal life as well as social life. (Thilagavathi, & Selvan, 2020; Balamurugan et al., 2020). Definition of work life balance: "an equally satisfied level involvement of fit among the multiple roles in a person's life" (Kornard&Mnagel, 2000; Alqahtani, 2020).



Job Satisfaction

Teachers are the most important factor in the education system. If the teacher is not satisfied, unwell physically and mentally, feeling exhausted and pressurized at the workplace then it will hamper their performance negatively. Teachers have to maintain a balance between work and personal sphere to improve living style, overall happiness (Shoba &Suganthi, 2020; Attar, Caglyiyan& Kareem, 2020). Job satisfaction is the sense of an individual which he/she obtains by performing the job that attains all the expiations. Job satisfaction simply means how people feel about their job in various aspects or liking or disliking of their job (Singh, 2013). Job satisfaction: "saturated, happiest or positive emotional state which is an outcome of the appraisal of one's job or job experiences" (Shoba &Suganthi, 2020).

Life Satisfaction

Life satisfaction, as the name indicates satisfaction and happiness related with overall life whether it is related with personal, professional, care of dependents etc.

Literature Review

Work life balance was not very new rather than it become important to manage in recent scenario because earlier women not participating outside home. Once they decided to work at home as well as office the concept become popular. Healthy work life balance improves mental health and wellbeing, job satisfaction among female employees but in certain case women employees are not able to manage their work and non-work life effectively. In a survey conducted in UK revealed maximum women was satisfied with their work and non-work life or in other words they are able to maintain a balanced work life balance because of their husband's cooperation & support (Palanivelu & Mujeeb, 2019). Sharma & Kumari, (2022) collected data from 135 teachers from higher education to know their work life balance. In their study the authors concluded approximate 60% of the respondents recorded that their personal happiness hampered due to organizational stress whereas 40% respondents stated that they can't perform well due to conflict in personal life. Conflicts affect work life balance at personal and professional life, they try to balance between work and non-work (Sharma & Kumari, 2022). It was suggested at organizational level to reduce work pressure, working hours, transportation & childcare facilities and medical facilities as well as medical facilities (Ganapathi, 2016; Sharma & Kumari, 2022). Ganapathi, 2016; Balamurugan & Sreeleka, (2020) confirmed positive relationship between job satisfaction and work life balance among private sector bank employees. Further they should formulate policies regarding prevention of sexual harassment, frequent health checkups etc. Conducted a case study by Memon, Shah & Shaikh, 2017 on female teachers and concluded married women face more problem in maintaining work life balance due to dual responsibility of work and office i.e., child or dependent care, support from family or spouse etc. The study also confirmed a positive association between work life balance and family & work satisfaction. One another important finding of the study was single working women mostly working in private schools facing more challenges like work and family pressure, childcare, home projects, checking fair copies etc. Rathee & Bhuntel, (2018) conducted a study on female teacher to know the factor affecting which creates hindrance in maintaining work life balance for female teachers. After analysis various factors concluded by the researchers like; time war between home and office responsibilities, commuting time, work pressure at home or office, attitude towards job, relationship between senior and subordinate etc. A healthy work environment needs to be created to maintain the balance between work and non-work by the employer at organizational level.

Work Life Balance & Job Satisfaction

Job satisfaction described multiple ways by researchers in a different context according to their study. Borah, (2012) described job satisfaction as a pleasurable emotional feeling of a particular individual whereas Gupta & Sethi, (2012) described job satisfaction is a reaction of any individual for their job. Further Borah, (2012) confirmed that if the individual showing positive emotional feeling, then he/she may satisfy with job and the satisfaction leads to increased productivity and healthy work life balance. In another study it was confirmed inverse relationship between WIPL (work interference with personal life), PLIW (personal life interaction with work) with teaching & job satisfaction while WPLE (work personal life enhancement) confirmed positive relationship with job & teaching satisfaction. Further the authors concluded that proper coordination is important to maintain the balance between personal and professional for better performance. If the employee was unable to maintain such balance than it leads to poor performance, poor work and non-work satisfaction and bad mental as well as physical health (Agah, Azmi & Irfan, 2017). A study was conducted in Saudi Arabian teachers to measure the effect of work family conflict, family work conflict and work life balance and its impact on job satisfaction. Results indicated direct relationship between work life balance and job satisfaction among higher education teachers (Alawi et al., 2021; Stankeviciene, Tamasevicius, & Diskiene, 2021). Shobha & Suganthi, (2020) summed up in their study, it was that type of the school doesn't affect the job satisfaction and work life balance of women teachers, while work life valance affect the overall satisfaction of life and job satisfaction or job performance. Happiness of the employee leads better performance while poor work life balance deteriorates happiness and satisfaction. Mercado, (2019) confirmed significant relationship between work life balance and job satisfaction. Hafeez, & Akbar, (2015) explored the relationship between work life balance and job satisfaction by taking various sub factors and concluded that work life balance does not have any impact on job satisfaction of schoolteachers.

Work Life Balance and Life Satisfaction

Among all teaching is the noblest and most respectable profession since ancient time to till date. But due to globalization, development of technology and most importantly use of technology in teaching made drastic changes at personal and professional level of the teachers. Out of all challenges one the most important challenge to maintain healthy work life balance at present. WLB is a multi-dimensional approach which allows the individual to establish smooth relationship at household and professional level (Gunnoo et al., 2024). An ideal fit between home and office/ school leads to healthy & happy living or overall satisfaction. Conflict related with work and non-work may cause stress among female employees. This kind of stress-free mind leads to satisfaction among female employees. A women employee pre occupied with work and family conflict cannot perform well at their workplace. (Hantrais & Walter, 1990; Gorsy & Panwar, 2016). Further, Gorsy & Panwar, (2016) conducted a study to explore the relationship between teacher's life satisfaction and work life balance and five factors of personality traits. Study confirmed personality traits correlated with life satisfaction and work life balance of teachers. School teachers are more able to maintain better work life balance as compared to college teachers.

Rationale of the Study

Till 1950, less number of women contributed their efforts in economic activities. One of the reasons behind this, most of the women was illiterate. A few sections of women were only doing job outside from home like nursing & teaching, others were occupied with household responsibilities. Gradually, by the drawn of 21st century the role of women was shifting from housewife to working women. At present women are playing active and equal role as man in every sector like teaching, engineering, spaceship, research & innovation etc (Singh, 2013). In the changing scenario families are also expecting from women not only to take responsibility of household chores, but also to pursue their interest & passion as their career. By studying the impact of work life balance on job satisfaction and life satisfaction of female teaching staff the researcher can be able to unfold the potential factors that affect work life balance, satisfaction of teachers. Further it will be helpful in formulating policies and practices to improve overall efficiency and satisfaction, ideal balance between work and personal life.

Proposed Model

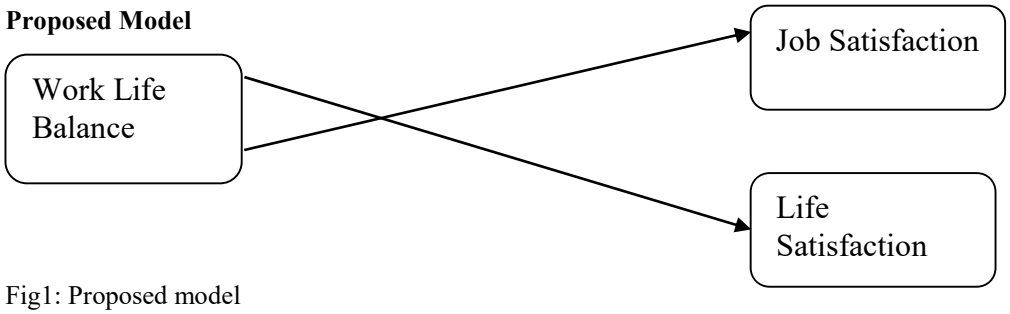


Fig1: Proposed model

Objectives of the Study

- To study the theoretical foundations & conceptual understanding related to work-life balance, job satisfaction & life satisfaction.
- To examine the impact of work life balance on job satisfaction of female teachers in University & Colleges.
- To investigate impact of work life balance on life satisfaction of female teachers in University & College.

Research Methodology

Participant and Procedure
Data was collected from the female teaching employees of government and private universities and colleges of Haryana. Total 292 responses were collected, 29were removed due to response biased and as they were filled by male teachers. Data analysis segment was done with the help of Google form, excel, SPSS and Smart PLS SEM. Total 22 statements were selected from available literature on 5-point Likert scale extended as 1 to 5, where 1 represents strongly disagree and 5 as strongly agree.

Measures
5 point (1. Strongly disagree, 2. Disagree, 3. Neutral, 4. Agree and 5. Strongly Agree) Likert scale adopted to collect responses. Likert scale helps the respondents to answer freely (Costa, R., et al, 2020). PLS SEM is a predictive strategy that can deal with the multiple constructs, complex models as well as provides more flexibility on formative and reflective models. The study used a reflective model according to available standard scale. PLS SEM updates itself according to the need of the data.
The valid scale adapted from existing literature to measure work life balance, job satisfaction and life satisfaction. In this study WLB using 14 items (Yusuf, 2018; Smeltezer, 2016) Job satisfaction with 4 items (Irawanto, Novianti, & Roz, 2022; Schriesheim, Chester & Anne 1980) and Life satisfaction using 4 items (Kismono, Paramita, & Lintang, 2023). One statement from each was removed due to insufficient CR & AVE value (Ali et al., 2021). Only parsimonious, internally consistent items must be included **(**Thurston, 1947; Boatebg, et al., 2018).

Hypotheses
H1: WLB has significant impact on Job satisfaction of female teachers in college and university.
H2: Work life balance affects positively life satisfaction of female teachers in university and college.

Sample Size
Data was collected from May to September 2024 and received 292 responses. According to Hari et al. (2016) respondents should be 10 times of the greatest no. of predictor as per the model, according to this (22 statements) 220 respondents were sufficient to work with structured equation modeling. But for better and more reliable results we have collected 292 responses whereas 263 were finalized through personal interaction, google form, email etc.

Data Evaluation & Result Interpretation
The segment of data evaluation was done using SPSS & PLS SEM (Smart PLS 4.0). The objective behind this study was to understand the impact of WLB on Job satisfaction and Life satisfaction.

Respondent's Profile

Table-1: Descriptive Statistics

Measures	**Items**	**Frequency**	**Percentage**
Age (in years)	18-25	30	11.7
	26-35	112	42.9
	36-45	88	33.3
	Above 45	33	12.2
	Total	**263**	**100**
Family income	Below 5lakh	66	24.2
	5-7 lakh	16	6.3
	7-9 lakh	57	22
	Above 9	124	47.3
	Total	**263**	**100**
Marital Status	Married	159	60.5
	Unmarried	85	32.2

	Widow	19	7.3
	Total	**263**	**100**
Organization type	Govt.	116	43.9
	Private	106	40
	Semi govt.	41	15.1
	Total	**263**	**100**
Designation	Professor	68	25.8
	Associate Professor	36	13.7
	Assistant Professor	159	60.5
	Total	**263**	**100**

(Author's own Source)

Table 1 indicates the demographic information of the respondents. The major age group in the above table was 26-35, where most of them working as Assistant Professor in government sector. Maximum were married and their annual family income above 9 lakhs.

Measurement Model Evaluation

Table-2: Convergent Validity

Constructs	**Items**	**Factor Loading**	**CA**	**AVE**
JS	**JS1**	0.962		0.827
	JS2	0.957	0.926	
	JS3	0.947		
	JS4	0.754		
LS	**LS1**	0.791		0.557
	LS2	0.763		
	LS3	0.718		
	LS4	0.710	0.739	
WLB	**WLB1**	0.832		0.694
	WLB2	0.905		
	WLB3	0.868		
	WLB4	0.910		
	WLB5	0.828		
	WLB6	0.638		
	WLB7	0.899		
	WLB8	0.944		
	WLB9	0.800		
	WLB10	0.841		
	WLB11	0.893	0.966	
	WLB12	0.858		
	WLB13	0.676		
	WLB14	0.706		

Note. "WLB: work life balance, JS: job satisfaction, LS: life satisfaction", Source: PLS-SEM 4.0

The table summarize the result of factor analysis; WLB, JS & LS. Every corresponding construct having own measurement like LS1, LS2, LS3 & LS4. The term factor loading represents how strongly each item related to underlying constructs. Loading results near 1.0 indicate stronger relationship among variables. While CA Cronbach's alpha measures internal consistency, values near 1indicating good reliability. In the above table JS has 0.926 CA value showing high reliability while WLB has excellent reliability which is 0.966. AVE measures the amount of variance captured by the constructs relative to the variance due to measurement error like higher value indicates constructs explains more than half of the variance and its items. For example WLB has AVE 0.694 representing good level of variance explained while 0.557 of LS showing slightly above acceptable level (Hair, et al, 2016; Hair et al, 2019; Kismono, Paramita, & Lintang, 2023)**.**

Table-3: Validity and Construct Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
JS	0.926	0.928	0.950	0.827
LS	0.739	0.743	0.834	0.557
WLB	0.966	0.985	0.969	0.694

Source: PLS-SEM 4.0

Reliability as validity test generally used in SEM to assess the consistency and validity of the latent constructs like JS, LS and WLB.Cronbach's alpha measures internal consistency or how closely the items are related in a given set. It's a reliability coefficient where values range from 0 to 1, a higher value indicates better internal consistency. Job Satisfaction (0.926): showing very high value, indicating excellent internal consistency. Life Satisfaction (0.739) presenting moderate internal consistency. WLB (0.966) very high, reflecting excellent level of internal consistency (Hair et al., 2019). Composite reliability (rho_a) is another measure of reliability similar to above but often seen as more accurate for SEM. It takes into account different factor loadings likeJS (0.928) indicating very high reliability, consistent with Cronbach's alpha. LS (0.743) moderate reliability, which is consistent with Cronbach's alpha. WLB (0.985) extremely high reliability (Hair et al., 2019). Composite reliability (rho_c) measures overall reliability of the latent constructs by considering both the loading of the individual items and the error term. It is similar torho_a that focuses more on the reliability of the construct as a whole.
JS (0.950) here composite reliability measured excellent. LS (0.834) showing good reliability which indicates LS is a well measured construct. WLB (0.969) this one is the highest among all which showing strong reliability for the particular construct (Hair et al., 2019).
Average variance extracted (AVE) measures the level of variance captured by a construct compared to the variance due to measurement error. A higher value generally above 0.50 according to Hair et al, (2019) represents that the construct explains more variance than error.JS (0.827) indicating very high, means a substantial proportion of the variance in the indicators is explained by the constructs. LS (0.557) Moderate, but more than generally accepted limit of 0.50, which indicate adequate validity. WLB (0.694) High, showing that the indicators explain a good portion of the variance in WLB.
Overall WLB and JS representing very strong reliability and validity as reflected in Cronbach's alpha, Composite reliability and Average variance extracted (AVE). LS is moderate reliable and valid, as its Cronbach's alpha and composite reliability were lower but acceptable. In simple WLB and JS are highly reliable and valid while LS is moderately reliable but acceptable.

Table-4: Discriminant Validity using HTMT

	JS	LS	WLB
JS			
LS	**1.033**		
WLB	0.692	**0.620**	

Source: PLS-SEM 4.0
The above-mentioned table-4 represents the relationship between WLB, JS & LS.
LS-JS: represents strong positive relationship between the two. As the given value is 1.033 suggest LS is highly associated with JS, which means better satisfaction at job leads to higher satisfaction in overall satisfaction of life. WLB-JS indicates moderate positive relation between the two, the value 0.692 indicates better WLB associated with JS at workplace. WLB-LS (0.620): also showing moderate positive relationship between the WLB & LS (Kismono, Paramita, & Lintang, 2023).

Table-5: Discriminant Validity using FLC

	JS	LS	WLB
JS	**0.909**		
LS	0.866	**0.746**	
WLB	0.733	0.612	**0.833**

Source: PLS-SEM 4.0
The above table 5 provides correlation coefficient between the given constructs like WLB, JS and LS. According to Hair et al. (2019) Correlation values lie between-1 (Perfect negative) to +1(Perfect positive) whereas 0 indicates no relationship among the variable. Generally above 0.70 considered Strong, 0.30 to 0.70 moderate and below 0.3 is weak JS (0.909) with itself indicating perfect correlation. JS & LS (0.866) indicates strong positive correlation between JS & LS which means employees who are satisfied with their job assumed to be satisfied with their lives

also. JS and WLB (0.733) also representing strong positive correlation which indicates employees with better work life balance tend to be more satisfied with their job. In short JS has a strong positive correlation between WLB & LS. Life satisfaction with itself (0.746) representing good internal consistency for LS. LS & WLB (0.612) reporting moderate positive correlation between WLN & LS. It shows those with better WLB generally more satisfied in their lives but the relationship is not stronger between JS and LS. In short LA has a moderate positive correlation with WLB.WLB with itself: 0.833 reporting perfect or near perfect correlation. Conclusively are positively related, recommending that improvement in WLB may improve in JS and LS as they are positively associated.

Structured Model Evaluation

The diagram which is shown below represents SEM or path diagram where in the above diagram circle represents latent variable and rectangle boxes represents observable variables with the latent variables. The arrow from latent variable to observable variable suggested a reflective model. Here three main variables Work life balance, Job satisfaction and Life satisfaction. The numeral values indicating the factor loading or in another words how strongly each observable variable is related to the latent variables. For example WLB 1 has a factor loading o.832 and WLB 8 has 0.944 (highest) which means strong correlation with latent variables. The above given value 0.733 indicating the strength of the relationship between WLB & JS (strong positive correlation) between the two. Further the value 0.612 showing weak relationship between WLB & LS as compared to WLB & JS (Kismono, Paramita, & Lintang, 2023).

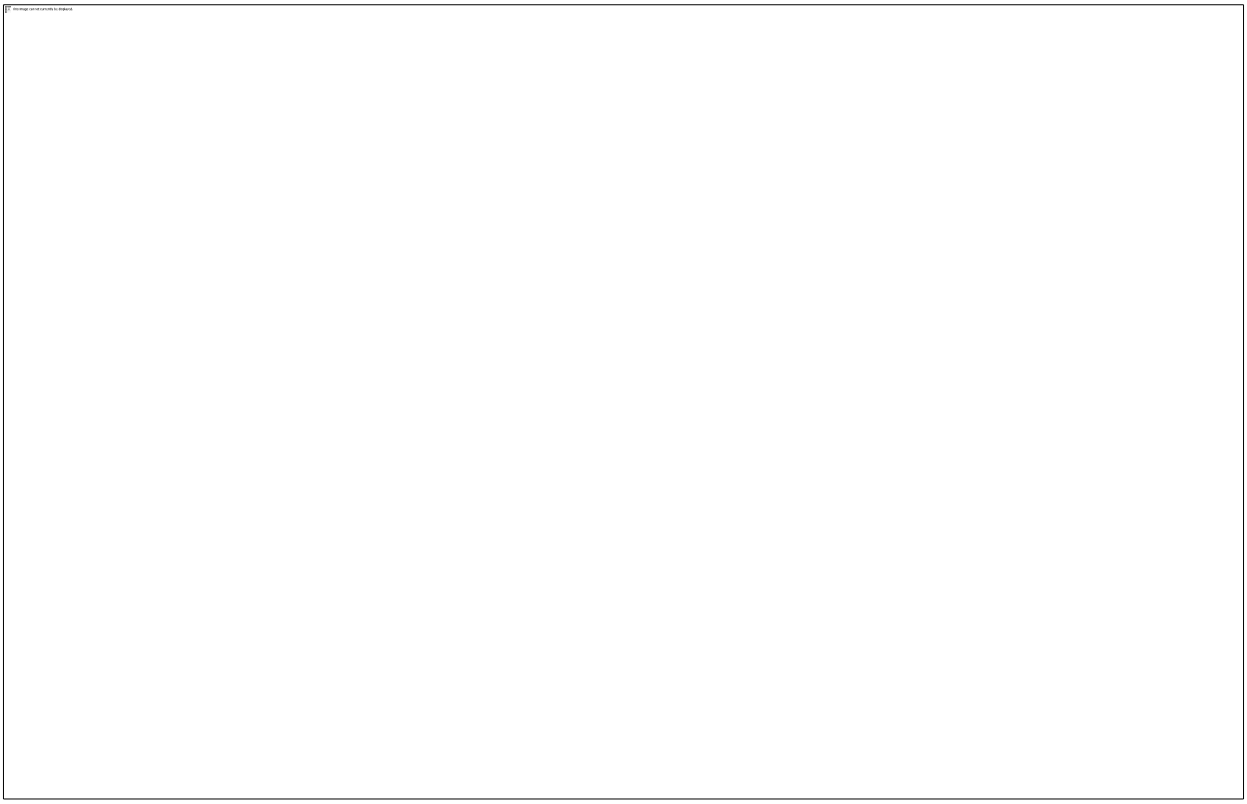


Fig 2: Structured Model Evaluation (using PLS-SEM 4.0)

Table-6: Coefficient of determination R^2 & Q^2

Latent	Q^2 Predict	R-square	R-square adjusted
JS	0.531	0.537	0.535
LS	0.364	0.374	0.372

Source: PLS-SEM 4.0

In the research paper coefficient of determination or R square defines the variance proportion in the dependent variable by independent variable. Coefficient of determination (R^2) considered moderate if it is near 0.50 (Henseler et al., 2009; Hair et al., 2019).

Table-7: Hypothesis Testing

Hypotheses	Paths	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
H1	**WLB -> JS**	0.733	0.737	0.024	31.144	0.000	**Supported**
H2	**WLB -> LS**	0.612	0.620	0.035	17.691	0.000	**Supported**

Source: PLS-SEM 4.0

Original sample (O): represents original estimated path coefficient from the model which indicates the strength and direction of the relationship between independent and dependent variables. Samples mean (M)mean path coefficient from bootstrapped samples which is used to estimate the stability of the path coefficient.

Standard deviation (STDEV) variability of the coefficient across different samples can be measured. A smaller ST Dev suggests more stability in relationship.T statistics (|O/STDEV|)are calculated by dividing the original path coefficient (O) by the standard Deviation which indicates the effect is significantly different from zero. The larger the results indicate more significant relationship. P value helps to determine the significance of the results. Below 0.05 p value indicates that the relationship between the variables is significant.
Decision: as the name indicates it is the column which indicates whether the hypothesis is supported or not. According to Kock, (2016) if the p value is less than 0.05 then the hypothesis is generally accepted**.** After the analysis H1 & H2 are accepted.

Table-8: F Square Value

	f-square
WLB -> JS	1.159
WLB -> LS	0.598

Source: PLS-SEM 4.0
The above table 8 generally used in PLS SEM to represents the effect size of predictor variable on an outcome where given values help to measure the strength of relationship between independent variable and dependent variable. The value 1.159 considered large F square which means WLB strongly affects JS while value 0.598 represents moderate to large effect, indicates substantial influence of WLB on LS (Hair et al. 2019). VIF value/ F square value below 3, which means no multicollinearity is there. VIF value between 3 to 5 shows low to moderate multicollinearity problem (Hair et al., 2016).
The table explains the relationship between three variables like WLB, JS & LS. The diagonal element like JS-JS, LS-LS and WLB-WLB are not showed or we can assume to be 1 (In many case thy represents the correlation between each other). The value 1.159 (WLB-JS) indicates a positive relation between WLB & JS which means higher work balance leads to higher job satisfaction. The second value 0.598 (WLB-LS) represents moderate positive correlation between WLB and Life satisfaction.

Research Implications
Some theoretical and practical implications are like:

- Gender specific work life model earlier it was considered gender neutral perspective while in present time it needs more nuanced model that consider the unique challenges female employees face such as family and professional responsibility, care giving responsibility and gender bias workplace.
- Inter sectionalist: Future studies should account for the inter sectionality like how race, identity factor that affects female employees work life balance which leads to development more inclusive theories.
- HR policies and gender sensitivity: some policies like flexible working hours, childcare support, better meet the needs of females can boost the retention and satisfaction.
- Management and leadership: Leadership plays key role in maintenance of female employees work life balance. Future studies can pay attention to check the impact of management style and role of supervision in fostering a work culture that can help in improving better work life balance.

Conclusion
At present females are participating largely at every field whether it is education, research, astronomy, corporate etc. Organizations are continuously paying attention towards improving employees experience towards higher job satisfaction, reduced stress and wellbeing. The relationship between work life balance and satisfaction is

positive. The result of the present study and the supporting literature showed that a better work life balance helps in improving satisfaction regarding job and in overall life. The employees, who make oneself able to manage the responsibility of workplace and household, become more confident, more satisfied and more balanced (Jain et al., 2024). Further a satisfied employee can work towards higher productivity and better work place adjustment. A positive WLB allows a female to meet both professional and personal goals, reducing burnout, stress related to home and office and better health and wellbeing. It does not lead only satisfaction but can helps in greater loyalty and positive motivation. On the opposite side poor work life balance deteriorate work motivation, lower job satisfaction, lower employee retention rate, emotional exhaustion which negatively impact overall performance of employees. Overall there is inter connection between WLB, JS & LS, those who can manage their home and work responsibilities feel satisfied at job and life also.

Guidelines for Upcoming Research

Modern organizations especially, education sector must address issues related to work life balance. A holistic approach need to be designed in support of female teaching staff (Palanivelu& Mujeeb, 2019). Policies like flexible working hours, flexible work approach, family friendly benefits, initiatives to improve work life balance and health & wellbeing of employees should be initiated by the organizations. (Agah, Azmi & Irfan, 2017). Effective work life balance practices and policies build cooperative, healthy and happy work culture at organizational level (Ojo, et al, 2014). Organizing must schedule frequent counseling session, regular health checkups, arrangements of yoga classes, appreciation for the small achievements to motivate then and create inculcate the feeling of love, belongingness at work place may be suggested to maintain a balance between personal and professional life (Rathee, & Bhuntel, 2018; Shobha, & Suganthi, 2020). Conducting time management workshops and job-related training by the school authority frequently to reduce work stress among teachers.

One of the most trending solutions is flexi time work arrangements, it is true that it's not easy to adopt these kinds of work arrangements in schools but not impossible because some of the private institutes have been adopted the same (Shobha, & Suganthi, 2020).

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