

# Factors Impacting Work-Life Balance of Female Employees in Private Higher Education Institutions in Afghanistan: An Exploration

Kardan Journal of Economics and  
Management Sciences

4 (3) 84–99

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Kardan Publications

Kabul, Afghanistan

[DOI:10.31841/KJEMS.2021.101](https://doi.org/10.31841/KJEMS.2021.101)

<https://kardan.edu.af/Research/Curre>

[ntIssue.aspx?i=KJEMS](https://kardan.edu.af/Research/CurrentIssue.aspx?i=KJEMS)

Received: 25-April-2021

Revised: 22-July-2021

Accepted: 14-Sept-2021

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## Abstract

*One of the emerging issues that organizations and families are facing is work-life balance. Increase in work pressure, advancement of the technology and globalization have created more imbalance in every working individual's life. In this regard, the prime aim of this research is to evaluate the factors impacting work-life balance of female employees in private higher education institutions in Kabul, Afghanistan. A sample of 219 female employees were targeted and exploratory factor analysis (EFA) has been employed in order to ascertain the factors impacting the work-life balance. The study found seven factors like, non-supportive job environment (job nature), poor family and work support system, working hours, work overload, family domain, burdened role and job sharing and ineffective WLB policy as the antecedents impacting work life balance of female employees in private higher education institutions in Afghanistan. The study recommends the organizations to make work-life balance policy and implement it properly, create flexible working environment, give flexible deadlines, decrease working hours of female employees, establish and suggest some flexible options such as flexi working hours, part time jobs, Tele-commuting for female and provide more annually paid leave. At the same time, families and supervisors should be quite supportive to help the females to maintain their work-life balance.*

**Key words:** *Work-life balance, female employees, HEI in Afghanistan, Organizations*

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## Introduction

In today's world, most of the organizations experience momentous paradigm shifts in their work environment, demanding increased emphasis on empowered employees possessing higher competencies and multitasking skills to achieve sustained organisational growth. Consequently every employee often has to encounter the eternal challenge of performing well and requirement to devote larger parts of the day at organisation setting, sacrificing demands in their personal and societal life domains. The balancing act of an individual between the three dimensional aspects of life namely organizational, societal and personal life is termed as work life balance (WLB) (Poulose and Sudarsan, 2014). While employees belonging particularly to education sector, enjoy potentially strong growth avenues in both international and domestic market, perception of issues pertaining to WLB have also been reported. Female Employees in Private Higher Education Institutions (HEIs) have been recognized as one of the group of workforce engaged in teaching services and the reputation of the HEIs depend to a great extent on the effectiveness of the

teaching professionals. Their work role involves high mental as well as physical demands, while responsibilities towards personal, family and social life along with organizational roles are imperatively crucial. The consequences of imbalance between professional and personal allegiances and the ineffective management of life priorities among female employees can manifest as reduced organizational commitment, early employee burnout, increased work stress, intense job dissatisfaction and impaired personal & family life (Aiken et al., 2002; Cho et al., 2006).

Work life balance is the most emerging issue now days. Increasing work pressures, globalization and technological advancement have created lot of imbalances in the life of both the gender, for all professionals working across all levels (Pahuja, 2017). As women demonstrate work gender equality by being employed in different professions. In the meantime, different organizations have approved their role remarkable in organizations' success which demonstrates women's commitment for taking part in different pillars of society. While increasing in work demand for women, employed females have to manage both, their personal life and work life and maintain balance between them (Thriveni and Rama, 2012). The interests in work-family balance in renowned press and academic journals has increased in past 15 years which is in part driven from concerns of individuals', families' and organizations' reduction in health and performance resulted from unbalanced work-family relationships (Kalliath and Brough, 2008). Furthermore, based on traditional perception in the most of developing countries women are considered to be confined within four walls of their houses. They strive to make their identity as an integral part of a country and as a member of conservative developing country still, they are not able to play active role in development of economy of the society. In addition, when women gain financial and economic freedom, their role in the family and home shifts as well. The sharp rise in women's labor force participation in the latter half of the 20th century provides reason to study female WLB (McCollum, 2019). Moreover, among female employees the most challenging issue is keeping work-life balance which is an important aspect of healthy work environment and happy family. Keeping and maintaining work-life balance will help to reduce stress and prevent burnout in workplace. Therefore, the present study is conducted to evaluate those factors that are impacting work-life balance of female employees in private higher education institutions in Kabul. Moreover, in Afghanistan female employees have minimum level of work-life balance, while in absence of work-life balance there are many negative consequences which might directly or indirectly affect employees' stress, performance and satisfaction (Shaikh and Sattar, 2019). Taking the cognizance of the dimensions, the present study envisages on understanding the influence of factors impacting the work life balance among female employees in private higher education Institutions (HEIs) professionals in Kabul, Afghanistan.

## **2. Literature review**

### **2.1. Family**

With rapid development of the world, working women have made their presence to be felt in various stages and phases of the life. Today we

can clearly see that women held almost all categories of different positions in organizations, showing there is no gender difference when it comes to job and working outside (Thriveni<sup>1</sup> and Rama, 2012). Moreover, female have family responsibilities as well, but factors such as; family workload, fulfilment of family and role expectation, time and support are the demands of family life have negative impact on maintaining their work-life balance (Edwards & Oteng, 2019).

There are some other factors such as marriage, child rising and taking care of elders have more impact on family balance, since female are required to take more responsibilities of the family. Taking care of children and elders sometimes puts the career at risk, as it demands shorter working hour which gradually become a source of stress for female employees in the organizations. On the other hand, females with no kid and elders in their family life have less imbalance work-life (Edwards & Oteng, 2019). In short, we can say that every female has a family and personal life to handle where that is another background for them. Now a days, as the demand in work place is increasing, the balance between work life and family life gets quit tough and requires more attention (Thriveni and Rama, 2017).

## **2.2. Work and Work-life Balance**

Researches show that female employees are playing an important role in development and progress of the organizations. Furthermore, when it comes to work-life balance, work and job environment is quite more effective to an imbalance work and family life than the family environment. As the organization or institutions demands employees time, mental capacity and effort. In order to improve organization's efficiency the managers try to increase staff loyalty that can be achieved by creating a proper WLB policy (Edwards & Oteng, 2019).

In modern society the concept have been totally changed and almost all families have dual earners and both men and women are doing job for fulfilling the family needs. The working place and family life are two important aspects of their life (Jeyarathnam, 2017). Therefore, this move from a single earner to paid dual earner parents' employment have made the raising children significantly difficult while the work place continued to be men breadwinner workers (Muthulakshmi, 2018).

Researches show that there is a world-wide trend which is keeping the balance between personal and official life (Mokana, 2016). Furthermore, this great development of the society brought huge complexity in terms of work life balance especially in education sectors. Academic institutions have to consider kids supervision to be better regulated than lecturers do. Also, management should pay more

attention in this area, as teaching staff member's expectations are quite high (Muthulakshmi, 2018). That always created concern in terms of quality of official life and quality of personal life. Work life balance besides having relations between work and family determinates also implies other roles and areas of life (Edwards & Oteng, 2019). Now a days, full time earner women manage both family and work. They don't have time to think about their career. Even sometimes they forget to live their own life as they are stuck between work pressure and family demand and happiness (Kochhar and Aranha, 2019). Therefore, WLB becomes one of the biggest challenges in most of the female employee's life (Fernando and Sareena Umma, 2016).

In traditional assumptions and perceptions the work life balance and married female defined as; there was only one aspect of women's life, taking care of children and family by spending their whole time for managing the family but the men go out to earn and to satisfy or fulfil their family needs while the society also expect men to earn (Kochhar and Aranha, 2019). Furthermore, it has been realized that personal and official life have many conflicting demands work life balance is become a very notable issue and grabbed attention of many scholars (Shaikh, Shah, Katpar and Shah, 2019)

But surprisingly, some articles shows that there is no one clear definition for work life balance which can demonstrate fair validity based on criteria of work life balance. This variety of definitions gives limited value theoretically and practically (Kalliath and Brough, 2008). But at the same time, in some of the literatures work-life balance have been defined as; work life balance is ability of an individual to keep family and job commitments along with non-official activities and responsibilities (Edwards & Oteng, 2019). The work-life balance implies keeping the balance of job environment stress along with regular pressure of family, personal and friends (Shobana and Lavany, 2020). Work life balance refers to fulfil the work, family and private life demand satisfactorily (Edwards & Oteng, 2019). In other hand, work-life balance is defined as effectively act among paid job and other important activities of people. In other hand, work-life balance is a pleasant state of an achieved equilibrium between individual's essential tasks of their employment position and their personal lifestyle (Shobana and Lavany, 2020). Individual, work or job, personal life, social life and the environment are different determinants of Work-life balance but family and work are the most important determinants that impacts this balance (Edwards & Oteng, 2019).

As number of working women are increasing day by day and their performance impacts all dimension of personal and professional life,

hence, the work-life balance became an issue for employer, organization, the market, society and the states as a whole not only for individuals (Muthulakshmi, 2018). The future market and professional society in highly depend on female work force, working women and parents having/ raising children (Muthulakshmi, 2018). Work life balance is one of the significant determinants of female employee's performance and productivities in most of the companies as most of the organizations have huge number of female employees (Fernando and Umma, 2016). The management and administration people, especially in education sectors have to both personal and professional life of their female employees in the institutions as a proper balance can lead to a higher level in job satisfaction which gradually leads to a higher level of commitment and loyalty (Mercado, 2019). For achieving organizational goal and maximum contribution of female employees in needed, supporting female to balance their work and personal life is very important and is the essential way to be considered (Fernando and Umma, 2016). A fair and good balance between work and family life plays an important role in achieving personal and organizational goals (Rathee and Bhuntel, 2018). Therefore, in most of the organizations, for achieving their organizational goals and utilizing their employee's potential try to manage and develop their employee's work-life balance (Shaikh et al, 2019). Furthermore, employees are one of the major assets of an organization that their performance affect organization performance, the management and employees must work together to make strategy to make organization a happy work place (Sutha, 2019)

It was also found in the literatures that females with different work backgrounds, fields and positions carries different level of work-life balance. Married working females in IT and health care have more imbalance life (Delina and Raya, 2013). It's also found that keeping balance for working mothers are much challenging because of their motherhood roles. And because of their concern and challenges of being mother and balancing the faculty roles in education institution, higher education institutions provide flexibility in job. For managing faculty and non-faculty roles, support networks and individual strategies were identified in common (Stephanie, Mazerolle & Jessica, 2018). Keeping and building work life balance is not only the responsibility of individuals but is an obligation of management as well. The management should have the initiatives for their employees to help them manage their work-life balance. And for maintain WLB organizations should provide valuable support (Shaikh et al, 2019).

In addition, management should pay particular attention on flexible working hours. For employee's well-being, work-life balance strategies should be incorporated in annual plan of education sectors. It's also

really important for employees to express their needs and demands from organization otherwise they cannot expect the institution to solve their problems by their own (Muthulakshmi, 2018). And it has been observed that sometimes employees fail to fulfil work demand which led them to an imbalance work life. It is a time where balance helps individuals to have job and family satisfaction (Sutha, 2019).

In this competitive developing world, lecturers need to up -date their thinking concept for future ideology and take extra work load to make the students learn what have been taught that increases their level of stress. Most of them say there is no policy in institutions for work life balance. If parents have good balance of their personal and professional life, they can focus more on raising their kids properly as well as their professional growth (Pahuja, 2017).

### **2.3. Factors Impacting Work Life Balance**

In order to rectify work life balance issues, it is essential to understand factors impacting work life balance (Mokana, 2016). According to reviewed articles there many factors impacting work life balance of female employees in different organizations.

It has been found that factors such as; time and work, stress, attitude toward job, massive responsibilities of job and family, lack of coordination from job and family side, travelling problems, and family demand are hindrance of WLB (Rathee and Bhuntel, 2018). In education sectors working parents have medium level of balance, as there is no work-life balance policy and sometimes, they take job responsibilities home and seek family help to accomplish it. Weekly working hours, amount of overtime and inflexible work schedule are the main factors which brings conflict between work and family and kills time of doing family related activities (Pahuja, 2017). Moreover, two other factors, emotional intelligence and job engagement also affect WLB, work load and technology advancement has negatively relationship with WLB (Mokana, 2016). Child care, working hours and support of family and organization have impact on married working women work-life balance (Fernando and Sareena Umma, 2016). Flexible work environment and enough leave days are identified as a component of organizational support that can help employees maintain their work life balance (Shaikh et al, 2019). In NGOs personality of female has less impact on their work life balance (Shaikh et al, 2019). There are some other factors such as demographic profile of employees such as; age, income, experience and marital statues have effect on work life balance (Thriveni and Rama, 2012). Demographic profile is significant for appropriate designing work life balance policy. Based on the analysis it is concluded there is significant relationship between demographic variables and work life

balance of women employees (Thriveni and Rama, 2012). Researches show that profession and age have direct impact on WLB where working women below age 30 are suffering more from an imbalance life and women above age 40 have less imbalance work and life (Delina and Raya, 2013).

Female in different fields and positions have different level of balance, IT working women have less balanced life (Delian and Raya, 2013). Working mothers in academic institutions due to their child raising responsibilities are suffering more from imbalance life (Stephanie et al, 2018). Working women in banking sectors are experiencing more level of stress because of long working hours and other factors that had created an imbalance work-life for them (Fernando and Sareena Umma, 2016). In addition, in IT sector there are five major factors such as work load, job nature, work environment, organizational support and family domain impact work-life balance of female employees (Jeyarathnam, 2017). Finally, work load, work flow and inadequate staffing are other major factors which affect work life balance of employees in general (Thimmapuram, Grim, Bell, Benenson, Lavalley, Modi & Salter, 2019). Likewise, female employees working in NGOs complaining from unsupportive organization and management (Njeri, 2014).

### **3. Methodology**

Since the research aims to evaluate the factors impacting work-life balance of female employees in private higher education institutions in Afghanistan, this study uses a quantitative design. This study uses a deductive approach in order to check the identified factors in the literature in the context of the private higher education of Afghanistan.

The researcher employed a closed-ended questionnaire divided into two sections. The first section included 6 items in order to get demographic information about the respondents. The second section included 37 items about the factors impacting work-life balance of female employees. In order to measure the dimensions, a 5-point Likert Scale was applied. The respondents rated their agreement with each item using: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Since the study uses a factor analysis approach, according to Bajpai (2011), the sample size should be five times the dimensions included in an EFA study. Based on the literature, 37 dimensions are discussed, so the sample size is 219, which includes lecturers, assistant professors, associate professors, professors, administration employees, top management and leader in private higher education institutions in Kabul City. The sample size was determined using a probabilistic sampling method.

In order to analyze and interpret the primary data, this study uses a Factor Analysis technique, Exploratory Factor Analysis. It refers to a technique of data reduction which brings many variables with the same variance under the same factor.

## 4. Result and Discussion

### 4.1 Result

The study covered a total of 219 respondents from the private higher education institutions; working female of different levels and positions were included.

The Cronbach's Alpha of the collected data has a value of 0.925, which is greater than 0.6 and means that there is internal consistency in the collected data, and that the collected data is reliable. As shown in Table No.1, the data's KMO test value is 0.891, which is greater than 0.5 and indicates that the data sample is adequate. Meanwhile, Bartlett's test of sphericity shows a value of 0.000 for significance, which is less than 0.05, and thus, factor analysis is appropriate for application in this study.

**Table 1: KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.891
Bartlett's Test of Sphericity	Approx. Chi-Square	2681.897
	Df	595
	Sig.	.000

Source. Data output from SPSS v 26.0

As shown in Table No.1, the value after extraction of all dimensions has a greater than 50% variance, and the large variance between them aids in determining that the factors are quite equivalent and are considered important in the explanation of the issue.

**Table 2: Communalities**

	<b>Initial</b>	<b>Extraction</b>
Extend schedule	1.000	.597
Unrealistic deadlines	1.000	.644
Role overload	1.000	.490
Changing clients requirement	1.000	.514
Flexible option	1.000	.624
Long working hours	1.000	.633
Long commuting time	1.000	.491
Evening shifts	1.000	.634
Taking work home	1.000	.543
Working in weekends	1.000	.678
Connected to office through conference calls	1.000	.547
Official travel at short notice	1.000	.698
Check back with office on a vacation	1.000	.641
Non supportive superiors	1.000	.594
Compressed working week or job sharing	1.000	.610
incompetent subordinates	1.000	.600

Superior's discrimination	1.000	.737
Inadequate leave facilities	1.000	.657
Lack of job security	1.000	.668
Organization has WLB policy	1.000	.496
No serious implementation of WLB policy	1.000	.668
Multiple social roles	1.000	.645
Lack of family support system	1.000	.562
Poor crèche facilities in the office	1.000	.650
No time to socialize or relax	1.000	.609
Husband employed in another city and frequent travels	1.000	.471
Family related problems strain with job	1.000	.575
More personal space leads to work life imbalance	1.000	.644
Home identity role developed strongly among women	1.000	.678
Professional isolation from office environment when work from home	1.000	.631
Round the clock support to meet aggressive time lines	1.000	.566
Lack of gender sensitive WLB policy	1.000	.584
Work identity role developed strongly by men	1.000	.527
Negative perception of Superiors or Colleagues about work life balance practices	1.000	.622
Additional jobs	1.000	.617

*Extraction Method: Principal Component Analysis.*

*Extraction Method: Principal Component Analysis.*

*Source. Data output from SPSS v 26.0*

As shown in Table No.2, as per the values of factor loadings, 7 factors are identified as factors impacting work-life balance of female employees in higher education institution of Afghanistan.

**Table 3: Rotated component matrix**

	Component						
	1	2	3	4	5	6	7
Superior's discrimination	.783						
incompetent subordinates	.701						
Long working hours	.644						
Inadequate leave facilities	.627						
Non supportive superiors	.615						
Long commuting time	.516						
lack of job security	.470						
Negative perception of Superiors or Colleagues about work life balance practices		.760					
Lack of gender sensitive WLB policy		.722					
Family related problems strain with job		.679					
More personal space leads to work life imbalance		.669					
Poor crèche facilities in the office		.643					
No time to socialize or relax		.606					

Work identity role developed strongly by men	.571	
Lack of family support system	.534	
additional jobs	.480	
Home identity role developed strongly among women	.465	
Working in weekends	.743	
Check back with office on a vacation	.721	
Taking work home connected to office	.568	
through conference calls	.560	
Unrealistic deadlines	.715	
extend schedule	.706	
flexible option	.538	
changing clients requirement	.518	
Role overload	.480	
Professional isolation from office environment when work from home	.706	
Round the clock support to meet aggressive time lines	.678	
Multiple social roles	.716	
Compressed working week or job sharing	.495	
No serious implementation of WLB policy	.478	
Official travel at short notice	.814	
Husband employed in another city and frequent travels	.483	
Organization has WLB policy	.475	
Evening shifts	.654	

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>*

*a. Rotation converged in 7 iterations.*

*Source: Data output from SPSS v 26.0*

The prime aim of this study was to evaluate factors impacting work-life balance of female employees in private higher education institutions of Afghanistan. Based on Principal Component Analysis, 7 factors were extracted using Varimax with the Kaiser Normalization Rotation Method. The findings revealed seven factors as shown in Table No.3; Non-Supportive Work Environment/Job Nature, Poor Family and Work

Support System, working hours, Work Overload, family domain, Burdened Roles and Job Sharing and Ineffective WLB Policy.

**Table 4: Factors Impacting Work-Life Balance**

Factor No.	Dimensions	Factors Loading	Name of the Factors
1	Superior's discrimination	.783	Non-Supportive Work Environment/Job Nature
	incompetent subordinates	.701	
	Long working hours	.644	
	Inadequate leave facilities	.627	
	Non supportive superiors	.615	
	Long commuting time	.516	
	lack of job security	.470	
Evening shifts	.654		
2	Negative perception of Superiors or Colleagues about work life balance practices	.760	Poor Family and Work Support System
	Lack of gender sensitive WLB policy	.722	
	Family related problems strain with job	.679	
	More personal space leads to work life imbalance	.669	
	Poor crèche facilities in the office	.643	
	No time to socialize or relax	.606	
	Work identity role developed strongly by men	.571	
	Lack of family support system	.534	
additional jobs	.480		
Home identity role developed strongly among women	.465		
3	Working in weekends	.743	Working Hours
	Check back with office on a vacation	.721	
	Taking work home	.568	
	connected to office through conference calls	.560	
4	Unrealistic deadlines	.715	Work Overload
	extend schedule	.706	
	flexible option	.538	
	changing clients requirement	.518	
Role overload	.480		
5	Professional isolation from office environment when work from home	.706	Family Domain
	Round the clock support to meet aggressive time lines	.678	
	Husband employed in another city and frequent travels	.483	
6	Multiple social roles	.716	Burdened Roles and Job Sharing
	Compressed working week or job sharing	.495	
7	No serious implementation of WLB policy	.478	Ineffective WLB Policy
	Official travel at short notice	.814	
	Organization has WLB policy	.475	

Source. Data output from SPSS v 26.0

## 4.2. Discussion

The prime aim of this study is to evaluate factors impacting work-life balance of female employees in private higher institutions in Kabul, Afghanistan. Using exploratory factor analysis method in SPSS, seven

factors have been extracted and these factors have been also identified in other published articles.

Non-supportive work environment/job nature which is one of the factors impacting work-life balance of female employees the similar result evaluated by Rathee and Bhuntel (2017). To elaborate a bit more, for building proper work-life balance beside worker, management also plays an important role. The organization must have the initiatives and provide valuable support to their employee so they can maintain their work-life balance properly that absolutely shows a caring and valuable attitude of the organization toward employees (Shaikh and Shah, 2019). In addition, support system from organization and family side are two other quite important determinants for maintain work-life balance of female employees. Therefore, organizations should fulfil women need so they can achieve high level of work-life balance especially by reducing working hours (Fernando and Umma, 2016). As work-life balance also defined as individual responsibility to keep and maintain professional and personal life commitments, responsibilities and activities which also involves other roles and areas of life (Shobana and Lavany, 2020). Therefore, poor family and work support leads to an imbalance work-life. Furthermore, other factors such as; working hours per week, amount of overtime and inflexible job schedule bring conflict between personal and professional roles of female academicians, so as it reduce their time to do their personal and family related activities (Pahuja, 2017). Additionally, there is an indirect relationship between workload, role conflict and WLB, as if workload and role conflict increase there is a decrease in WLB (Shobana and Lavany, 2020). There are three main factors; e.g. workload, work flow and scheduling issue that potentially burnout and impacts WLB (Thimmapuram et al, 2019). More work burden is one of the other factors (Kochhar and Aranha, 2019). But here are some articles about family domain and WLB that reveals that most of the employees finishes their work within stipulated time and don't take work home and are able to manage their family and job responsibilities (Sutha, 2019). In most of the developing when husband's income cannot fulfil life needs wife does job outside and are forced to do two combined o occupations, married life and job. This is where the problem arises that their wife has to devote more time and energy for job so she feels guilty that she is not able to do justice with her family, husband and kids. And she still gives the priority to her personal life, while working outside is also a social norm. In this case family support can help female workers to fully contribute both in job and professional life (Aeran and Kumar, 2015). In higher education motherhood and faculty roles perceived to bring conflict and challenge when is come for work-life balance. So, higher education institutions should provide flexibility for female workers.

Meanwhile, in order to manage faculty and non-faculty roles female are using support system such as; job sharing and individual strategies (Stephanie et al, 2018). Finally, in modern days, dual worker are found in a large numbers, so organizations should be quite conscious about work-life balance in all levels. In most of the institutes there is no separate work-life policy and mostly workers are taking work home. Even though, many of the employers don't even work on designing and implementing WLB practices and policies. But, if a parent can have balance between his/her personal and professional life, he/she can devote more time to spend with the family and able to focus more on their growth and upbringing of career as well (Edwards & Oteng, 2019).

## **5. Conclusion and Recommendation**

### **5.1. Conclusion**

The work-life balance includes maintain balance between work environment stress and routine pressure of family, friends and self. Keeping and maintaining the balance between family and work life has become an important topic in the society. Although, the Afghanistan female labour participants have increased from past two decades but most the working women are struggling in maintaining their personal and professional life, especially working mothers. Meanwhile, it is not hard to conjure up some measures to help them out. Besides a cultural overhaul where husbands, and the society at large, realize their roles in sharing responsibilities, companies too can do their yearly good deeds by initiating certain policies. By identifying factors that impact work-life balance and making work-life balance policies and practices can help this category of employees to have high productivity in work-place to be able to support their family financially.

The purpose of this study is to evaluate factors impacting work-life balance of female employees in private higher education institutions. Using SPSS v 26.0 software the study utilized factor analysis technique. The EFA method result indicates that female employees work-life balance has been affected by seven factors such as; non-supportive job environment/ job nature, Poor family and work Support system, working hours, work overload, family domain, Burdened roles and job sharing and ineffective WLB policy.

Overall, findings of this study support findings of previous study done by other researchers in other countries. The absence of WLB may result in so many negative consequences such as; stress, low commitment and so on that may directly or indirectly affect staff's performance and attitude toward work.

## 5.2. Recommendation

The current study recommends that there are so many hindrances in work-life balance that are related to the factors analyzed in this present study. For example, non-supportive job environment/ job nature, Poor family and work Support system, working hours, work overload, family domain, Burdened roles and job sharing and ineffective WLB policy. To identify and overcome these hindrances of work-life balance there was a need to do this research while the result will help female employees, education institutions as well as the family to support female to cope with imbalance work life situations

Hence, as a result of finding below recommendations is recommended to the respected management of private higher institutions and families:

The organizations to make work-life balance policy and implement it properly, create flexible working environment, give flexible deadlines, decrease working hours of female employees, establish and suggest some flexible options such as flexi working hours, part time jobs, Tele-commuting for female and provide more annually paid leave. At the same time, families and supervisors should be quite supportive to help the females to maintain their work-life balance.

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