

Women in the Whirlpool: Traversing the Tie-up of Personality and Work-Life Balance of Pakistani Academicians

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Abstract

This research strives to explain the impact of personality type on the work-life balance of women academicians. With the positivist paradigm and quantitative approach, this study has been conducted with a survey methodology. Data was collected from 362 women academicians on adopted instruments and analyzed with multiple regression and ANOVA tests. Results revealed a positive effect of agreeableness, extraversion, and openness personality types on work-life balance. Those women academicians who are with agreeableness personalities are more in a capacity to manage their work-life balance. The results also show a difference in managing the work-life balance between those who are single and married, those who belong to a nuclear family, and those who belong to joint or extended families. This study will facilitate them to develop the personality type which has more capacity to manage work-life balance. It will help policymakers to facilitate women academicians to ensure better work-life balance.

Keywords:

Work-Life Balance; Extraversion; Agreeableness; Consciousness; Neuroticism; Openness.

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Introduction

Work-life balance among women academician has become a crucial subject in the past two decades for researchers as time has changed from the world where men were the only source of earning for their family to the world where men and women both equally gain share in fulfilling family, life, job, health and societal requirements (Saranya & Gokulakrishnan, 2013). Women have shown their contribution in every field of the world, from sports to the medical profession, from politics to engineering, and from teaching to aeronautics. Work-life balance among women academicians in private or public universities is our focal point which has gained significant attention over the few decades by the researchers (Zaheer et al., 2016). Academic carrier demands multiple roles to be fulfilled as a teacher, researcher, or service provider (Beigi et al., 2016). They are teaching professional serve extra time on managing student records, preparing for the following lectures, attending the functional meetings, providing update and feedback to students while focusing on their research work and other activities for their personal growth (Rahman & Avan, 2016).

However, it is a significantly broader aspect in which women have to grow for their carrier development and fulfill responsibilities. Professional and personal life are two different domains in which women take care of home, family, health, and child while developing a career path and earning respect from society. The achievement of educational, social, and economic standards was the challenge to a greater extent have now been improved for some women in balancing personal or professional life whereas, some women still faced challenges in maintaining both domains as they have to make tough choices in balancing work and life according to their variation in cultural, social, psychological and emotional values (Saranya & Gokulakrishnan, 2013).

With the advent of the industrial revolution, time, space, life, and work functions have changed. It has become an active process for female academicians to maintain limitations over their work and life. Work-life balance among women academicians has become a crucial subject for researchers in the past two decades (Zaheer et al., 2016). Academic carrier demands a multiple-roles to be fulfilled as a teacher, researcher, or service provider. Though, it is a broader aspect in which women have to grow for their carrier development or personal growth on one side and fulfillment of family responsibilities on the other, making it challenging to satisfy the requirement of both domains. This research aims to explain how the personalities of women academicians impact their work-life balance and whether their work-life balance differs by their marital status and family structure.

The work-life balance of women academicians has gained immense significance among researchers as Pakistan's women academicians are entering the labor force due to ever-changing trends of demographic, economic, social, and technological requirements. Entering into the professional field on one side and meeting the demands of a family on the other made balance difficult among both domains (Umer & Zia-ur-rehman, 2013) as it has a climacteric challenge that needs to be considered by researchers, institutions, and women herself as well (Saeed & Farooqi, 2014).

According to Arulkumar (2014), Greenhaus et al. (2003), Maxwell & McDougall (2004), Shagvaliyeva & Yazdanifard (2014), Umer and Zia-ur-rehman (2013), work-life balance is a complex phenomenon, devoiding in a universal definition (Arulkumar, 2014; Shagvaliyeva & Yazdanifard, 2014; Umer & Zia-ur-rehman, 2013). Several types of research defined WLB as the tendency of an individual to manage potential conflict between desires by using time and energy intellectually to accomplish different roles (Saeed & Farooqi, 2014), as an individual involved with and equally satisfied with personal and professional life (Marafi, 2016), equilibrium between work and family (Yadav & Dabhade, 2014), as the satisfaction with work and life without any role conflict (Galea et al., 2014; Nishaat, 2017), and individual perception about how well his or her work and life are balanced that can vary from person to person throughout their carrier and life stages (Russo et al., 2015).

Previous research showed that work-life balance is a term usually used in the context of employees, but nowadays, whether the person is corporate CEO, manager, employee, or academician, it has been identified in every aspect of an individual's life. Therefore, work-life balance has become a significant issue among all employees (Irfan & Tabassum Azmi, 2015). Ample research has been done on the phenomenon of work-life balance in which different authors have different observations regarding their particular fields of study (Irfan & Tabassum Azmi, 2015). According to Peter et al. (2003), most research is accompanying work-life balance in western countries. However, there is a strong indication that awareness of work and life requires more analysis in Asian countries (Achour et al., 2017). The seminal contribution has been made on the "work-life balance among teachers" based on different dimensions of work-life balance as Work Interference with Life, Life Interference with Work, and Work-Life Enhancement (Irfan & Tabassum Azmi, 2015). This model was adopted by Hayman (2005), which was called further as a direction of WLB (Rao, 2015).

Numerous authors have recognized that an individual's need for achievement leads people towards an extra effort that require long working hours. Consequently, people lost their work-life balance accordingly Maeran et al. (2013). Zedeck (1992) highlighted that flexi-time and flex place are the two significant characteristics of achieving work and life balance which lay benefits in increasing productivity, lowering absenteeism within the workplace, and increasing organizational commitment (Erdamar & Demirel, 2016; Hill et al., 2001; Marafi, 2016; Russo et al., 2015; Shagvaliyeva & Yazdanifard, 2014). Correspondingly, a flexible working pattern positively influences work-life balance and life satisfaction (Thriveni & Rama, 2012; Winefield et al., 2014). Conversely, this view was further extended by the argument that flexible schedules may only be positively associated with work-life balance if managerial support in utilizing flexible time arrangements inconsistently (Galea et al., 2014).

Subsequently, job flexibility in time and place on work-life balance was analyzed by conducting the online survey from IBM diversified workforce based on the substantive spillover theory and ecological theoretical framework (Hill et al., 2001), which was also adapted by Bronfenbrenner (2009). The results measured by multivariate analysis reported

a positive relationship between perceived flexibility and WLB (Hill et al., 2001) but with fewer children (Adkins & Premeaux, 2012). These findings were similar to those studies conducted by Maeran et al. (2013) with an extension of irregular work schedules, child care, and family matters (Sandhu & Mehta, 2006). Similarly, the study was further elaborated by finding that managerial support, connubial influence, and several children average work-life balance (Adkins & Premeaux, 2012).

Some preliminary work was carried out on female executives working in service sectors of Punjab made several interesting points that women executives' perceptions and level of educations are pretty obvious, which direct low work-family conflict in India. Women who work in educational sectors are more directing toward synchronizing their work tasks and family commitment simultaneously due to fewer working hours than other organizational service sectors (Sandhu & Mehta, 2006). However, the preceding conclusion was further criticized by the study conducted by women academicians in the Mauritius education sector claimed that the academic profession contains an enormous work demand with long working hours at the expense of personal life. Additionally, women must be hard workers to reach their desired position as they are less knowledgeable than men (Nishaat, 2017).

A recent study proposed a model of supportive culture within an organization where one author reported the importance of supervision and managerial support for employees to balance work and life by collecting data from 628 employees of the health unit in the U.S where it was analyzed that work is negatively correlated with WFI when a person perceives supervisor high work-family behavioral integrity (Paustian-Underdahl & Halbesleben, 2014).

The study was employed from a part-time student group, which found a positive relationship between workplace support and WLB. In contrast, there was no significant relationship between family support and WLB because they were not engaged in a spousal relationship. In comparison, data from the Industrial employee and Physician group demonstrated a positive relationship between work and family support with WLB (Russo et al., 2015; Thriveni & Rama, 2012). In response to these results, the study was carried in the State University of Singapore where Behson, (2005) and Goh et al. (2015) showed that informal support (supervisor support) is more dignified than formal support (workplace Support), which do not overcome the job demands but help an individual to reduce the impact of job requirement on work-life balance in various ways (Goh et al., 2015). To put it another way, work-life balance is a phenomenon prevailing in every aspect from socio-cultural to organizational levels (Mazerolle et al., 2015), such as organizational culture, work schedules, family-friendly policies, and managerial supports (Rao, 2015). Notably, organizational culture and managerial/supervisor support are perceived as gatekeepers to establish a healthy culture that promotes employees to balance work and life (Arulkumar, 2014; Mazerolle et al., 2015) rather than establishing family-friendly programs (Russo et al., 2015).

Personality consists of extraversion, agreeableness, neuroticism, openness, and conscientiousness, and these variables are also called the big five models of personality

(Aziz et al., 2014). Conscientiousness is the predictor of well-being and health. People with conscientiousness and agreeableness have a positive mindset towards their work (Wickramaaratchi & Perera, 2018). Personality significantly impacts work-life coordination, which is positively correlated with conscientiousness but negatively correlated with neuroticism. Several studies indicated a negative relationship between work and life enhancement. Neuroticism refers to the emotional stability that had a positive relationship with work-life balance (Opie & Henn, 2013). People who possess extraversion personalities are more sociable as compare to other personality indicators. Accordingly, they are likely to use dumb behavior (Demirkasimoglu, 2015). Individuals who possess extroversion personalities are more committed and energetic in a particular situation and at work. Therefore, they have a positive relationship with work-life balance compared to their counterpart introverts (Wickramaaratchi & Perera, 2018). Individual showing conscientiousness spends most of their time and efforts towards their work. Women academicians who are highly conscientious face some problems in their work-life balance due to their high involvement with their work (Opie & Henn, 2013). Furthermore, researchers indicated a positive relationship between agreeableness, conscientiousness, openness, and extraversion with work-life while a negative relationship of neuroticism with both domains (Wickramaaratchi & Perera, 2018). The personality of women academicians plays an essential role in building a nation, and human resource managers should recognize the traits of personality when they involve in recruitment and selection practices (Aziz et al., 2014).

A prior explanatory study was conducted from working women in Pakistan's two public and three private universities, where female teachers discovered minor differences in WLC. In addition, Hammer et al. (1997) proposed that a high level of WLC was occurring in married women rather than a single one (Umer & Zia-ur-rehman, 2013). Moreover, the study revealed that most Muslim women with several children frequently indicate a high family issue (Achour et al., 2017). Therefore, accomplishing different roles as researcher, teacher, mother, and service provider further leads to role conflicts among job requirements and family responsibilities resulting from the positive correlation of child care and family matters with WLC and FWC (Achour et al., 2017). These general results were similar to the study by (Butler & Skattebo, 2004), which demonstrated that parental role is more associated with women than men. Thereby, the number of children is the primary cause of family-to-work conflict.

This ambitious but flawed study criticized prior results by analyzing the data collected from 100 respondents working in Chidambaram town contended that marital status has no significant impact on WLB (Arulkumar, 2014; Sandhu & Mehta, 2006). In contrast, the data were collected from 100 women working at a retail organization in South Africa, where the study has conclusively shown that married women were facing more FWC than those who were single (Achour et al., 2017). In addition, one study claimed that the connubial influence of a husband as a breadwinner is threatened throughout the women's professional life and directs negative work-life conflict. Notwithstanding, the number of children does not influence work-family conflict (Patel et al., 2006).

Traditionally, women spent most of their time at home while cooking, cleaning, and looking after their children, but now the scenario has changed as time passes, and many requirements are increasing day by day due to economic pressures. Therefore, women tend to do work outside their homes. They also have more concern regarding their traditional roles of cooking and the proper growth of their children in a better environment (Thriveni & Rama, 2012). Research indicates that women who possess children are facing more problems in balancing their work and life. There are two categories of women whose priority is home while doing the job. Therefore, they do not further require training and education for their career path, and the second is goal-oriented towards their job.

Additionally, there is also mentioned about the on-job mothers and their impact on work by analyzing marital status on the work of women academicians (Patel et al., 2006). Women academicians usually face stress in basically their income ratio, spending time with spouse and giving proper time to their families (Thriveni & Rama, 2012). There are two ways for reducing this issue of work-life imbalances suggested by the ambitious author (Marafi, 2016). The first way is to give equal time to family and work (Marafi, 2016), and the second way is to reduce the working hours of women academicians by their institutions to make flexibility within the nature of their work (Thriveni & Rama, 2012). In today's modern society, it has been a significant challenge for all women academicians to balance their work with life as certain factors influence balancing work with life, including personality and demographic factors.

Demographic variables include income, age, and marital status, which significantly impact the work-life balance of women academicians. One empirical study from Bangalore, India, examined data with a chi-square test revealed that demographic variables such as age, experience, connubial influence, income status, education, and caste of an individual have a significant influence on work-life balance, particularly for women employees (Thriveni & Rama, 2012) that the management should consider in formulating family-friendly strategies for work-life balance (Rao, 2015; Russo et al., 2015).

Exploratory analysis was adapted on the public and public sector with cross-sectional in Ireland to identify the impact of age throughout an individual's career cycle on WLB (in each carrier stage from earlier to Pre-retirement) and reported a positive relationship with Work-life balance on the dimensions of managerial support. In contrast, a negative relationship was found on the dimension of job involvement and carrier development (Darcy et al., 2012). The study further illustrated these results where older academic staff responded with more work pressures, low job satisfaction, high Work-life conflict, and low organizational commitment (Winefield et al., 2014).

Much research studies have been conducted in the western context showing employee satisfaction in juggling family and work than in the non-western context, which requires enormous awareness of how faculty members balance their life and work simultaneously (Beigi et al., 2016). It was quoted by the great scientist Albert Einstein

that "Life is like riding a bicycle, to keep its balance, we must keep moving ahead" (Thriveni & Rama, 2012). One descriptive study asserted that women reported more work interference with family and family interference with work than men (Arulkumar, 2014). It makes a very valid point for women employees who have to balance home and work to juggle repercussions. With the pressures at the workplace and demands at home, WLB is at stake (Thriveni & Rama, 2012).

Work-life balance is a phenomenon of today's life in the modern world where technology and globalization have changed the way of working as women are entering into the labor force made it difficult to spend time with family. Significantly, the impact of work-life balance on women academicians gains necessary attention in a present environment (Achour et al., 2017; Darcy et al., 2012). A more exploratory study conducted by 86 Muslim women researchers in Malaysia highlighted that the women participating in the labor force are due to socio-economic change and faced enormous WLC. Additionally, Lynch et al. (1999) view women require more social support in 4 significant psychological aspects involving emotional, physical, appraisal, and information from her supervisor (Achour et al., 2017).

Women perform multiple tasks as a mother, wives, and service provider are very conflicting or create a sense of failure when women lack control toward those responsibilities assigned to them and further destroys marital harmony. Researchers have a consensus in determining Work and Life domains that positively or negatively influence each other (Sandhu & Mehta, 2006). The qualitative study conclusively identified that childcare and household are considered the primary responsibility while the carrier is the second responsibility even though it contributes financially (Nishaat, 2017).

A series of recent literature have identified work-life balance in terms of flexibility in work hours and place, connubial influence, supervision, job satisfaction, work experience, life satisfaction, age, number of children, marital status, supervision, and individual personality. In addition, women are entering into the different service sectors due to the increased pace of modernization and economic pressure that requires the accomplishment of multiple tasks as being a service provider on the one hand and fulfillment of responsibilities at home on the other which further creates not only imbalances between these two domains but also become a hindrance in the human development process. Consequently, work-life balance has gained immense attention among researchers and human resource management practices.

Much of the recent literature add to our understanding of how Work-Life Balance is affected by demographic, Individual personality, work, and life-related factors in different sectors of multiple countries. However, no studies to date have shown the comparison of these factors among women academicians of both public and private universities of Pakistan except the influence of marital status on WLB as resulted by Umer & Zia-ur-rehman (2013), which was not enough in WLB application as he just focused on marital status. However, previous studies were either limited to identify the factors affecting WLB of gender or comparative study of these factors among multiple service sectors. To fill the literature gap, the objective of this study is to

test. It compares the relationship between work and life-related factors, demography, individual personality, and Work-life balance of women academicians from both Public and Private universities of Pakistan, which may further provide insight to prospective researchers for further study.

This study will contribute to the body of knowledge about the prominent five personalities and work-life balance, but it will also facilitate the women academicians to ponder upon their personalities based on scientific evidence. Moreover, this will influence the policymakers to formulate more training sessions for women academicians to manage their work-life better. It is essential to support female employees in Pakistan, as the country is already way behind in gender equality.

Methods

The current research has the philosophy of positivism in its methodology (Antwi & Kasim, 2015; Rahi, 2017). This paradigm guided for a quantitative method to carry out this research. Since the relationship between the variables is hypothesized and variables exist in the previous studies and theories, the quantitative method was selected for empirical testing. Four hundred questionnaires with adopted and reliable instruments were distributed to female academicians, and 362 were in usable condition. Instruments were tested for their reliability and fitness indices in conformity factor analysis. For checking the impact of five personality types on work-life balance, the data were analyzed on IBM Amos, and model fitness was assured. The impact of marital status and family structure on the work-life balance of women academicians was analyzed with ANOVA on IBM SPSS.

The population for this study was women academicians of Pakistan, and the sample is drawn with a nonrandom technique due to the unavailability of a sampling frame. All respondents provided necessary information about the nature of the study, guidance on completing the questionnaire, and its benefit. The respondents selected in this study were based on their own will and not inhibiting questionnaires to them. The respondents were assured about their anonymity (Kumar & Chaturvedi, 2017).

The primary concerns of this research are work-life balance, and this variable is measured by fully adopted ten items on a Likert scale (Dex & Bond, 2005). The significant five personality types, in consideration, are extraversion, agreeableness, conscientiousness, neuroticism, and imagination, with fully adopted four items on each of these five types of personality dimensions (Donnellan et al., 2006).

Results and Discussion

The internal consistency of each construct was individually assessed, and it was found, shown in Table 1, to be well above criteria, 0.7 Cronbach Alpha ranges from 0 to 1. Value of Cronbach alpha equal to or greater than 0.9 depicts an excellent internal consistency, value greater than or equal to 0.8 displays good internal consistency, a value greater than or equal to 0.7 shows an acceptable, value greater than or equal to

0.6 indicates questionable and the value less than or equal to 0.5 depicts poor and unacceptable.

Table 1. Reliability Analysis

Construct	Cronbach Alpha
Extroversion	0.82
Agreeableness	0.84
Consciousness	0.80
Neuroticism	0.88
Imagination	0.77
Work-life Balance	0.90

The modification indices of all six individual constructs, depicted in Table 2, fit according to the different fitness criteria.

Table 2. CFA of Constructs

Categories	Absolute	Parsimonious		Incremental		Absolute
Fit Indices	χ^2/df	CFI	IFI	NFI	AGFI	GFI RMR
Criteria	< 5.0	> 9.0	> 0.95	> 0.90	> 0.90	> 0.90 < 0.08
Extroversion	5.16	0.98	0.98	0.98	0.92	0.98 0.042
Agreeableness	1.43	0.99	0.99	0.99	0.98	0.99 0.022
Consciousness	0.74	1.00	1.00	0.99	0.98	0.99 0.014
Neuroticism	3.51	0.99	0.99	0.99	0.95	0.99 0.027
Imagination	3.19	0.98	0.98	0.98	0.95	0.99 0.032
Work-Life Balance	1.05	0.99	0.99	0.97	0.96	0.98 0.036

The regression model is presented in Figure 3. Depicts five exogenous variables; Extroversion, Agreeableness, Consciousness, Neuroticism, and Imagination, all five items each. There is one endogenous variable, Work-Life Balance, with ten items.

Model fitness summary in Table 3, indicates that the model is fit in its indices. Absolute fitness criteria, the chi-square is 1.425, which is <5.0 (Wheaton et al., 1977), another absolute fit indices GFI and RMSEA are 0.90 and 0.034, respectively, and these are fit according to the prescribed standards (Browne & Cudeck, 1992). Parsimonious fitness indices, CFI and IFI, are 0.97 and 0.97, respectively, above their standards. Incremental fitness indices NFI and AGFI were found to be 0.908 and 0.892, respectively, from which NFI is well above standard (Bentler & Bonett, 1980) and AGFI is near to standard (Browne & Cudeck, 1992).

Figure 3. Regression Model

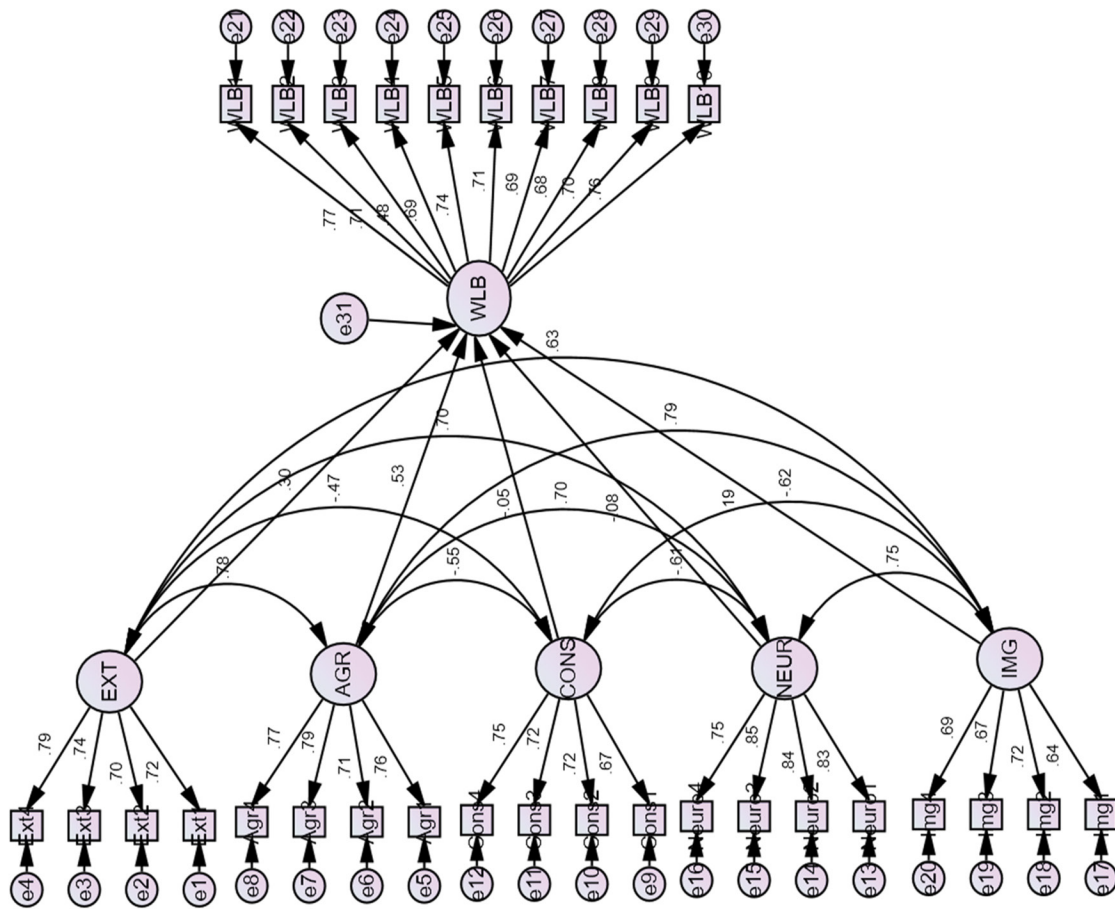


Table 3. Model Fit Indices

Categories	Absolute	Parsimonious	Incremental	Absolute
Fit Indices	χ^2/df	CFI	IFI	NFI AGFI
Criteria	< 5.0	> 9.0	> 0.95	> 0.90 > 0.90
		9.70	0.971	0.908 0.892
				0.90 0.034

Results in Table 4 show a positive impact of extroversion on work-life balance, as when extroversion goes up by 1, work-life balance will also go up by 0.296, with a standard error of 0.79 and a CR value of 3.82. Agreeableness also positively affects work-life balance as the surge of 1 in it will cause a 0.525 increase in work-life balance. Consciousness and neuroticism seem to affect work-life balance negatively, but that effect is not statistically significant. However, imagination has a positive effect on work-life balance, but the effect is partially significant, and the effect size is 0.19 with a standard error of 0.11 and a CR value of 2.12.

Table 4. Hypothesized Relations: Structural Model Results

Path Coefficients			SRW*	SE	CR	P	Result
Extraversion	→	Work-Life Balance	0.296	0.79	3.82	***	Supported
Agreeableness	→	Work-Life Balance	0.525	0.91	5.22	***	Supported
Consciousness	→	Work-Life Balance	-0.55	0.67	-1.06	0.28	Not Supported
Neuroticism	→	Work-Life Balance	-0.81	0.60	-1.15	0.24	Not Supported
Imagination	→	Work-Life Balance	0.19	0.11	2.12	0.03	Partially supported

The other section of this study was to check whether the participants differed in their work-life balance based on their marital status and family structure. An independent t-test was conducted to check whether women academicians working with flexible hours differ in their work-life-work-life balance from those not having flexible hours facility.

Table 5. Descriptive Statistics

Descriptive Statistics				
Dependent Variable: Work-Life Balance				
Marital Status	Type of Family	Mean	Std. Deviation	N
Single	Nuclear	34.1463	9.42752	41
	Joint	34.9796	7.64441	49
	Extended	32.7167	9.16902	60
	Total	33.8467	8.77132	150
Married	Nuclear	26.6429	9.29442	28
	Joint	31.5750	9.52699	40
	Extended	31.7250	9.94855	40
	Total	30.3519	9.78872	108
Married with Children	Nuclear	28.8235	10.04979	34
	Joint	33.0000	9.89652	35
	Extended	32.8286	9.01791	35
	Total	31.5769	9.75993	104
Total	Nuclear	30.3495	10.03690	103
	Joint	33.3226	8.98739	124
	Extended	32.4519	9.31034	135
	Total	32.1519	9.46530	362

Table 5 provides the demographic details of the respondents involved in this study. The respondents in this study numbered up to 362, classified based on their marital status, type of family, age, and type of institution. However, this table is

focused on explaining marital status and type of family as these variables are given importance because they affect the work-life balance of women academicians. Out of 362, the single people totaled 150 divided into nuclear type of family with the figure of 41, 49 participants were single living in a joint family, and 60 were living in an extended family. The number of married women living in a nuclear family was 28, women living in a joint family were 40, and women living in an extended family structure 40, making a subtotal of 108 for all married women in a sample. Thirty-four were those women who were married and possessed with children and were also living in a nuclear type of family structure, women with children living in a joint family structure totaled about 35 and living in an extended family structure also numbered to be the same as for joint. The total sum of a nuclear family structure including all types of marital status becomes 103, 124 for joint and 135 for extended family structure, making the total 362.

One-way ANOVA was conducted, and Levene’s Test of Equality of Error Variance was insignificant, with a P-value of 0.075. Thus, completing the prerequisites of the two-way ANOVA test. For work-life balance, the test between subjects revealed the statistically significant result for marital status with a P-value of 0.003, which shows there is an impact of marital status on the work-life balance of women academicians. Partial Eta square was found to be 0.032, implying that the effect size is 3.2%. Test between subjects for the factors, Family structure, showed a P-value of 0.024, which is also significant, implying that there is an effect of family structure on how the women academicians manage their work-life balance. Partial Eta square was found to be 0.021, which means the effect is 2.1%.

Table 6. Post Hoc Test for Marital Status

Factor	Compared with	Mean Difference	Std. Error	Sig. Level
Single	Married	3.494	1.172	0.009
Married	Married with Children	1.225	1.276	0.603

Multiple comparisons, as depicted in Table 6, for Marital Status shows that the mean difference between women academicians who are single and those who are married is 3.49 with a P-value of 0.009, implying a significant difference in how they manage their work-life balance. However, there appears to be no statistical difference between married women academicians and those married with children.

Table 7. Post Hoc Test for Family Structure

Factor	Compared with	Mean Difference	Std. Error	Sig. Level
Nuclear	Joint	2.973	1.238	0.044
Joint	Extended	0.870	1.155	0.732

Multiple comparisons, as depicted in table 7, for Family structure revealed that the mean difference between women academicians who live in a nuclear family and those who live in a joint family is 2.93 with a P-value of 0.044, which means there is a significant difference in their way of managing work-life balance. However, there is no difference in the extent of their work-life balance between women academicians who live in a joint family and those who live in an extended family.

This study commenced advancing the current understanding of the work-life balance local representative sample. We also intended to extend women academicians' work-life balance by considering the impact of the prominent five personalities, family structure, and marital status. It is clear from the results presented that work-life balance is a significant phenomenon for employees at different stages for possibly different reasons. The study is not longitudinal, and so the cross-sectional nature of the results allows some insight into potential differences that may exist for women academicians as they progress through their working lives (Darcy et al., 2012).

First, we examined the predictive impact of the big five personality traits on work-life balance where the results depict that there is a significant positive impact of extraversion, agreeableness, and openness to experience on work-life balance, which is consistent with the preceding study conducted by (Wayne et al., 2004). These findings support the notion that the cooperative, enthusiastic, and original nature of agreeable, extrovert, and open employees may reduce interpersonal stress at work, reducing the frequency of conflict between work and life simultaneously. In addition to these three traits, the results showed no impact of conscientiousness and neuroticism on work-life balance, which contradicts the results examined by (Kossek et al., 1999). They have revealed the negative impact of conscientiousness and neuroticism on work-life balance as the anxiety and insecurity characteristics of neuroticism lead individuals to focus more on negative aspects and have less time available to accomplish different tasks. On the other hand, the attribute of being hardworking and achievement orientation of conscientiousness may increase the experience of work-family conflict because individuals tend to have a high investment of time and energy in accomplishing one domain responsibility may incur conflict with others. Moreover, individual with conscientiousness personality trait commits to "do their best" in performance whatever the role is (Kossek et al., 1999).

Second, the analysis identified the impact of family structure and marital status on how female academic academicians manage their work-life balance. The findings portray significant differences between single and married women academicians in managing work-life balance but no statistical differences between married and married with children in managing work-life balance. These findings fit the proposition that the connubial influence of husband and childcare responsibilities is threatened throughout the women's professional life and accomplishment of different roles as researcher, teacher, mother, and service provider further leads to role conflicts between a job requirement and family responsibilities. However, single women tend to manage

their work-life balance differently because they are more self-dependent. Third, in analyzing the difference in the work-life balance of women academicians who live in a nuclear, joint, and extended family, findings indicated significant differences in the work-life balance of women academicians who live in a nuclear and joint family. However, no significant differences between women academicians who live in a joint and extended family were found as the women with children who have an extended and joint family confront family responsibilities that cause work-life conflict (Beigi et al., 2016). Beyond these findings, our results intimate that work-life balance must be given attention at the interface of different personality traits and internal or external surroundings mediation.

The findings identified above contribute to work-life balance literature in several ways. First, they align with several different studies indicating the positive impact of extroversion, agreeableness, and openness to experience on work-life balance (Kinnunen et al., 2003; Mudrack, 2004; Rantanen, 2008) that further depicts the individual with agreeableness have a positive mindset toward his or her work (Burke, 2009; Wickramaaratchi & Dr. Perera, 2018) while individuals who possess extroversion and imaginative personality are more committed and energetic in a particular situation (Kinnunen et al., 2003; Kossek et al., 1999; Mudrack, 2004; Wayne et al., 2004). However, the negative impact of neuroticism on work-life balance further specifies that the individual possession of thoroughness and defensiveness increases the degree of work-life conflict (Kossek et al., 1999). In contrast, our study did not find this impact statistically significant. Interestingly, the negative impact of conscientiousness on work-life balance partly contradicted the notion that individuals with conscientiousness traits adopt effective strategies and overcome conflict by organizing both domains in order (Wickramaaratchi & Dr. Perera, 2018). Our findings thus adding value that work-life balance is a crucial phenomenon that requires thorough research in the field of academia, which demands more working hours in managing student records, preparing for the following lectures, attending the functional meetings, providing updates and feedback to students while focusing on their research work, other activities for their carrier growth and fulfilling family responsibilities simultaneously. Consequently, our first contribution is that no study has taken the impact of the big five personality traits on the work-life balance of women academicians in Pakistan as a sample to conduct such research. Thus, the findings shed light on work-life balance and hold good.

Second, when considering the results, married and married with children, women academicians tend to have a low score on work-life balance compared to single women academicians who have a high score on work-life balance. This finding is similar to those examined by Achour et al. (2017), Butler & Skattebo (2004), Patel et al. (2006), Thriveni & Rama (2012), Umer and Zia-ur-rehman (2013). One of the reasons for these findings may be that Pakistan women's priority is to look after her children, take care of her dependents, and manage household affairs concurrently (Umer & Zia-ur-rehman, 2013). Furthermore, childcare and household are considered the primary

responsibility while the carrier is the second responsibility even though it contributes financially (Nishaat, 2017). Thus, our study differentiates between single, married, and married children in managing their work-life balance that has given limited attention in academia in Pakistan.

Third, we probed into differences in the work-life balance of women academicians possessing different family structures. Women academician reveals a different pattern in work-life balance. The findings showed the significant differences between women academicians who live in a nuclear and joint family in managing work and life, while no significant difference was found in women academicians who live in a joint and an extended family. These results correspond to those highlighted by Marafi (2016) that women have their parents or spousal contribution that encourage them to balance their work and life separately while, women with joint and extended families have an increasing number of dependents to focus on that further restrained women to manage work-life balance (Thriveni & Rama, 2012). Hence, our third contribution is that through analyzing the family structure and marital status, we could test other family structure variables, including traditional, modern, and egalitarian families with a similar model to be analyzed on as it may significantly impact work-life balance.

Conclusion

The implication of this article is notable since little research is conducted on the work-life balance of women academicians in public and private universities of Pakistan. The research study's findings will help organizational settings and educational institutions frame pertinent policies and practices, including family-friendly strategies, training, managerial support, flextime, childcare facilities, and telework. In addition, the factor of having a caring husband and family members may also help many working mothers to have balanced lives by offering good childcare services.

The study has few limitations as well. First, the data is collected only from the universities located in Karachi. However, future research may be conducted if the data is collected from various sources such as college and schoolteachers. Second, this study only considered women academicians as a sample from public and private universities. Future research may also consider the male academicians and the impact of the family structure consisting of a traditional and egalitarian family on their life. Third, the data was gathered from specific faculty members and teaching staff due to time limitations. Although, future research may also be conducted on women working in different sectors of the economy and different fields. Fourth, the study is only applicable to women academicians, thus not taking male academicians into account because the data is gathered only from women academicians. Fifth, the sample size of the current research study is also tiny compared to the numerous women academicians in Pakistan.

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