

How Employee Behavior And Job Stress Affect Work-Life Balance Of Faculty Members Of Karachi: Multi-Group Analysis Between Private And Public Sector Universities

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Abstract

The study aimed to identify the impact of workplace stress and employee behavior impairs the work-life balance of faculty members of Higher Education Institutes in Karachi, Pakistan's. This study has included mono-method quantitative survey research design. The study has collected 386 sample responses from faculty members using purposive sampling technique. The results of comparison parametric test showed that there is a statistically significant and positive difference of opinion between the faculty members of private and public sector higher education institutes in regards to the effect of employee behavior on work-life balance. However, the comparison results showed no difference of opinion between the faculty members of private and public sector higher education institutes in regards to the effect of workplace stress on work-life balance. Work-life balance rates today as one of the most important attributes of the workforce second only to wages, and workers who believe they have a better work-life balance tend to work more than staff that are overworked. These are some of the many ways by which managers can encourage work-life balance without jeopardizing productivity or efficiency at work.

Keywords: Work-Life Balance, Employee Behavior, Job Stress, Higher Education Institutes, Multi-Group Analysis.

1. Introduction

Increasing job demands and job stress remain a major concern lately because of the increased reach of jobs. Extended work hours and escalated job responsibilities become more common in the workplace. In contrast, adjustments are also made in the family because there are more single parent families and more dual career, and working adults who are the breadwinners for their elders and youngsters (Razak, Yusof, Azidin, Latif, & Ismail, 2014). Moreover, work stress is caused through irrelevant or unmatched job requirements and needs of a worker. Both employees and organizations reveal work stress as a physical and psychological concept because it influences workers and leads to health issues and work family conflict. Similarly, work stress leads to high labor turnover, low quality work

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life, high absenteeism, and low productivity (Chang, Zhou, Wang, & de Pablos Heredero, 2017). Job stress is categorically revealed as a negative reaction people experience due to excess demands or pressure imposed on them at work. Thereby, work demand and time are the factors that influence work stress mostly (Ayudhya, Prouska, & Beauregard, 2017). However, employee behavior is increasingly focused in highly competitive environment of workplace. The positive behavior of employee in the context of organization is generally referred from organizational citizenship behavior. For instance, employees are intended to assist their colleague on the job duties, staying late at office and taking additional job activities and volunteering to train newcomers (Ghosh, 2016). Indeed, job performance of an employee and organizational effectiveness can be hampered through high level of stress (Husin, Ghazali, Abdullah, & Hadi, 2017). The association of stress and employees performance is highly researched because it leads to less willingness and lower job performance.

Though, workplace stress has not been considered as recent issue in the literature but it still has significant importance for research due to instable economic situations, limitation of sacred resources, fierce competition, human rights and work-life balance (Selye, 1956; Yao, Fan, Guo, & Li, 2014). Work-life balance (WLB) leads to the expectations of people of how well working and non-work roles match together and are handled in line with their personal life values, objectives, and goals structure (Haar, Sune, Russo, & Ollier-Malaterre, 2019). In the recent times, stress management becomes critical challenge for individuals and companies both. Its significance can be understood by recent literature that emphasized on understanding implications and consequences of workplace stress that ultimately increases work-life conflicts, well-beings of the individuals and organizational performance in the larger context (Gillespie, Walsh, Winefield, Dua, & Stough, 2001; Hayes, Douglas, & Bonner, 2015; Karkoulou, Srouf, & Sinan, 2016; Razak et al., 2014; Ross & Vasanth, 2014). This rapid economic growth, together with a huge population, means that Asian jobs constitute a substantial portion of the global working population, demonstrating the significance of Asian economies for study and practice. There has been little emphasis on this field of study on the Asian population, amid rising longitudinal studies on work-life research in the West (Le, Newman, Menzies, Zheng, & Fermelis, 2020). Furthermore, recent empirical and theoretical literature supported the argument that workplace stress and employee behavior have significant implications for work-life balance (Razak et al., 2014; Singh, 2013; Yadav & Yadav, 2014). Also, employee behavior normally emerges from unusual work environment, lack of peer and supervisory support, long working hours and low motivation perspectives at the workplace (Colligan & Higgins, 2006; Ferguson, 2012; Othman, Lamin, & Othman, 2014; Rahimić, Resić, & Kožo, 2012; Yao et al., 2014).

Though, the empirical literature significant contributes in this context but the nexus between workplace stress, employee behavior and WLB has lacked in evidence in recent literature. Therein, the current study has undergone in conducting and identifying importance of studying the imperatives of workplace stress and employee behavior towards work-life balance in the context of higher education institutes of Karachi, Pakistan.

2. Literature Review

2.1: *Conservation of Resources Theory*

Conservation of resources (Niessen, Mäder, Stride, & Jimmieson) theory starts with the principle that people struggle in order to acquire, keep on holding, cultivate and secure the things that they value greatly (Brotheridge & Lee, 2002). The theory of COR presents a perception that intelligence has a natural development and partiality where it heavily weights the loss of resources and lightly weights the gains of resources (Freedy & Hobfoll, 1994). In regard to this, according to Hobfoll (2001) the conservative of resources theory argues that pressure manifests (a) when the main resource is endangered, (b) when the main resource is lost, or (c) when the main resource is not gained even after significant attempts to achieve it. The theory of COR is basically a motivational theory elaborates how the humans behave on the basis of the evolutionary requirement to obtain and protect the resources needed to survive, that is a behavior related to human genetics. Similar to social animals, obtaining and protecting the particular strengths and the bonds of society are human traits (Hobfoll, 2011). However, humans are capable of creating means that would guarantee their survival and have proper means of communication as an advantage, helping in social bonding and survival. Therefore, humans possess an important tool that not only helps in countering stress but also the means of reserving the resources to address their future needs.

2.2: *Workplace Stress/Job Stress and Work-Life Balance*

Chaudhry (2012) also investigated the association among Occupational tension and diversity in Pakistani universities. The study findings showed significant variance in faculty members with diverse age groups concerning their perceived stress level. Giauque, Anderfuhren-Biget, and Varone (2019) explored whether job opportunities influence the stress and associated turnover intentions of workers participating in professional intergovernmental organizations. Within the unique working environments of multinational organizations, it contextualizes the job resources and demands model. Johari, Tan, and Zulkarnain (2017) inspected the impact of workload, WLB and autonomy on job performance amongst teachers. Study findings stated the autonomy and WLB had an effect on participants' job performance. On the other hand, there was no significant work-load action among school teachers on job results. Duong, Hussain, and Subramaniam (2020) explored the difficulties faced by women working in multinational corporations in Vietnam regarding the benefits of work-life balance. The research is intended to unfold the variables affecting female workers who have encountered work and life imbalances. Noor (2011) examined the association between the observed WLB satisfaction among the academicians of Malaysian public higher education and their turnover intentions. The outcomes indicated that perceived WLB satisfaction was associated with the negative intentions of leaving the organization. Kumari (2012) also measured the

WLB according to the employees' perception and its association with the satisfaction of jobs. A noteworthy gap was found between the perceptions of male and female respondents with respect to different factors of WLB. Rehman and Azam Roomi (2012) explored different factors that impact women's family roles and work in the cultural and socio-economic environment of Pakistan. The outcomes of the analysis showed that WLB was the significant factor among several factors at the time of starting a new business as well.

In pressure work environment and stressful routine, the chances of reduction in job satisfaction, organizational commitment and increase in burnout are high (Dryson, Scragg, Metcalf, & Baker, 1996). According to (Kundaragi & Kadakol, 2015) increase in level of stress is equal to lack of well-being, specifically when a person lacks to achieve effective strategies in order to cope up with the stress (Miller, Buckholdt, & Shaw, 2008). Prominently, lower level of work-life conflict and satisfaction in WLB, both are connected with the nonworking consequences including, family performance and leisure, marital and family satisfaction (Armstrong, Atkin-Plunk, & Wells, 2015; Saeed & Farooqi, 2014). As per the statement of Neumann et al. (2017) stress at workplace is related to the supposed threats and demand at workplace or it is similar to the uncomfortable experience of an employee at workplace. Therefore, we hypothesize that:

H1: Workplace stress has significant effect on WLB.

2.3: Employee Behavior and Work-Life Balance

Wirtz, Nachreiner, and Rolfes (2011) studied relationship between the working Sundays and WLB using the logistic regression models. Study reports revealed that serving on one or two Sundays in a month is related to the increased likelihood of health disability. Although working on Saturdays has become common again; whereas, working Sundays may negatively influence the WLB of the employees. Chawla and Sondhi (2011) examined WLB as a field of concern and investigation for the organization and individuals. The results indicated that job autonomy, organizational commitment and perceived work are considered strong contributors for the employees. Thamrin and Riyanto (2020) Investigated the interaction between WLB practices on the performance of employees and the mediating impact of job satisfaction in the relationship between work-life balance practices and the performance of employees in East Malaysia among doctors and nurses. Warraich, Ahmed, Nawaz, and Khoso (2014) also examined the effect of Stress on Job Performance with the context of Workers. The findings found that task tension, workload and inadequate supervision compensation are the key triggers of worker stress and this stress reduces their productivity and performance. Gudep (2019) explored the links between flexible work structures (FWS), organizational commitment (OC), work-life balance (WLB) and job satisfaction (JS) for teaching workers in the United Arab Emirates (UAE).

Previous researches have also focused on this prospect and the results of those researches showed that WLB has a positive relation with the performance of the employee and organizational performance (McCarthy, Darcy, & Grady, 2010). Moreover, this positive relation proved to have some

notable results like having a low level of turnover of employees, increase in performance and also more satisfaction of the job (Ahmad, Hussain, Saleem, Qureshi, & Mufti, 2015). It also increases the in-role performance that is when a specific task is given to the employee and it is completed by the employee with more accuracy (Annink et al., 2016). The better psychological experience and the wellbeing of the employee in their life helps in doing the work with more concentration which eventually results in improve performance (Armstrong et al., 2015). Also according to (Direnzo, Greenhaus, & Weer, 2015) The difficulties and disputes in the partnership between work and family may have a detrimental effect on the success of both in-role and out-of-role workers. Therefore, this study hypothesized that:

H2: Employee behavior has significant effect on WLB.

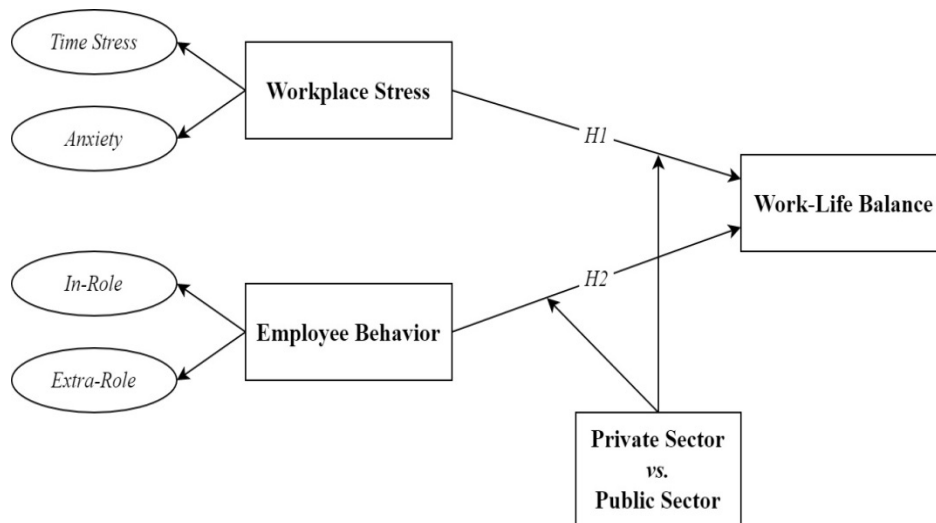


Figure 1: Research Framework

3. Methodology

The research centered on the permanent faculty of institutions of higher education in Pakistan's Karachi region. The research aimed to obtain 384 survey responses from the target community focused on a confidence interval of 95 per cent for quantitative analysis. In sampling technique, a fragment is extracted from the population in order to conduct the research, the results of which, to an extent can be generalized for the target population. The sampling strategy consists primarily of two separate forms known as probability sampling and the impossible sampling (Kumar & Phrommathed, 2005; Newman & Benz, 1998). The most popular methodology of data sampling is the methodology of ease non-probability sampling. It is a method where the sample data is collected from a population that is accessible or is in proximity to the researcher while also having adequate information of the study domain (Kumar & Phrommathed, 2005; Newman & Benz, 1998; Peffers, Tuunanen, Rothenberger, & Chatterjee, 2007). In this research, the sampling technique applied is the purposive sampling.. In order to collect the data

quantitative questionnaire based on five-point Likert scale rating was adapted from (Schepers, Falk, Ruyter, Jong, & Hammerschmidt, 2012; Shukla & Srivastava, 2016). Due to the study being quantitative in nature, data was collected using the quantitative data, survey questionnaires were used for collecting the respondents results. The PLS-SEM is used more commonly to assess the cause and effect relationship between the variables of the study (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Using the PLS-SEM is significantly more advantageous in terms that it includes the cross loadings and the HTMT ratio, also known as the Heterotrait-Monotrait ratio, in the discriminant validity compared to other techniques that do not provide these ratios (Henseler, Ringle, & Sarstedt, 2015; Wong, 2013). PLS-SEM also provides accurate results when the relationship is analyzed among the research variables (Hair, Matthews, Matthews, & Sarstedt, 2017; Hair, Ringle, & Sarstedt, 2011). Hence, the study has adopted the PLS-SEM as the technique of data analysis.

The definition of Popular Method Variance (CMV) implies that it is a bogus or incorrect variance process that is related or due to the measurement system which may be attributed to certain systems for which the measurements are meant to reflect (P. M. Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The CMV could be diagnosed using Harman single-factor method. Therefore, the technique used for diagnosing CMV in this study was Harman single-factor method. In this technique the measures are included into exploratory factor analysis in order to determine such necessary factors that could help to find variance in these measures (Krishnaveni & Deepa, 2013). Hence, the threshold of total CMV of all the measures as recommended by (Krishnaveni & Deepa, 2013; P. M. Podsakoff et al., 2003) should be less than 50 percent and the study has 26.188 percent CMV. Therefore, no evidence of CMV has been found in the study.

4. Data Analysis

4.1: Data Screening

The current study has none missing values in the dataset. Univariate outlier could be detected using the Z-score value of ± 3.29 (Tabachnick & Fidell, 2007). The sample of dataset was consisted of 403 responses and it remained 403 because there were no univariate outliers detected in the study. Multivariate outliers could consist because of incorrect entry and failure to propose codes regarding missing values (Hair, Black, Babin, & Anderson, 2010). Hence, these outliers could be detected using Mahalanobis Distance (D2) with the cutoff value of 0.001 (Tabachnick & Fidell, 2007). Hence, 403 responses were retrieved from target population and the current study has detected 17 multivariate outliers and thus the final dataset used for data analysis was 386 responses.

4.2: Demographic Profile of the Respondents

The table showed that there were a total of 386 respondents that participated in the study. Of the 386 respondents, 193 (50 percent) were males and 193 (50 percent) were females. Also, 117 (30.3

percent) were single, 264 (68.4 percent) were married, 4 (1 percent) were divorced and 1 (0.3 percent) were widow. In the age group, 118 (30.6 percent) were 21 – 30 years old, 177 (45.9 percent) were 31- 40 years old, 61 (15.8 percent) were 41 – 50 years old and 30 (7.8 percent) were more than 50 years old. In education, 94 (24.4 percent) were masters or equivalent, 165 (42.7 percent) were M Phil or equivalent, 108 (28 percent) were Doctorate and 19 (4.9 percent) were Post-Doc. Moreover, in teaching experience, 53 (13.7 percent) had 1 – 3 years' experience, 109 (28.2 percent) had 4 – 6 years' experience, 59 (15.3 percent) had 7 – 9 years' experience and 143 (37 percent) had 10 years and above experience. In context of monthly income, 12 (3.1 percent) earned Rs. 25000 and below, 116 (30.1 percent) earned between Rs. 25001 – Rs.50000 and 124 (32.1 percent) earned above Rs. 100000. Lastly, 150 (38.9 percent) were in public sector and 236 (61.1 percent) were in private sector.

4.3: Measurement Model

Following table 1 provides result of measurement model.

Table 1: Measurement Model

Constructs	Items	Loadings	Prob.	Alpha	CR	AVE
Anxiety	AI1	0.787	0.000	0.784	0.861	0.607
	AI2	0.775	0.000			
	AI3	0.760	0.000			
	AI4	0.794	0.000			
Extra role performance	ER1	0.886	0.000	0.915	0.941	0.798
	ER2	0.922	0.000			
	ER3	0.911	0.000			
	ER4	0.853	0.000			
In-role performance	IR1	0.780	0.000	0.866	0.909	0.715
	IR2	0.817	0.000			
	IR3	0.894	0.000			
	IR4	0.886	0.000			
Time stress	TS1	0.757	0.000	0.718	0.826	0.543
	TS2	0.737	0.000			
	TS3	0.769	0.000			
	TS4	0.682	0.000			
Work-life balance	WLB1	0.781	0.000	0.835	0.902	0.755
	WLB3	0.929	0.000			
	WLB4	0.890	0.000			

As recommended by Hair, Hult, Ringle, and Sarstedt (2016) the factor loadings greater than 0.70 should be retained, whereas loadings greater than 0.40 and smaller than 0.70 can be retained on the basis of convergent validity and all measures should be statistically significant at 95 percent confidence interval. In the above table, all the latent constructs and their respective measures/indicators have achieved recommended cut-off values. Furthermore, Hair et al. (2017) It was proposed that the Cronbach Alpha be greater than 0.70, composite durability greater than 0.80 and AVE greater than 0.50. The table shows that the convergent validity was obtained on all latent constructs.

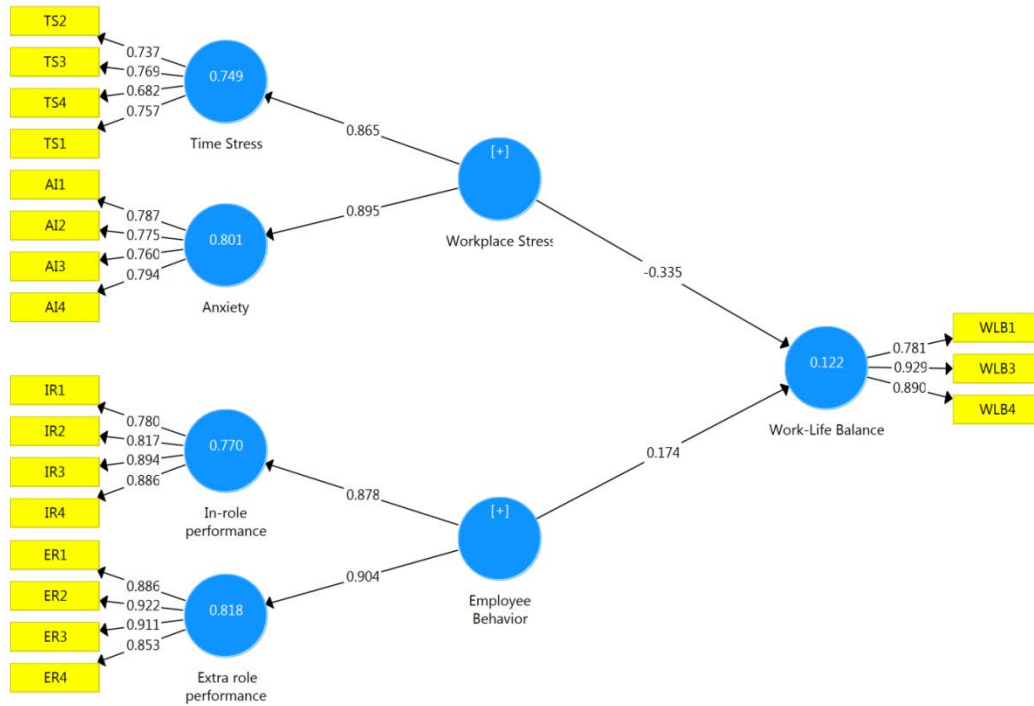


Figure 2: PLS Algorithm using SmartPLS version 3.2.8

Table 2: Discriminant Validity using Fornell and Larcker (1981) Criterion

	Anxiety	Extra role performance	In-role performance	Time stress	Work-life balance
Anxiety	0.779				
Extra role performance	0.116	0.893			
In-role performance	0.128	0.589	0.846		
Time stress	0.551	0.180	0.141	0.737	
WLB	-0.256	0.079	0.126	-0.280	0.869

The table showed that the diagonal values are the square root of AVE of respective latent constructs, while the values below are the coefficients of correlation; however, the diagonal bold values showed that all the constructs are found different from other constructs as the bold coefficients were greater in their respective horizontal and vertical settings (Hair et al., 2016).

Table 3: Discriminant Validity using Cross loadings

	Anxiety	Extra role performance	In-role performance	Time Stress	Work-Life Balance
AI1	0.787	0.073	0.106	0.374	-0.150
AI2	0.775	0.189	0.202	0.527	-0.152
AI3	0.760	0.015	-0.023	0.401	-0.259
AI4	0.794	0.075	0.104	0.405	-0.241
ER1	0.173	0.886	0.539	0.207	0.049
ER2	0.078	0.922	0.539	0.173	0.058
ER3	0.106	0.911	0.555	0.149	0.067
ER4	0.056	0.853	0.469	0.110	0.112

IR1	0.103	0.402	0.780	0.132	0.071
IR2	0.136	0.426	0.817	0.194	0.132
IR3	0.139	0.543	0.894	0.111	0.097
IR4	0.062	0.597	0.886	0.057	0.125
TS1	0.401	0.110	0.089	0.757	-0.165
TS2	0.355	0.042	0.109	0.737	-0.194
TS3	0.413	0.238	0.177	0.769	-0.206
TS4	0.451	0.132	0.038	0.682	-0.260
WLB1	-0.178	0.081	0.151	-0.204	0.781
WLB3	-0.256	0.063	0.117	-0.246	0.929
WLB4	-0.228	0.064	0.067	-0.277	0.890

As recommended by (Hair, Gabriel, & Patel, 2014), all constructs should have loadings greater in their own respective constructs. The table showed that the values in bold were greater compared to their outer loadings in the other constructs; therefore, discriminant validity has been achieved using the crossloadings. The following table shows the result of HTMT ratio.

Table 4: Discriminant Validity using HTMT Ratio

	Anxiety	Extra role performance	In-role performance	Time stress	Work-life balance
Anxiety					
Extra role performance	0.142				
In-role performance	0.176	0.653			
Time stress	0.729	0.229	0.184		
WLB	0.316	0.093	0.151	0.361	

The recommended (Henseler, Hubona, & Ray, 2016; Henseler et al., 2015) threshold value of HTMT should be smaller than 0.85. The above table showed that the HTMT ratio was found in the interaction between the anxiety and time stress (0.729), hence; the discriminant validity using HTMT ratio has been achieved.

4.4: Structural Model

4.1. Higher-Order Constructs

It was found that the employee behavior was significantly related to the extra role performance (0.904, $P < 0.01$) and the in-role performance (0.878, $P < 0.01$). Furthermore, It was found that the workplace stress was significantly relating to the anxiety (0.895, $P < 0.01$) and time stress (0.865, $P < 0.01$).

4.1.1 Hypothesis-Testing using PLS-MGA

The following table 5 shows result of multi-group analysis using PLS-SEM for estimating the difference of opinion between private sector and public sector faculty members of higher education institutions of Karachi, Pakistan.

Table 5: Multi-Group Analysis using PLS-MGA

	Private	Public	Comparison
Employee Behavior → Work-Life Balance	0.269**	-0.055	0.324**
Workplace Stress → WLB	-0.306**	-0.415**	0.108

** significant at 0.01 level.

The results have shown that employee behavior has positively significant effect on WLB (0.269, $p < 0.01$) in private sector HEIs but it has negatively insignificant effect on work-life balance (-0.055, $p > 0.05$) in public sector HEIs. Similarly, workplace stress has negatively significant effect on WLB in both private sector HEIs (-0.306, $p < 0.01$) and public sector HEIs (-0.415, $p < 0.01$) of Karachi, Pakistan. However, the results of comparison parametric test showed that there is a statistically significant and positive difference (0.324, $p < 0.05$) of opinion between the faculty members of private sector HEIs and public sector HEIs in regards to the effect of employee behavior on WLB. This result showed that faculty members of private sector HEIs have strong consideration towards employee behavior and WLB relationship as compared to faculty members of public sector HEIs. However, the comparison results showed no difference of opinion (0.108, $p > 0.05$) between the faculty members of private sector HEIs and public sector HEIs in regards to the effect of workplace stress on WLB. This result postulated that both type of faculty members have similar observation and perspective about the adverse consequences of workplace stress on WLB in the higher education institutions of Karachi, Pakistan.

Table 6: Predictive Relevance

	R Square	R Square Adjusted	Q Square
Work-Life Balance	0.122	0.117	0.085

It was found that the latent variable of WLB was being predicted up to 12.2 percent as denoted by R-square value. (Cohen, 1988; Falk & Miller, 1992) recommended R² values of R² to be equal or greater to 0.10, with R² of 0.26 being substantial, 0.13 as moderate and 0.02 as weak, hence, the R² value was weak to moderate. Also, it showed the Q² was greater than absolute, (Hair, Ringle, & Sarstedt, 2013) indicated the Q² value at 0.02 being weak, 0.15 being moderate and 0.35 being strong, hence, the value of 0.085 shows that the Q² value obtained has weak to moderate level.

5. Discussions

The study results found that the connotation between work stress and WLB is significantly negative. In other words, there is a strong negative association between work-life harmony and work-stress. That is, changes in one equation are closely correlated with changes in another (Zaheer, Islam, & Darakhshan, 2016). (N. P. Podsakoff, LePine, & LePine, 2007) also found the significantly negative association between the work stress and WLB. Work-related stress has impacts on job happiness, workplace effectiveness, mental and physical health, absenteeism and economic cost, greater impact on families which ultimately affect workforce performance. (Ross & Vasantha, 2014). Work-life balance has been defined as 'satisfaction and good functioning at work and at home with minimal tension. As such it is often characterized as' the absence of unreasonable amounts of stress between work and non-work demands. (Shankar & Bhatnagar, 2010)

Manzoor, Usman, & Naseem, (2011) have studied the Pakistan's university lecturers on job stress and job satisfaction and indicated that work is an essential part of life and that frustration with it has a detrimental impact on quality of life. (Winefield et al., 2003) researched Australian university faculty members and held focus groups on job stress. Among academic staff, they found higher tension than in general staff. Some workers said stress at work has an adverse effect on their personal and professional lives. (Bhatti, Hashmi, Raza, Shaikh, & Shafiq, 2011) studied job stress at the university faculty and concluded that task burden, position uncertainty, management role, success pressure, and interaction with others have been included in this workplace stress factors. The study shows that there is significant negative relationship between job stress and job satisfaction, and members of the faculty are not satisfied with wages.

A survey by (Sengupta & Sengupta, 2018) further reported that Indian workers rate as the top three causes of tension uncertain or inconsistent job requirements (40%), poor staffing (lack of support, unequal workload or group performance) (38%) and lack of work-life balance (38%). Furthermore, (Yusoff & Khan, 2013) Concluded the stressors involve homework program, management structure, partnership with others, assignment instability, achievement pressure and workload, low pay issues due to student and career conflicts, lack of physical help, academic problems, instructor self-efficiency novices, job results, amount of students in college, marital status and experience, confusion of job outcomes e.g. organizational commitment and jobs.

Moreover study has found that the effect of employee behavior on work-life balance was supported by (Kalleberg, 2009). (Winefield et al., 2003) found that academic job tension is high due to the disparity between job demands and sensitivity. As both time and focus are required, academic staff involved in research and teaching will generate a contrasting scenario. Tiredness, sleeping problem, and concentration are the symptoms found among lecturers. These are more visible when more workload is expected to attract external research funds. Education and adequate therapy failures contribute to the extent of stress at work when workers struggle to deal with difficult conditions (Jepson & Forrest, 2006). Work overload is one of the most demanding tasks that employees face today (Anderson & Pulich, 2001).

(Kyriacou, 1987) found that another stressor that influences well-being and success is favoritism. (Klockars, Ivković, & Habersfeld, 2007) stated that lack of administrative support leads to fatigue, burnout and work changes. (Billingsley, 2004) argued that stress happens to teachers as they try to hold more sessions, paperwork, and more documents to pay for themselves. (Imam, Qureshi, & Khan, 2011) The concluded that long hours of work owing to increased workload may have an inverse impact on workplace satisfaction as this condition interferes with one's wellbeing at work and at home. The inability to strike the right balance in terms of effort and compensation is strongly associated with the loss of task management and lack of energy to satisfy personal needs and dedication. The difference in both would often result in exhaustion, weak results and a diminished quality of life. (Goyal & Arora, 2012)

In comparison, when work management is tight, tight-demand workers don't automatically result in tension. Alternatively, feelings of accomplishment and success will occur when expectations for work and job management are strong. (Fernet, Guay, & Senécal, 2004). (Brymer, Perrewé, & Johns, 1991) Similarly, it concluded that stress management systems which offer employees greater control over their job responsibilities play an important role in reducing stress. As (Ryan & Deci, 2001) argued, the psychological impact of managing job demands helps to reduce tension and is related to feelings of well-being and happiness. On the other hand, where workers have autonomy and control over their work schedules, or the scope to choose specific working hours, this has a positive effect not only on work-life balance, but also on the health and well-being of workers. Research carried out by (Beauregard & Henry, 2009) indicates that those workers who were more positive to the initiatives of their employer to promote work-life balance have showed a much lower intention to leave the company, greater confidence in their institution, a tendency to suggest it as a place to work and greater overall job satisfaction. There is substantial evidence to conclude that neglect of loss of social care will contribute to poor health, whereas when it occurs it promotes wellbeing and acts as a shield against negative effects of stress. (Wainwright & Calnan, 2002). At the same time, career growth is a significant source of stress for university teachers, with the most challenging causes being the disparity between person aspirations and university aspirations that lead to delayed career advancement, loss of social support and weak working climate. (Ofoegbu & Nwadiani, 2006). It reported that teaching should be recognized as a technical occupation, and that teachers should be encouraged to tackle inspiration, happiness and stress-related problems among those in this profession (Pearson & Moomaw, 2005).

6. Conclusion

The study aimed to identify the impact of Workplace pressures and employees behavior impair the WLB of workers and also to identify internal and external factors affecting the WLB of workers in Karachi, Pakistan's Higher Education Institutes. The results have shown that employee behavior has positively significant effect on work-life balance in private sector higher education institutes. The results of

comparison parametric test showed that there is a statistically significant and positive difference of opinion between the faculty members of private and public sector higher education institutes in regards to the effect of employee behavior on work-life balance. Furthermore, the comparison results showed no difference of opinion between the faculty members of private and public sector higher education institutes in regards to the effect of workplace stress on work-life balance. The study collected 386 responses of faculty member working Karachi and analyzed the collected data using PLS-SEM technique. The study provides significant suggestions to the managers of the higher education providing institutes in Karachi. Besides contribution to the theoretical importance of WLB, the paper also had certain limitations on a demographical level and many other aspects which can be incorporated in future studies.

Improving workplace satisfaction will improve overall wellbeing and general well-being. It can also help improve their productivity, enthusiasm and overall job satisfaction, resulting in better organizational results. Businesses should help employees do their work. If your employee struggles to find the optimal balance between work and leisure, try these effective strategies for work-life balance. Firstly, Human Resource department of University must be in the best position to promote workplace support and strategies to minimize interrelated stressors and develop workers resilience. Secondly, a supervisor's help has been shown to be more relevant to work-related issues than family support, just as a spouse's encouragement is more likely to be helpful to personal life-related stress.

For that potential work-life stressors and employee well-being, it could be advised to use person-centered stress management strategies. Examples include offering relaxation / care exercise courses, facilitating wellness and delivering facilities, such as gymnasiums, supporting safe living and healthier food decisions, and advice. Because it has been seen that high stress levels rise in turnover and poor morale, colleges need to be mindful of the possibly negative consequences of stress at work.

Lastly, WLB rates today as one of the most important attributes of the workforce second only to wages, and workers who believe they have a better work-life balance tend to work more than staff that are overworked. These are some of the many ways by which managers can encourage work-life balance without jeopardizing productivity or efficiency at work.

7. Future Recommendations

Future studies must closely investigate the disparate impact on employee well-being of HRM activities, since only some of them can play a beneficial role in coping with stress. In either hand, the facilitation of work-family change and the maintenance of a supportive partnership environment should be considered by HR administrators, as both could lead to tension reduction and the goal to minimize turnover. In addition to building an organizational culture that encourages workers to operate confidently, they should consider concentrating their efforts on designing specialized services to facilitate expatriate family adaptation.

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