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The Interrelationship Of Work-Life Balance To Enhance Job Performance; A Case Study Of Female Principals In Education Sector Of District Charsadda, Khyber Pakhtunkhwa Pakistan

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Abstract

This study investigated the levels and relationships of emotional intelligence (EI), work-life balance (WLB), and job performance (JP) among female principals in Charsadda, Khyber Pakhtunkhwa, Pakistan, with an emphasis on how WLB influences JP. A quantitative approach, validated by a pilot study for the accuracy of [1]the research tool, used a culturally adapted 20-item questionnaire (10 items for WLB and 10 for JP). The sample consisted of 370 female principals (304 from government and 66 from private institutions) selected through Proportional Allocation and Stratified Random Sampling. Structural Equation Modeling (SEM) was applied to test hypotheses and identify key WLB factors that positively impact JP, such as enhancing training, engaging in family activities, managing elder care, and creating personalised WLB programs. Likewise, JP indicators showing strong links to WLB included task planning, knowledge enhancement, risk assessment, and flexibility in routines. Findings confirmed a significant relationship between WLB and JP, supporting career growth and institutional effectiveness. Though focused on Charsadda, results have broader applicability to similar educational contexts.

Keywords: *Work-life balance, job performance, enhancement, principals and interrelationship.*

Definition of the terms

Job performance is the effectiveness and efficiency with which an individual accomplishes their responsibilities, tasks, and goals, as measured by productivity, quality of work, and overall contribution to the organisation.

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Work-life balance is the harmonious integration of professional and personal life. It enables individuals to manage their work responsibilities while nurturing their physical, emotional, and social well-being, ultimately achieving equilibrium between work and personal life.

Introduction

This section presents a comprehensive review of relevant literature. It covers key work-life balance (WLB) and job performance (JP) concepts and explores the relationships among these variables. It concludes with a summary of the reviewed literature.

Statement of the Problem

There is a significant lack of research on the relationship between the WLB and JP of female principals and their capability to show steadiness in work and life, which is crucial for career advancement. Pakistan, with its unique cultural context in the subcontinent, places dual expectations on women to fulfil domestic duties while also meeting job requirements. This dual burden leaves little room for error or excuses at either level. Despite women's critical role in administrative positions, there has been insufficient research on the challenges they face, particularly those in leadership roles.

The 2017 Pakistan Statistical Census highlights the gender disparity in the labour force, with an economic activity rate of 52.44% for men compared to just 5.05% for women. This disparity indicates the cultural and societal barriers that prevent women from attaining top administrative positions. However, with increasing literacy rates and progressive shifts in societal attitudes, more women are given opportunities to lead, particularly in female-dominated sectors such as education.

This study focuses on female principals in Charsadda, a gradually developing district where the standard of living is improving. Charsadda is relatively remote compared to Peshawar, and women here have limited exposure to the broader world. Traditionally, women in this region are allowed by their male counterparts to pursue careers primarily in the education and health sectors. The education sector was selected for this research because it reflects the intersection of traditional family structures, such as the prevalence of joint families, with the demands of modern professional life.

These female leaders face the challenge of maintaining emotional balance while managing personal and professional responsibilities. They also experience increased social pressure associated with their family roles. This makes Charsadda an ideal setting for exploring how WLB and JP strategies can help these women navigate their complex roles. The study aims to provide insights that will benefit current institutional leaders and future female leaders who may face similar challenges.

Although previous studies, such as those by Naz and Malik (2019), Kalsoom and Kamal (2018), Bibi and Kazmi (2015), Haq et al. (2016), Ramdani et al. (2019), Naz et al. (2022), Hussain and Ali (2022), and Rasheed et al. (2023), have explored the relationship between WLB, and JP, there is a noticeable gap in research that simultaneously examines these two variables among female principals, particularly in the context of Charsadda, Khyber Pakhtunkhwa. This study aims to fill that gap by comprehensively analysing these interrelated factors in this specific geographical and cultural context.

Significance of the Study

This research provides valuable insights into the lives of female principals working in the education system of Charsadda. It focuses specifically on married, child-bearing women who hold leadership positions in both public and private institutions. The study captures these women's varied approaches to maintain their well-being, manage work-family conflicts, adapt to new situations, and fulfill their responsibilities as women and leaders.

The findings of this study highlight how Pakistani female principals balance their commitments to both their families and their careers. This information is critical for establishing in-service training programs for female principals, equipping them with the latest leadership trends and strategies to help them achieve their institutional goals. Additionally, the study's results will inspire educational policymakers and administrative authorities, particularly in the education sector, to better support female leaders.

The research also acknowledges and documents the innovative strategies and tactics that these female principals have adopted to maintain harmony between their homes, workplaces, and broader societal roles. It provides aspiring female principals with comprehensive training on the most recent methods of work-life balance, helping to prepare them for the challenges they will face in leadership roles.

The main goal of the present investigation is to raise awareness about the issues related to WLB and JP that these women encounter. It aims to educate the younger generation about the strategies these experienced leaders employ, hoping that future female principals in Charsadda, and more broadly in Khyber Pakhtunkhwa, will replicate these approaches in the education sector. The findings of this study are generalised to all public and private organisations in Pakistan, with particular relevance to those in Khyber Pakhtunkhwa.

Working women of Pakistan

Pakistan is among the countries with the lowest rates of female labour force participation worldwide, according to the World Bank research that Naz et al. (2017) quoted. Sarfraz and Khalid (2015) point out that juggling work and home duties is a significant struggle for both working and jobless Pakistani women. According to Batool et al. (2013), women who want to pursue specialised professions frequently face various challenges, such as socio-cultural hurdles, household and family responsibilities, a lack of professional assistance, inadequate facilities, and apathetic behavior at work and home.

In a critical study published in 2009, Faridi, Chaudhry, and Anwar examined how women's participation in the labor force in Pakistan affected economic development. The study found that women's family history, marital status, number of children, and level of education all significantly impact their engagement in the labor market.

Despite the country's growing female labour force, there is still little research on work-family conflict in Pakistan (Aycan et al., 2000). Traditional traditions frequently fail to help working women in underdeveloped nations like Pakistan as they attempt to balance job and home duties. In more traditional nations, these cultural and social conventions put additional pressure on women (Grünenfelder, 2013).

As covered in the earlier section, poverty, access to education, and socio-cultural shifts are significant reasons women enter the workforce. As modernization picks up speed, more Pakistani women are joining the workforce. According to Khalid (2017), several variables, including financial necessities, personal development, freedom, and access to education, encourage women to enter the labour industry.

In a nation like Pakistan, where the economy is challenging,the salary of a single individual is frequently insufficient to cover the rising cost of living in a country with difficult economic conditions like Pakistan. Because of this, more and more women are looking for paid employment in order to provide for their families (Hussain et al., 2012).

The rise of industry, the abandonment of agriculture, and changes in the economy and population have all boosted the number of women entering labour, especially mothers (Ullah, 2010). However, social, cultural, and religious barriers still prevent women from obtaining paid work. Women's participation in the labour force has been restricted by several challenges they have experienced since Pakistan's independence (Arif, Naveed &Aslam, 2017). Social connections and the division of labour are shaped by the collective self-identity, gender

considerations, and asymmetrical relationships that characterise Pakistani culture (Lyon, 2002; Saher, 2010).

Pakistani women encounter numerous obstacles in their job pursuits, discouraging them from entering the workforce. These difficulties include limited mobility, inflexible gender-role beliefs, specialised occupations, a deficiency of skills, and discrimination against women in the workplace by employers. Because of the patriarchal culture in Pakistan, women's chances are impacted by the gender gap that exists between men and women. Women's entrance to the workforce is further restricted by the anti-women labour participation culture and negative cultural limitations they frequently confront. Women's engagement in the labour market is significantly impacted by several factors, including societal standards, male-dominated professions, and demographic structures (Hussain et al., 2012).

Male household heads in such patriarchal societies frequently impose restrictions on women's freedom of movement and vehemently dissuade their daughters and husbands from entering fields where men predominate (Arif et al., 2017). Women face difficult obstacles as a result of these limitations, which are made worse by the biased way society views them.

Another field where gender differences are noticeable is education. Pakistan has one of the lowest gender equality education indices in the world since men are often given greater options to pursue higher education than women (Jamal, 2014). Cultural conventions, especially in traditional societies such as Pakistan, further limit women's mobility and employment opportunities.

Despite the constitution's guarantee of equal labor opportunities, conservative socio-cultural practices provide a substantial hurdle for women in Pakistan. These traditions shape women's choices in the workforce and frequently restrict their responsibilities to caring for the home and the family (Goksel, 2010). Women's contributions to the economy have increased, but their household duties continue to be their primary value (Saher et al., 2013).

Working women in Pakistan frequently experience extra difficulties since their families—especially their husbands—do not provide enough support. Working women experience more stress and work-family conflict due to this lack of support (Ansari, 2011). Unfortunately, sharing home responsibilities and assisting one's spouse are not usual behaviours in many situations (Saher et al., 2013). Because it frees them from the extra social responsibilities placed on them by the joint family system, the nuclear family structure is frequently viewed as more favourable to the professional development of working women (Saher et al., 2013), as their careers advance, working women tend to become more settled and content, even when they initially struggle to reconcile work and family life (Afzal et al., 2010).

Pakistani working women go beyond the house and struggle to the maximum level. Social norms frequently discourage women from working outside the home, and even in situations when a house-maid exists at home, inversely, women are expected to handle all household chores. Women who want to work outside the home typically face resistance from Pakistani society (Faiz, 2015).

For working women who have to balance many duties and obligations, this lack of support can cause a great deal of stress and anxiety. Consequently, it gets harder to balance job and family life, especially for married women (Gordon, Karen, & Berry, 2004).

Married working women in Pakistan face many difficulties as a result of work-family conflict. Women frequently experience a lack of support from family and society despite their financial efforts (Kamal et al., 2006). Nevertheless, looking at the optimistic side, Pakistani working women make substantial contributions to society and the economy. In addition to providing for their family, their involvement in the workforce improves the raising of their kids and advances social and economic advancement (Haddad, 1999).

According to Maqsood et al. (2017), there is a need for ongoing research on work-family conflict, especially in the education sector, where a significant proportion of women work. To raise female workers' productivity and efficiency, policymakers can create plans to lessen

stress and promote job satisfaction. Notwithstanding the obstacles, Pakistani working women prioritise parenthood over career advancement. They successfully juggle their obligations to their families and jobs, paying particular attention to their kids' needs at home (Saher et al., 2013).

Another study conducted by Karkoulian, S. (2016) revealed that the issues related to workers' personal side or even jobs would have an inverse impact on their work conduct directly. Disturbances in work also create problems among subordinates. Females with marital status have been shown to have prosperous relations with their partners, while those with pessimistic attitudes in their relationship effect adversely affect their mental state. An optimistic situation in the family relationship supports and grooms the organization. Working females are in contentious pressure to create a harmony between their personal life and job requirements because of the masculinity differences that exist in society. Pakistan, a developing nation with a high incidence of inflation, faces formidable economic obstacles that require many family members to work to support themselves. The nation has a low GDP and per capita income, and reduced subsidies, natural disasters, and inflation worsen poverty (Tarar & Pulla, 2014).

Work-life balance and job performance

Bird (2006), in his study, revealed that in the 1990's WLB was considered as one of the important matters for many people. There was no discrimination between any genders, whether male or female, married or unmarried; parents with children or parents with no kids were the victims of this problem. The consciousness for it enlarged, and the consequences were apparent. In those days, for employment decisions, the personnel used to decide for those organisations that had better organisational culture to tackle their job and personal life problems.

According to Lewis et al. (2007), in their research, highlighted that inconsistencies exist while sorting out problems related to work-life balance. In their findings, they concentrated on some reforms from the organizations own side that included performing work in small periods, condensed work routines, kids concern setups, online working, planning by self, leaves with payment and work distribution. Deliberate attempts were made to take time off from work (for maternity, paternity, and parental leave, but career breaks and sabbaticals), which was helpful in suitably bringing WLB. Another option which mainly was preferred was the condensed job time that results in a much better way.

In the words of Muchinsky (2004), work routines are a group of employees' conduct that can be observed, calculated and evaluated by obtaining the goals at the personal point. However, these goals should be aligned with the institutional objectives. While keeping this fact in mind, employee conduct is one of the predominant factors if the institution wants to excel and be in a top position. For this reason, it is assumed that the institution's victory or defeat for top positions desperately depends on the workers' conduct for work, especially his/her loyalty to that firm. In industrial and organizational psychology studies, it is well said that work conduct is another means for capability and persuasion (Pritchard, 2006). Simply, it can be restated whether the individual executes his/her work in a fine or an un-well manner. Therefore, work performance can be defined as the conduct focused on a particular work or observed as an acceptable measure by ultimate authority. The time allotted to any work is an important variable that explains the worth of the working association. With financial indecision, managerial reformation and enlargement in industry rivalry, firms are in requirement to reimage their structure base; more and more focus is given to rigid working routines with excellent work presentational skills and pledges. Issues have always arisen between workers and owners/managers, as the authorities demand a better presentation in work and assurance along with spending more time while working. It creates problems between workers and owners while performing their best and guards them from work hazards in the organization (Hughes & Bozionelos 2007).

In one of their study, Martinez et el (2019) conducted a survey among employees of personal firms, which especially focused on the interaction of various factors that affect firm and WLB strategies executed in different firms. The study results were that the industries with the services additionally provide WLB opportunities compared to production firms. It concentrated on the fact that whatever may be the firm's objective, it should strongly support WLB policies so that employees are job-satisfied. It highlighted that in personal business firms, these factors are ignored. Female workers are in demand for improvement in work-life balance policies. It is worthwhile to note that with the new generation and technology, firms are introducing and pushing it to adopt work-life strategies, but it is highly recommended also for personal-owned firms and businesses.

A study conducted by Sun (2019) especially in business owners belonging to hospitality management and tourists gatherings targeted to observe WLB. The study revealed that most single business owners shift towards larger businesses while maintaining in the same stream. They left their families in the urban areas and wanted to earn a a good living, which affected their emotions. According to the study, they are satisfied with harmonising their jobs and personal lives because of efficient personnel. Most of them have taken the help of their blood relations while giving key posts to them in management positions. According to them, it is not a job but a way of living. However, business owners who know how to execute things wisely can take more significant advantages than those working as subordinates for any business firm. The study by Sun (2019) also highlights the BMT "Boundary Management Tactics" for living adopted by various business owners while balancing their roles.

Holland (2019) conducted a study in hospitals targeting nurses as their respondents from an online research survey for it. It mainly focused on the organisation's policies related to job-related responsibilities, the worker's perception of well-being and the purpose of leaving the work, and High Involvement Work Practices (HIWPs). The main aim of HIWP is to eradicate pessimistic thoughts in an organised manner. More job responsibilities without proper planning is one of the unconstructive aspects of WLB. If the responsibilities are tackled smartly then the employees exhibit improved job conduct. Multiple systems are devised to examine job responsibilities given to workers, but official follow up is necessary by authorities. The study's results proved that efficient HIWP will be fruitful in managing WLB in these fields.

Objectives of the study

The objectives of the current study are as follows:

1. To determine if work-life balance has a positive impact on job performance.
2. To analyse how maintaining work-life balance can positively influence job performance.
3. To investigate whether there is evidence of a negative impact of work-life balance on job performance.
4. To explore the potential inverse effects of work-life balance on job performance.
5. To examine employees' perceptions of the relationship between work-life balance and job performance.

Research questions

This study highlights the following questions:

1. Does work-life balance have a positive impact on job performance?
2. How does maintaining a work-life balance influence job performance positively?
3. Is there evidence to suggest that work-life balance can negatively affect job performance?
4. In what ways might work-life balance inversely impact job performance?
5. How do employees perceive the relationship between work-life balance and job performance?

Hypothesis
The current research focuses on the following hypotheses;
H1: Work-life balance positively impacts job performance.
H2: Work-life balance also has an inverse relationship with job performance.

Conceptual framework of the study
This study is based on the following theories;

Conservation of Resources (COR) Theory by Leon Hobfoll (1989)
According to the COR speculation, humans work hard to get, hold onto, and safeguard resources (such as time, energy, and distinctive personal traits). Pressure arises when these resources are threatened, lost, or insufficient to meet demands. The theory emphasises the importance of resource management for well-being and performance.

Application to the Research:

- **Resource Management in Work-Life Balance:** Female principals face significant demands on their time and energy at work and home. Those with higher EI are more likely to manage their resources effectively by setting priorities, delegating tasks, and seeking social support. This helps reduce stress and maintain a balance between their professional and personal lives.
- **Preventing Burnout:** By effectively managing their resources, principals can avoid burnout, crucial for sustaining high job performance over time. Conserving and optimising resources like emotional resilience, time management, and social support systems is key to thriving in their dual roles.

Job Demands-Resources (JD-R) Model by Arnold Bakker and Carla Demerouti (2006):
According to the JD-R model, every job contains resources (features that aid in accomplishing work goals, reduce job-related demands, and foster personal growth) and demands (aspects that require effort and are subsequently associated with certain prices). The balance between these demands and available resources determines job performance and well-being.

Application to the Research:

- **Balancing Demands and Resources:** Female principals experience high job demands, such as managing institutions, dealing with staff, and handling administrative tasks while also managing their personal lives. The JD-R model can help explain how they use emotional intelligence as a resource to balance these demands. For example, effective stress management (an EI component) can reduce the negative impact of job demands on their personal lives, leading to better work-life balance.
- **Enhancing Resources:** Resources like emotional support from colleagues, professional development opportunities, and personal resilience (enhanced by EI) contribute to better job performance. The JD-R model suggests that female principals can better meet job demands by increasing these resources without compromising their personal lives.

Rephrased Version

Methodology
This study explored the relationship between work-life balance (WLB) and job performance (JP) among female principals serving in leadership roles at educational institutions in the Charsadda district, Khyber Pakhtunkhwa, Pakistan. A quantitative research design was employed to analyse numerical data objectively and to facilitate the examination of

relationships between variables across a large sample size. This approach provided robust statistical evidence for drawing valid conclusions.

Sample and Distribution

The sample selection was conducted in two stages to ensure a representative and statistically robust dataset:

1. **Stratified Random Sampling**
   Stratified random sampling was utilised to include both public and private institutions proportionately. This method categorises the population into strata based on shared characteristics, from which samples are randomly selected. Steven (2012) states that "stratified random sampling involves grouping the population into strata based on similar attributes, followed by proportional or disproportionate sampling within each stratum." The following formula was applied:
   $$nh=(Nh\times n)/n$$
2. **Proportionate Allocation of Sample**
   To ensure an accurate representation of subgroups, proportionate stratified sampling was employed. As Chen and Tse (2001) described, "this method ensures that the sample size of each subgroup aligns with its proportion in the overall population." The following formula was used:
   $$Nh = (N_h / N) * n.$$

Population and Sample Size

- **Total Population**: 2,615 (2,225 from public schools; 390 from private schools)
- **Total Sample**: 370 respondents (304 from public schools; 66 from private schools)

Work-Life Balance (WLB) Scale

The study employed the Work-Life Balance scale developed by Khurram and Ibrahim (2014), a validated tool tailored to Pakistan's socio-cultural context. The original scale evaluates various WLB strategies, including workplace rigidity, job demands, and family circumstances. Ten items most relevant to the research objectives were selected from the original questionnaire. Permission to use and modify the scale was formally obtained from its developers.

Individual Work Performance Questionnaire (IWPQ)

The Individual Work Performance Questionnaire, developed by Koopmans et al. (2013), assessed job performance. This validated scale consists of 18 items across three dimensions: task performance, contextual performance, and counterproductive work behaviour. For this study, 10 items were selected, focusing on dimensions such as adaptive performance and counterproductive work behaviours. Permission to use this scale was obtained via email from its original authors.

Reliability Analysis

The internal consistency of the scales was measured using Cronbach's alpha.

- **WLB Scale**: Cronbach's alpha = 0.7 (acceptable reliability)
- **JP Scale**: Cronbach's alpha = 0.8 (strong reliability)

These reliability measures align with the threshold of 0.7 or higher, as proposed by Gardner and Stough (2002).

Table 1: Coefficient of Reliability (Cronbach's Alpha)

Instrument	No. of Items	Alpha Coefficient
WLB	10	0.7
JP	10	0.8

Procedure

The study employed Partial Least Square Structural Equation Modeling (PLS-SEM) to test hypotheses and model relationships between WLB and JP. This technique integrates regression, factor, and correlation analysis to uncover complex inter-variable dynamics.

- **Regression Analysis**: Assessed the relationship between WLB (independent variable) and JP (dependent variable).
- **Factor Analysis**: Explored underlying dimensions such as socioeconomic factors, emotional dynamics, and job-related influences.
- **Correlation**: Examined the degree of association between WLB and JP.

SPSS (version 23) generated descriptive and inferential statistics, including means, standard deviations, and correlation coefficients.

Justification for Methodology

The IWPQ and WLB scales combined allowed for a comprehensive analysis of how WLB affects JP among female principals. This dual-scale approach offered insights into leadership development and organisational effectiveness while addressing challenges specific to educational leadership.

The use of PLS-SEM provided a rigorous framework for examining the intricate interplay between WLB and JP, offering meaningful conclusions about strategies female leaders employ to effectively balance professional and personal roles.

Significance of Findings

The data analysis tools, including SPSS version 23, were used to generate descriptive statistics (such as mean scores and standard deviations) and inferential statistics. These analyses helped identify the most dominant factors influencing how female principals plan their work, create work-life balance, excel in their roles, and capitalise on promotional opportunities.

The procedure was designed to gauge the feelings and strategies adopted by female leaders accurately to create work-life balance and excel in their professional fields. PLS-SEM provided a vigorous structure for understanding the complex interactions among WLB and JP. This approach allowed the researcher to draw meaningful conclusions about the strategies female principals in Charsadda, Khyber Pakhtunkhwa, employ to manage their dual roles effectively and identify key areas for future research and practical application.

By combining these analytical techniques, the study offered an inclusive investigation of the factors that contribute to successful leadership in educational settings, with a particular focus on the unique challenges female principals face. This methodological approach ensures that the findings are statistically significant and practically relevant, providing valuable insights for educational policymakers, administrators, and future researchers.

Results and data analysis

This portion focuses on the presentation, arrangement, tabulation, and analysis of the collected data. It provides a statistical interpretation of the results and highlights key findings from the data analysis.

WLB and JP Scale Item Findings

Data was collected from 370 principals through a questionnaire, and the strong association construct with its indicators is discussed for a quick review.

Findings from Work-Life Balance Scale

WLB (3): WLB in organizations is customised to individual needs.
Interpretation: Most respondents believe that their organisations attempt to customise work-life balance according to individual needs, with 96% agreeing or strongly agreeing. Specifically, 1% disagreed, 1% were neutral, 56% agreed, and 40% strongly agreed. This reflects positively on the establishments' compliance to their subordinates' exact necessities.

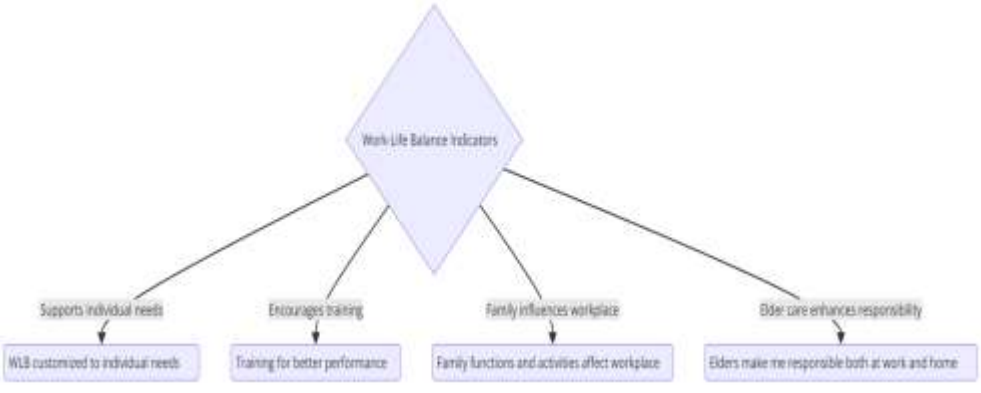
WLB (5): Training is given to perform well.
Interpretation: The findings indicate that 95% of the respondents agree or strongly agree that they receive adequate training to perform well in their roles, which contributes to their work-life balance. Specifically, 54% agreed, and 41% strongly agreed. Only a small fraction (3%) disagreed or were neutral, underscoring the importance of training in enabling effective job performance.

WLB (7): Functions and other activities at family affect the work at the workplace.
Interpretation: A momentous segment of respondents (95%) either strongly disagree or disagree with the statement, indicating that they do not believe family functions negatively impact their work performance. Specifically, 41% strongly disagree, 54% disagree, 2% are neutral, and only 2% agree or strongly agree. This suggests that most principals can compartmentalize family activities and work responsibilities effectively.

WLB (10): Dependent elders make me more responsible in my family and at the workplace.

Interpretation: Most respondents (97%) either strongly disagree or disagree that having dependent elders increases their responsibility at work, with 41% strongly disagreeing and 56% disagreeing. Only 2% agreed, and 2% were neutral. This suggests that caring for dependent elders is seen more as a personal challenge rather than something that enhances their professional responsibilities.

Figure 1: Work-Life Balance Strong Indicators



Outline of the Work-Life Balance (WLB) Findings
The Work-Life Balance (WLB) scale analysis reveals that female principals in Charsadda generally perceive their professional roles as integral to their whole living contentment, and they believe that work-life balance strategies should be customised to individual needs. For convenience and an instant glance, it is also shown diagrammatically. However, a notable

perception is that the responsibility for achieving work-life balance falls more on the individual than the organization. Family commitments are prioritised highly, and there is a clear recognition of the disruption caused by taking work home. The results emphasise the significance of family unit support in helping these principals manage their responsibilities effectively.

Findings from the Job Performance Scale

Scale Item Results Interpretation

JP (1): I remembered the work result I needed to achieve.

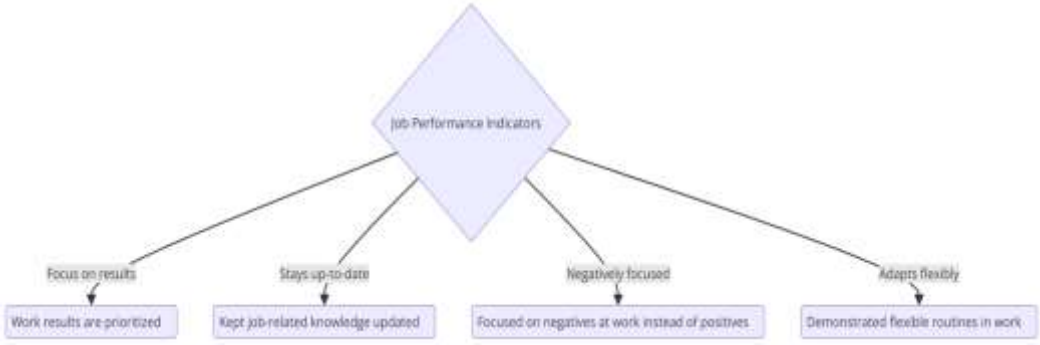
Interpretation: The majority of respondents (95%) either often or always consider the desired work results. Specifically, 41% of principals always consider their goals, while 54% do so often. Only 3% rarely or occasionally keep their goals in focus, suggesting that most principals are consistently goal-oriented in their work.

JP (4): I worked on keeping my job-related knowledge up-to-date.
Interpretation: A substantial majority (97%) of principals work on keeping their occupational awareness more advanced, with 56% often and 41% always doing so. Only a small fraction (3%) of respondents sometimes or rarely update their job-related knowledge, indicating a commitment to continuous learning and development among most participants.

JP (8): I focused on the negative aspects of situations at work instead of the positive aspects.
Interpretation: A large majority (97%) of respondents either seldom or rarely focus on the pessimistic features of job situations, with 41% seldom and 56% rarely doing so. Only tiny percentages (3%) often or constantly focus on the negative, suggesting that most principals maintain a positive and solution-oriented attitude at work.

JP (10): I have demonstrated flexible routines in my work.
Interpretation: Most respondents (95%) either seldom or rarely demonstrate flexible routines, with 41% seldom and 54% rarely doing so. Only a tiny portion (4%) indicated they often or sometimes demonstrate flexibility, suggesting that while some flexibility exists, it may not be a predominant practice among the principals.

Figure 2: Job Performance Strong Indicators:



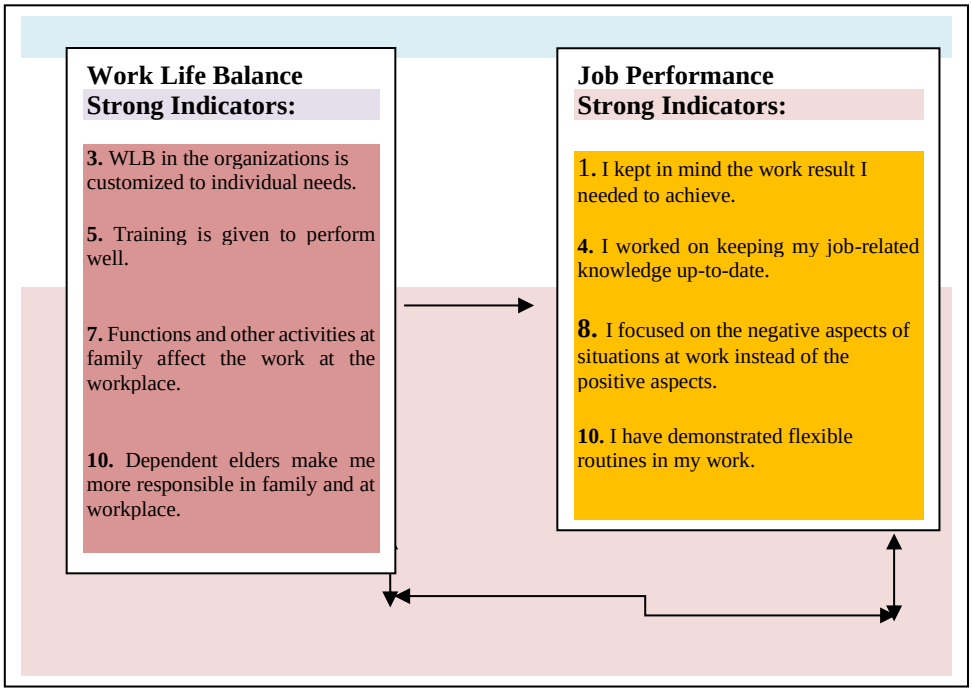
Outline of the Job Performance (JP) Findings

The Job Performance (JP) scale findings indicate that female principals in Charsadda generally exhibit strong job performance behaviours. It is also shown diagrammatically in Figure 2. Most principals consistently focus on achieving desired outcomes, managing their time effectively, setting priorities, and engaging in continuous professional development. They are also highly engaged in meetings and consultations, willingly take on extra responsibilities, and seek new challenges. Additionally, they maintain a positive outlook at work, rarely focusing on negative aspects or complaining about minor issues. However, there seems to be less emphasis on flexibility in work routines, which could be an area for further exploration.

Results and discussion

This section provides a thorough presentation and analysis of the results obtained from a careful and detailed data analysis process. The summarised findings are organised into tables for a clear overview, followed by a comprehensive discussion that explores the complexities of these results. The extensive data set collected via a carefully designed questionnaire was rigorously analysed using the PLS-SEM (Partial Least Square - Structural Equation Modeling) method to achieve the research objectives. This technique allows for a detailed examination of the complex relationships within the data. The SEM model is given below

Figure 3: Graphical Presentation Of SEM



Measurement model

To thoroughly evaluate the measurement models, a confirmatory factor analysis (CFA) was expertly applied using the advanced capabilities of Smart PLS4. The primary purpose of the CFA was to examine the validity of the proposed measurement constructs. This analysis meticulously assessed the reliability and validity of each item within the multi-dimensional construct. Initially, a comprehensive set of 10 items was included, strategically representing

the two key factors. Each item within the construct was rated using a 5-point Likert scale, a strategic approach that facilitated the development of a model capable of addressing the data's inherent complexities. Evaluating the measurement model assesses the robustness of the constructs being studied. The evaluation starts with a review of both construct reliability and validity to determine the quality criteria.

Assessment of Reliability

In research, evaluating reliability is crucial for determining the robustness and consistency of questionnaires used. One of the most recognized methods for this purpose is Cronbach's Alpha, which measures a construct's internal consistency. Composite reliability has recently become a popular method for assessing construct validity.

According to Daud et al. [79] and Haji-Othman et al. [83], both Cronbach's Alpha and composite reliability should ideally exceed the threshold of 0.60 to be considered acceptable. These benchmarks serve as critical indicators of the reliability of the instruments used in the research.

The following reliability analysis table presents the computed values for Cronbach's Alpha and composite reliability. Notably, all computed values exceed the 0.60 threshold, confirming the high reliability of all constructs. This underscores the consistency and dependability of the instruments used.

The table encapsulates the comprehensive findings of the reliability analysis, reinforcing the notion that the research instruments have demonstrated a commendable level of reliability. This validates the scholarly rigour applied to ensuring the integrity and consistency of the data collection process.

Table 2: Construct Reliability analysis (Cronbach's alpha, Composite reliability)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Work life balance	0.735	0.842	0.834
Job performance	0.773	0.839	0.854

The reliability and validity metrics for the constructs in your Structural Equation Model (SEM) are robust and indicate good internal consistency and reliability. For Work-Life Balance has a Cronbach's alpha of 0.735, composite reliability (rho_a) of 0.842, and composite reliability (rho_c) of 0.834, confirming the reliability and internal consistency of this construct as well. Similarly for Job Performance, Cronbach's alpha is 0.773, composite reliability (rho_a) is 0.839, and composite reliability (rho_c) is 0.854, again showing strong reliability and internal consistency.

Additionally, the factor loadings for the items associated with each construct were generally satisfying the threshold criteria, with most loadings being above 0.5. Specifically, items for Job Performance, and Work-Life Balance exhibited loadings that were moderate to high, indicating that the items are good indicators of their respective constructs.

Ensuring Validity of Constructs

Construct validity ensures that the concepts studied in research accurately reflect the theoretical ideas they are based on. This involves verifying that the measurements obtained through research tools align with the theories being tested. Validity is demonstrated when test results accurately predict the theorized traits. Two key aspects are examined within construct validity:

discriminant and convergent validity. This study has established concept and discriminant validity through analysis, and this section will explore the specifics of convergent and discriminant validity.

Establishing Convergent Validity

The primary focus is on confirming convergent validity among the constructs. This validation process begins with calculating the Average Variance Extracted (AVE) through the factor loadings of each construct. This statistical approach is crucial for confirming convergent validity.

Convergent validity is achieved when each element within the constructs shows significant interconnections with all other constructs. In this study, convergent validity is ensured by verifying that the AVE for each construct is at least 0.50, by the recommendation by Haji-Othman et al. [83].

Table 3: Average variance extracted (AVE)

	Average variance extracted (AVE)
Work-life balance	0.583
Job performance	0.605

The Average Variance Extracted (AVE) values provided offer valuable insights into the convergent validity of the constructs in this study. AVE assesses the degree to which a construct's indicators capture more variance than what is attributable to measurement error. In general, all constructs exhibit robust convergent validity. Job Performance has an AVE value of 0.605, and Work-Life Balance has an AVE value of 0.583, demonstrating strong convergent validity. These values suggest that the constructs are reliable and valid representations of the underlying concepts in this study.

Heterotrait-Monotrait Ratio (HTMT)

The Heterotrait-Monotrait Ratio (HTMT) is a modern method used to assess discriminant validity, which ensures that constructs that are supposed to be distinct are indeed different. HTMT is particularly useful in structural equation modelling as it compares the correlations between constructs. The HTMT ratio is calculated by dividing the average of the heterotrait-heteromethod correlations (correlations between different constructs) by the monotrait-heteromethod correlations (correlations within the same construct). For discriminant validity to be established, the HTMT value should be below the threshold of 0.85 for conceptually distinct constructs or below 0.90 in more lenient cases. This ensures that the constructs are not too highly correlated, confirming their distinctiveness.

Table 3: Heterotrait-Monotrait Ratio (Htmt)

	Heterotrait-monotrait ratio (HTMT)
Work-life balance <-> Job performance	0.450

The HTMT values for both constructs are well below the threshold of 0.85, indicating strong discriminant validity. Specifically, the HTMT value of 0.450 between Job Performance and WLB suggests that these constructs are distinct and not overly correlated. This score confirms that these constructs are distinct from each other. These results imply that the constructs of Job Performance and Work-Life Balance effectively capture different underlying concepts, providing confidence in the discriminant validity of the model. This supports the conclusion

that the constructs are reliable, valid, and distinct, ensuring a vigorous structural equation model.

Additionally, the Variance Inflation Factor (VIF) values for all constructs were examined and found to be satisfactory, indicating that multicollinearity is not a concern in this model. The acceptable VIF values further validate the robustness of the constructs, ensuring that the indicators for Job Performance and Work-Life Balance are distinct and not excessively correlated. This comprehensive assessment confirms that this study's constructs are reliable and valid.

H 1 & 2: A positive correlation exists between work-life balance and job performance.

Findings: The results strongly support the third hypothesis, positing a positive correlation between work-life balance and job performance. Latent scores for the work-life balance and job performance constructs were obtained from the measurement model. A correlation test was then performed using a T-test to determine the relationship between these two constructs.

The Pearson correlation coefficient between work-life balance and job performance is 0.984. This indicates a robust positive correlation, suggesting that job performance also improves significantly as work-life balance improves. The significance (2-tailed) value is 0.000, indicating that this correlation is statistically significant at the 0.01 level. This implies that the likelihood of observing this correlation by random chance is extremely low, providing strong evidence for the positive relationship between work-life balance and job performance.

The sample size for this analysis was 370, which provides a robust basis for these findings. The high correlation coefficient and the significant P-value confirm a strong, positive, and statistically significant relationship between work-life balance and job performance.

In conclusion, the results robustly support the hypothesis that work-life balance positively correlates with job performance. This means that individuals who maintain a better balance between their work and personal lives will likely perform better in their job roles.

Conclusion for the scale items findings

The investigation of the statistics highlights the importance of these factors in helping female principals manage their dual part at job and at residence, too. The findings present priceless insights into the key elements that add to their ability to balance these responsibilities and succeed in their leadership roles. The findings of this study can be utilised to inform training agendas and guidelines aimed at supporting female leaders in educational institutions. Following the interpretation of the results, the researcher delivers the data analysis about the study's hypotheses. The section would then continue with a more detailed discussion of each finding and its implications for the study's overall objectives, followed by recommendations based on the statistical examination.

Testing of Hypothesis for the scale items findings

The data was further analysed to test the hypotheses proposed in the study. The results of the hypothesis testing would include statistical analyses such as correlation, regression, or SEM (Structural Equation Modeling) to explore the relationships between EI, WLB, and JP.

The analysis would show whether the hypotheses are supported by the data, for example:

H1 and H2: A positive correlation exists between work-life balance and job performance.

Result: Supported (e.g., $r = 0.7$, $p < 0.01$), showing that maintaining a good work-life balance is associated with improved job performance.

Review of the scale items ' findings

- **Work-Life Balance (WLB)**: The responses indicate how well the principals manage their professional responsibilities alongside their personal lives. The data shows varied

levels of work-life balance, with some respondents struggling to maintain a balance due to the load of their multiple roles.

- **Job Performance (JP)**: The principals rated their JP positively, correlating high and effective work-life balance with their ability to perform well in their leadership roles.

Testing of Hypothesis for the scale items findings

The study tested three hypotheses, all supported by the data, confirming substantial correlations between the variables under investigation.

H1: Work-life balance positively impacts job performance:

The Pearson Correlation Coefficient, which measures the strength and direction of a linear relationship between two variables, indicated a high degree of significance between WLB and JP, with a significance level of Sig. < 0.000. This finding is statistically significant and is supported by studies conducted by Yousaf and Luthans (2007) and Hussain and Ali (2022), which also explored the positive correlation among WLB, JP, and EI.

H2: Work-life balance also has an inverse relationship with job performance:

The Pearson Correlation Coefficient was used to test this hypothesis, revealing a high degree of significance between WLB and JP, with a significance level of less than 0.000. This supports the hypothesis that employees who maintain a better work-life balance tend to perform better in their jobs. Rahman and Khan's (2022) study also confirmed this relationship, further validating the current study's findings.

Table 3: Correlation between Work-Life Balance and Job Performance

Correlations	Job Performance	Work-Life Balance
Job Performance	Pearson Correlation	1
	Sig. (2-tailed)	.000
	N	370
Work-Life Balance	Pearson Correlation	.984**
	Sig. (2-tailed)	
	N	370

The table above provides data on the relationship between job performance and work-life balance, with a Pearson Correlation Coefficient of 0.984 indicating a strong positive association between the two variables. This finding aligns with Koubova and Buchko's (2013) research, which highlighted the critical role of emotional intelligence in shaping work-life balance and its impact on both professional and personal environments.

Conclusion

A conclusion is the fusion of significant viewpoints and the findings in research for the reader. The conclusion of the current study is drawn based on its objectives, findings, and hypotheses. This study specifically investigates the relationship between work-life balance and job performance and enhances (JP) of female principals in the education sector, focusing on the district of Charsadda in Khyber Pakhtunkhwa, Pakistan. The objectives were to assess the association between WLB and JP among women principals in higher-level management roles. The current research utilised a quantitative approach, specifically employing Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyse the relationships among WLB and JP among female principals in Charsadda, Khyber Pakhtunkhwa, Pakistan. This region,

characterised by its unique and diverse culture within the subcontinent, specifically focused on female leaders in the educational sector. These leaders, who are at the helm of public and private institutions, were chosen as the sample population due to their roles in managing educational institutions, reflecting the broader societal norms and challenges they face.

Data collection captured various aspects of these female leaders' experiences through a structured questionnaire. As an unbiased researcher, it was anticipated that there might be differences in the relationships between WLB and JP. However, the results consistently showed strong associations among these variables, underscoring the critical role of a male-dominated society like Pakistan and influencing the WLB strategies and JP traits among female leaders. The study identified the WLB indicators most strongly correlated with JP. These included:

- Improving training
- Moderately engaging in family and other activities
- Wisely managing elder dependency
- Creating personalised work-life balance programs

Similarly, the study examined the JP indicators that showed strong correlations with WLB, which included:

- Anticipating the outcomes of tasks before starting
- Increasing knowledge
- Assessing risks in advance
- Exhibiting flexible work routines

These indicators underline the significance of WLB and JP by enhancing them and enabling female principals to navigate the complexities of their roles more effectively.

Summary

A summary of research is a concise outline of the study to give an idea about its important points, methods adopted and conclusion of the research. This research utilised a quantitative approach to evaluate the work-life balance (WLB) levels and job performance (JP) among female principals in the education sector, specifically in Charsadda district, Khyber Pakhtunkhwa, Pakistan. The primary objective was to explore the relationship between work-life balance and job performance. Data was collected through a questionnaire containing 20 questions drawn from three standardised scales. The sample was selected using the Proportional Allocation Rule alongside Stratified Random Sampling, resulting in 370 female principals—304 from government institutions and 66 from private institutions. The study tested relevant hypotheses and used Structural Equation Modeling (SEM) to analyse the relationships among the research variables.

The results of this study underscore the significant relationships between WLB and JP among female principals in Charsadda. The PLS-SEM analysis was instrumental in deriving reliable conclusions, demonstrating robust structural links between the observable and latent variables. SEM was chosen for this study because it effectively combines path and factor analysis strengths, making it a powerful tool for estimating relationships among multiple variables in a single analysis.

In light of this conversation, the current study was an attempt to gather comprehensive data by selecting a sample from the education sector that included both female higher secondary schools and female colleges. SEM was used as an effective data analysis tool to provide more accurate findings and interpretation. The areas that require attention are creating validated measures for WLB and JP in the context of Pakistani culture, researching current policies in light of futuristic technology, and developing developmental programs for focusing on these factors of employees of various organisations, both public and private.

In short, the findings indicate that these factors play a pivotal role in enhancing WLB and JP. These insights are particularly valuable for educational institutions aiming to support female leaders in their professional development and personal well-being within the broader context

of a male-dominated society. The study's conclusions contribute to understanding how WLB can be leveraged to improve JP, offering a framework for future research and practical applications in similar cultural contexts.

Delimitations of the study

Delimitation in research defines the specific boundaries and limitations of any study. It mainly focuses on what will be excluded or included within the range of analysis. The limitations were restricted to the topic, and the researcher made the following delimitations:

1. **Composition and size of the sample:** The current research focused on a particular sample of institutional heads within the educational sector, which limits the extent to which findings may be generalised in the other organisational settings.
2. **Geographical Scope:** The current study was conducted in geographical regions with distinct characteristics; therefore, the results may be considerable to other educational institutions with similar cultural, organizational, and institutional setups but may not present socio-cultural differences throughout the region.
3. **Methods of Data Collection:** The study adopted a questionnaire as the significant method of data collection as the respondent's number was too large to be accessed and covered by a qualitative methodological approach. This method has its advantages as it provides accurate data, objectivity in the results, coverage of significant responses and sample size and sometimes lack of personal contact by the researcher by online means. Substitute ways, i.e. observation and interview methods, would have been used along with it to grab information from other angles of the concerned topic, but a huge sample size was the huddle.
4. **Resources Constraint:** The researcher faced resource constraints since resources are scarce and means are unlimited; time, finance, and accessibility were the huddles that were a challenge for the execution of the study and the collection of data. It was also observed that comprehensive studies would have required more time limits and would not have been able to detain sequential modifications and developments.
5. **Selection of Variables:** This research targeted only three variables, WLB and JP, as objectives, and the hypothesis concentrated on these. Some other related sides were not explored since the researcher faced challenges in resource mobilization. Pakistan is a developing country, and the individual per capita income is low, making it difficult to support the finances and deal with other limitations of the study.
6. **Exterior Features:** Some of the features that were covered during the study's execution were demographic, educational, and psychological approaches. The features that were not straight away integrated into the plans of the current research study were political, technological, social market competition, and economic. These features would have been responsible for influencing the thoughtfulness and claims of the research conclusion to some extent.
7. **Design of the Study:** This study used a cross-sectional design that focused on acquiring information at a particular time period. The current research will show limitations regarding changes that took place during that time, as these changes may cause other factors to progress or retreat.

It is crucial to acknowledge the valuable insights and recommendations this study has offered, as well as the way it has addressed the delimitations set for exploring the topic. Despite these boundaries, the study significantly contributes to our understanding of WLB and JP among institutional heads in the education sector. The findings and suggestions presented in this research lay a strong foundation for further investigation and provide practical guidance for future administrators and policymakers in developing effective strategies to improve headship and overall presentation within instructional institutions.

Suggestions and recommendations

1. With respect to WLB, it is also recommended that institutions should be determined to serve the policies and sentiments related to WLB, and it, in turn, should target individual needs and stress coping strategies, especially in the public sector. Moreover, special instructional programmes should be scheduled for public institutional heads. Additionally, measures to minimise the disturbances caused by official work at home should be avoided by institutional heads to create a prosperous environment at all levels.
2. It was also recommended during the study that job routines should be improved and progress should be made from all sides, i.e., time limits, delegation of work, clear communication, doing first what is important, and taking short breaks when needed. Nurturing energetic partaking activities related to sessions, summits, conferences, meetings, workshops and conventions should be encouraged for participation.
3. Both communal and public institutional sectors should address the attempt to search for innovative agreements and take on additional responsibility. Plans for keeping up good spirits while minimizing work criticism are also suggested. Finally, organisations need to nurture habits of flexible work schedules among all the heads if overall job performance and output are to be improved.

Practical implications

By integrating advanced statistical techniques with validated research tools, this study sheds light on critical factors contributing to the success of female educational leaders in Pakistan. The findings are relevant to policymakers, administrators, and researchers, offering actionable recommendations to improve leadership practices, employee well-being, and institutional outcomes.

Conducting comprehensive research on this topic is vital to equip working-age women with the insights needed to excel as leaders. Exploring how Pakistani women balance work-life demands and job performance strategies in managing professional and household responsibilities is pivotal. Such research will serve as a benchmark for aspiring female principals aiming to enter professional settings locally and nationally. These principals can enhance their leadership capabilities by fostering emotional intelligence, improving school performance. This enhancement benefits the principals personally and leads to improved educational achievements for students and fosters a more supportive and positive environment for staff.

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