

DO WORK-LIFE BALANCE AND CAREER DEVELOPMENT SIGNIFICANTLY AFFECT THE PERFORMANCE OF MARRIED WOMEN EMPLOYEES? A PERCEPTUAL AND QUANTITATIVE ANALYSIS OF WOMEN ACADEMICS

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Abstract

The objective of this study is to explore how work-life balance and career development influence the performance of married women lecturers at Flores University. Quantitative methodologies were implemented in the present research. Quantitative data was collected via surveys. The sample size for this study was 51 married women lecturers. Work-Life Balance substantially impacts Work Performance ($\beta = 0.367$, $p < 0.001$), Career Development exerts the most pronounced effect on Work Performance ($\beta = 0.468$, $p < 0.001$), and Work-Life Balance favorably affects Career Development ($\beta = 0.389$, $p < 0.001$). The R Square accounts for 32.1% of the variance in Work Performance.

Keywords: Work-Life Balance; Career Development; Work Performance; Lecturers, Women

INTRODUCTION

The efficacy of lecturers significantly impacts students' overall academic and personal development, along with the quality of education they get. The performance of lecturers considerably influences student learning in several ways. Well-prepared, knowledgeable, and skilled lecturers can effectively communicate complex concepts in an entertaining manner, facilitating student comprehension and retention of the subject. Secondly, instructors who exhibit enthusiasm and engagement may inspire and urge students to actively participate in class, pose inquiries, and seek further study in the subject. Moreover, effective education enhances students' comprehension of critical concepts and their performance on assessments, so fostering academic success. Favorable interactions with lecturers can enhance students' confidence and motivation, subsequently fostering a more favorable disposition towards learning and an eagerness to engage with tough content. Moreover, instructors who assist students in cultivating critical thinking and problem-solving skills facilitate the development of these fundamental competencies, crucial for their academic and professional achievement. The information and skills obtained through quality instruction may profoundly influence students' future educational and career prospects.

Lecturer performance assessment refers to the process of evaluating the quality and contributions of a lecturer's work in both administrative and academic responsibilities. This evaluation encompasses several topics, including teaching, which involves lesson plan preparation, the application of effective teaching strategies, student interaction, and the clear communication of information. Subsequently, the research activities undertaken included the publication of scientific articles, participation in conferences, and contributions to the body of knowledge within their respective fields. Community service encompasses activities such as training, seminars, or collaborative community initiatives that require the lecturer's dedication to the community. In an academic environment, lecturers are required to engage in management activities, including serving on committees, supervising study plans, or undertaking various administrative responsibilities.

The objectives of evaluating lecturer performance include enhancing the quality of teaching, ensuring that instructors meet established expectations, and providing constructive feedback for professional development. As a result, lecturers find themselves overwhelmed by the demands placed upon them. The objective of this study is to explore how career growth and work-life balance influence the performance of married women lecturers at Flores University.

Flores University is one of the private universities located in East Nusa Tenggara (NTT). This campus was established to provide higher education in the Flores region and beyond. Flores University was established by the Flores Higher Education Foundation (Yapertif) on July 19, 1980. Community and educational leaders in Flores established Yapertif to improve education in the NTT region, specifically in Flores. Flores University currently offers 17 study programs. Among the 215 lecturers, 102 are women who are married. The results of ten interviews with women lecturers indicate that women at the University of Flores face challenges in achieving a work-life balance, especially in managing their time across teaching, research, community service (the tri dharma of higher education), and family responsibilities. Women often face dual responsibilities within the social context. This imbalance adversely affects performance and productivity, often leading to stress and exhaustion. Career development programs are essential for enhancing lecturer performance. Some lecturers encounter considerable obstacles in their career advancement, such as a high volume of on-campus teaching, financial and temporal limitations, inadequate compensation, and restricted access to professional networks.

Work-life balance refers to the extent to which individuals can be equally engaged and satisfied with their roles both inside and outside of their workplace (Filippi et al., 2024; Jayasingam et al., 2023). To achieve a balance that fosters happiness and contentment in their professional responsibilities, employees maintain lives outside of work, encompassing social and familial engagements, alongside their work commitments.

Research conducted by (Huo & Jiang, 2023; Isa & Indrayati, 2023; Johnston et al., 2023; Lott & Wöhrmann, 2023; Martineau & Trottier, 2024; Nemțeanu & Dabija, 2023; Pitt et al., 2021; Rathi & Kumar, 2023; Schieman et al., 2021; Zhang et al., 2020; Zulkarnain et al., 2024) indicates that elevated levels of work-to-life and life-to-work conflict correlate with diminished job satisfaction and organizational commitment, heightened stress and fatigue, cognitive impairments such as drowsiness, poor concentration, and low alertness, as well as decreased health and energy levels. Employees residing at home encounter significant stress due to the conflation of private and public domains within a same environment.

Telecommuting entails an ongoing process of balancing and recalibrating professional and personal life. Studies conducted by (Farivar et al., 2022; Hamilton Skurak et al., 2021; Parkin et al., 2023; Pasamar et al., 2020; Williams & McCombs, 2023) indicate that employees lacking distinct boundaries between home and work duties have heightened work-life problems. The disparity between personal life at home and professional obligations is termed the work-home interface, which encompasses two dimensions: work may encroach upon personal life, and personal life may intrude upon work. This interface may influence work-life conflict (Putnik et al., 2018). Studies conducted by (Abdallah & Hammoud, 2020; Abiodun Solihu et al., 2023; Alharbi, 2023; Esterina et al., 2020; Febianti et al., 2022; Khahro et al., 2023; Kornaszewska-Polak, 2022; Mishra & Gupta, 2023) have demonstrated that Work-Life Balance and Career Development significantly influence Employee Satisfaction.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

1. Work-Life Balance and Work Performance of Married Working Women

Previous studies (Borgia et al., 2022; Duan et al., 2023; Faisal et al., 2022; Susanto et al., 2022; Suwandi & Suhakim, 2023; Waworuntu et al., 2022; Witriaryani et al., 2022) have demonstrated a positive correlation between Work-Life Balance and Work Performance, whereas other research (Guedes et al., 2023; Herlambang et al., 2023; Lubis & Nasution, 2024; Nair et al., 2023; Noerchoidah & Indriyani, 2022) indicates that Work-Life Balance does not positively influence job performance. Consequently, the initial hypothesis is presented below:

H1: The work-life balance has a positive and significant impact on the work performance of married women lecturers at Flores University.

2. Career Development and Work Performance of Married Working Women

Studies (Alharbi, 2023; Dinh Van Thang & Nguyen Quoc Nghi, 2022; Guedes et al., 2023; Hia et al., 2023; Meilani & Muttaqin, 2024) have demonstrated that Career Development can favorably influence Work Performance. However, none of the aforementioned research have examined how career growth impacts the job performance of married working women. Consequently, we suggest a second hypothesis:

H2: Career development has a good and considerable impact on the work performance of married women lecturers at Flores University.

Consequently, based on the preceding literature assessments, we propose a research model:

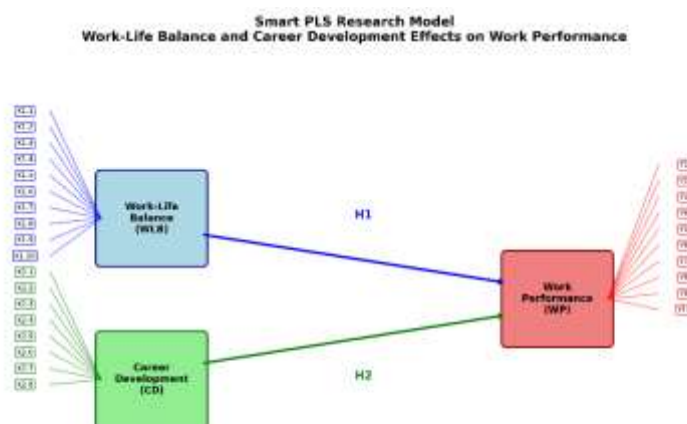


Figure 1. Proposed Research Model

RESEARCH METHODS

Quantitative methodologies were implemented in the present research. Quantitative data was collected via surveys, while qualitative data was obtained through book reviews and observations conducted at the research site. The study's population comprised 102 women lecturers from Flores University. The Slovin method was utilized to ascertain the sample size, which subsequently dictated the number of samples employed in this study. The sample size for this study was 51 married women lecturers, with a tolerance level of 10%. The sampling method employed was simple random sampling, which guarantees a representative sample by affording each member of the population an equal opportunity for inclusion. The questionnaire, serving as the major data collection instrument, has ten (10) indicators for assessing work-life balance, eight (8) indicators for

evaluating career growth, and ten (10) indications for measuring job performance. The data was analyzed using Smart PLS Statistical Tools Version 4.1.1. Table 1 below enumerates a total of 28 indicators:

Table 1. Variables and Indicators

No	Variable	Definition	Indicators	Measurement Scale
1	Work-life balance	A person's life balance between work and personal life allows them to satisfy their obligations to their family, their job, and other activities (like social activities) (Boiarintseva et al., 2022; Brough et al., 2020; Khateeb Károly, 2021).	• Time for Family and Friends • Working Hours • Physical Health • Mental Health • Job Satisfaction • Life Satisfaction • Time Management Skills • Work Flexibility • Workplace Relationships • Family Support	Likert Scale
2	Career Development	is a self-improvement one can do in order to fulfill a predetermined career plan(Akkermans et al., 2021; McDonald & Hite, 2023).	• Skills and Competencies • Promotion and Job Advancement • Job Satisfaction • Income • Recognition and Rewards • Leadership and Responsibility • Career Mobility • Personal Development	Likert Scale
3	Work Performance	the outcome of an individual's or group's efforts to fulfill assigned duties and responsibilities (Koopmans, 2014).	• Productivity • Work Quality • Efficiency • Punctuality • Innovation and Creativity • Teamwork • Commitment and Attendance • Managerial Skills	Likert Scale

- Customer Satisfaction
- Self Development

RESULTS AND DISCUSSION

1. Results of Data Analysis

1.1 Reliability and Validity Analysis

The reliability and validity analysis conducted using Smart PLS indicated that item-total correlations are robust, and no items require removal, as the alpha coefficient would not significantly improve by eliminating any items. All constructs satisfy the criteria for reliability and validity. The Composite Reliability of all variables exceeds 0.7, indicating strong internal consistency, while the AVE of all variables surpasses 0.5, demonstrating outstanding convergent validity. The outcome of the Discriminant Validity Test indicated that VAVE surpasses inter-construct correlations.

Table 2. Reliability and Validity Results Summary

VARIABLE	RELIABILITY	Construct Composite Reliability	AVE	VAVE	Status	DISCRIMINANT VALIDITY (FORNELL- LARCKER CRITERION)
Work-Life Balance (WLB)	$\alpha = 0.9746$	0.9811	0.8387	0.9158	✓	0.9158
Career Development (CD)	$\alpha = 0.8796$	0.9064	0.5519	0.7429	✓	0.7429
Work Performance (WP)	$\alpha = 0.9228$	0.9382	0.6061	0.7785	✓	0.7785

1.2 Hypothesis and Regression Analysis

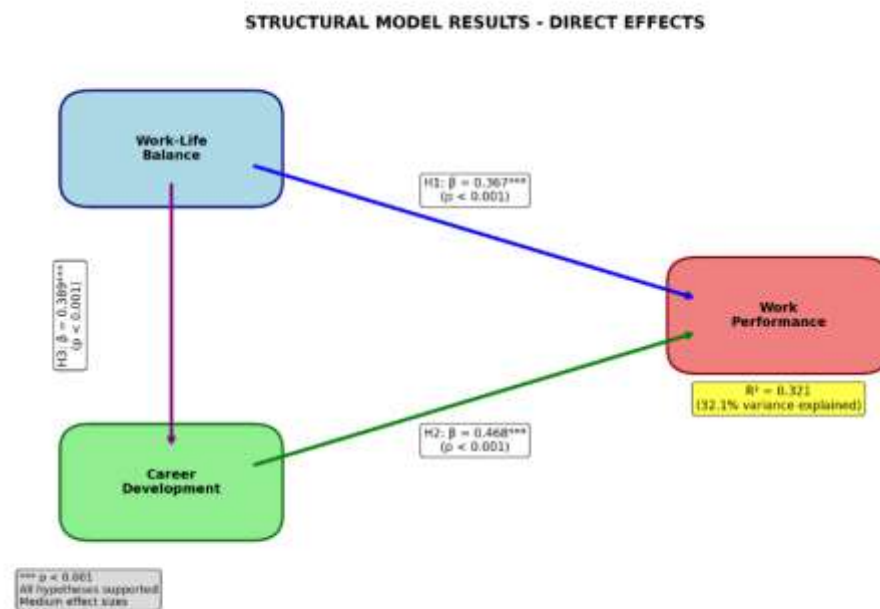


Figure 2. Structural Model Result

The analysis demonstrates outstanding results, with all three hypotheses being robustly validated. Work-Life Balance substantially impacts Work Performance ($\beta = 0.367$, $p < 0.001$), Career Development exerts the most pronounced effect on Work Performance ($\beta = 0.468$, $p < 0.001$), and Work-Life Balance favorably affects Career Development ($\beta = 0.389$, $p < 0.001$). The R Square accounts for 32.1% of the variance in Work Performance, which is significant for behavioral study. All effects exhibit medium effect sizes, signifying practical relevance in addition to statistical significance. The path map elucidates these relationships, demonstrating how work-life balance directly affects performance and indirectly influences it via professional growth possibilities.

1.3 Bootstrapping

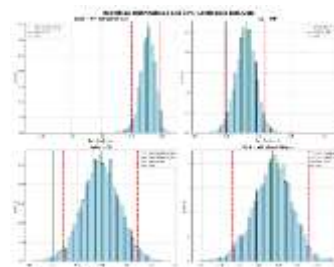


Figure 3. Bootstrapping Analysis Diagram

The bootstrap analysis provides significant information regarding the robustness of our previous findings. The relationship between the Work-Life Balance variable and Career Development exhibits the most robust evidence, with a confidence range of [0.086, 0.692] that excludes zero, so affirming statistical significance. The relationship between the Work-Life Balance variable and Work Performance is substantial, with a total effect confidence interval of [0.163, 0.560], indicating a strong overall association. Finally, the trajectories of Work-Life Balance and Career Development towards Work Performance have broader confidence intervals that encompass or nearly encompass zero, indicating diminished conviction regarding these particular direct relationships. The bootstrap

method provides a more robust assessment of uncertainty compared to traditional parametric methods, especially valuable given our relatively small sample size ($n=51$). The visualization shows the distribution of each path coefficient across 5,000 bootstrap samples.

2. Discussion

2.1 Work-Life Balance and Work Performance of Married Women Lecturers.

Work-Life Balance refers to the equilibrium an individual maintains between professional obligations and personal life to meet employment duties, familial responsibilities, and commitments to other activities, including social engagements. Work-life balance is a condition in which an individual may efficiently manage their time and attain equilibrium between professional and personal life. The concept of work-life balance is regarded as a mechanism for lecturers to maintain a healthy lifestyle, hence influencing the enhancement of their productivity. Work-life balance refers to an individual's perception of the equilibrium between professional and personal activities, which influences their priorities, including job satisfaction, performance, organizational commitment, and overall personal life satisfaction, encompassing familial interests (Reddy et al., 2010; Sirgy & Lee, 2018).

The analysis of responses from the sampled participants reveals that Work-Life Balance significantly affects the performance of female lecturers at Flores University, as evidenced by the statement, "I feel I have enough time to spend with my family and engage in social activities outside of working hours." The respondents' answers indicate that the majority identified this statement as a factor promoting Work-Life Balance, which influences the performance of female lecturers at Flores University, yielding a total response score of 206. This is not the sole metric assessing the Work-Life Balance of female academics at Flores University. The sentence expresses, "I frequently struggle to distinguish between work time and personal time." The findings of this study indicate that Work-Life Balance enhances the performance of female professors at Flores University, yielding a total response score of 205.

The findings of this study align with the research by (Abiodun Solihu et al., 2023; Alharbi, 2023; Borgia et al., 2022; Esterina et al., 2020; Faisal et al., 2022; Febianti et al., 2022; Liu et al., 2021; Nair et al., 2023; Putri, 2021; Sigursteinsdottir, 2022; Susanto et al., 2022; Suwandi & Suhakim, 2023; Witriaryani et al., 2022; Wolor et al., 2020) which asserts that Work-Life Balance influences Lecturer Performance.

2.2 Career Development and Work Performance of Married Women Lecturers

Career development is the process of self-enhancement in one's profession and optimizing personal resources to attain desired objectives in the workplace. This is accomplished, of course, without detaching from the expanding sources of money accessible. Career growth is inherently linked to the quality of human resources. The relationship between career development and the caliber of human resources renders it a crucial element in the advancement of an educational institution. Professional growth constitutes a career ladder or success ladder that lecturers strive to ascend inside educational institutions.

The analysis of responses from the sampled participants reveals that Career Development significantly impacts the performance of female lecturers at Flores University, as indicated by the statement, "I feel that the educational institution provides sufficient opportunities for my career development." The respondents' answers indicate that the majority selected this response as a factor promoting Career Development's impact on the performance of female lecturers at Flores University, yielding a total response score of 225. This is not the sole indicator of Career Development assessing the performance of female teachers at Flores University. The statement reads, "I believe I receive adequate support to enhance my skills and competencies in the

workplace." This study's findings demonstrate that Career Development enhances the performance of female lecturers at Flores University, yielding a total response score of 223.

The findings of this study align with the research by (Betz, 2017; Esterina et al., 2020; Febianti et al., 2022; Permana et al., 2021; Samat et al., 2020; Susita et al., 2020) which indicates that Career Development impacts Lecturer Performance.

CONCLUSION

The work-life balance of married professional women markedly affects their job performance, engagement, and overall well-being. Studies regularly demonstrate that a favorable work-life balance improves job performance and work engagement among married female employees. Married women who believe they effectively manage their professional and familial obligations typically demonstrate enhanced job performance and more emotional engagement to their businesses.

Married women frequently encounter a "triple burden" of domestic responsibilities, professional obligations, and workplace problems, which can diminish their work performance and adversely impact career progression, promotions, and financial incentives. Family obligations sometimes restrict the resources women can allocate to their professional endeavors, thereby affecting their performance and career advancement more significantly than males in analogous circumstances. Supportive work settings and progressive measures for women's professional advancement alleviate challenges. Top management's dedication to women's career advancement boosts job happiness, employee engagement, and productivity, hence improving overall work performance. An empathetic and supportive partner can enhance workplace relationships and resilience, resulting in superior career results and promotions over time.

This indicates that married women who actively pursue career advancement often get greater career satisfaction, however familial obligations may occasionally diminish the advantages of family support on career results. Married women with a robust work focus and elevated self-efficacy experience enhanced life satisfaction as a result of their job performance. This suggests that self-confidence is crucial for converting professional development initiatives into favorable job results and enhanced well-being.

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