

RELATIONSHIP BETWEEN WORK-LIFE BALANCE, JOB SATISFACTION AND SELF COMPASSION AMONG ACADEMICS OF A PUBLIC UNIVERSITY

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Abstract

This article aims to discuss the unique phenomenon of work-life balance, self compassion and the organizational roles among academics in a Malaysian university. It also discusses the uniqueness of the factors that affect work-life balance, namely career, relationship with others, family, health, finances, organizational roles, self compassion and job satisfaction. This study used quantitative methods to identify the significant level and relationship between work-life balance factors among 300 university academics in Malaysia using simple random sampling. Data were analyzed by using t-test and Pearson correlation. The findings revealed the factors that affected work-life balance, namely career, relationship with others, family, health, finances, organizational roles and job satisfaction. The results showed that there was a significant relationship between family, self compassion and health that affected work-life balance among university academics. There was less significant relationship between health, self compassion and job satisfaction. This study contributes new ideas towards improvement in the implementation of a holistic and robust work-life balance policy by the organizational management in order to achieve the university's intention to produce academics who are multi-dimensional, creative, productive and innovative in achieving national aspirations.

Keyword: life work-balance, job satisfaction, self compassion, academics.

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1. Introduction

For an employee, finding balance between work and life is crucial. Nowadays, it can be difficult to strike a balance between work and life. A person will undoubtedly overlook another side if they focus only on one aspect, whether it is career or family. When personal obligations or job obligations interfere, an imbalance is immediately created, which then breeds problems between work and family. The other party, whether it be the company or family, will suffer from the imbalance between work and life (Greenhaus et al., 2003)

Therefore, this study will examine the factors of work-life balance among academics. In addition, this study also identified the relationship between the factors that affect work-life balance and job satisfaction as well as the role of the human resource development unit of a public university in Malaysia to ensure mental and physical well-being among academics.

In domestic and international academic settings, there are numerous concepts of work-life balance that are explored. Work-life balance (WLB) is defined as fostering cooperation by fostering a cordial relationship between "work," which refers to career aspirations, and "personal life," pertaining to family, health, leisure, pleasure, and spiritual aspects (Nayak & Sahoo, 2015). This concept focuses more on WLB elements in relation to people and their surroundings. While Brough et al's (2014) definition of work-life balance was based on people's subjective assessments of the harmony between their work and various elements of their lives, this definition was not entirely accurate. Agha et al. (2017) defined work-life balance as a person's pursuit of an appropriate balance between various areas of their personal and professional lives.

In positive psychology, self-compassion is a method for overcoming depression (Muris et al, 2016; Ab Rahman, Z. et al, 2021). Self-compassion is a behaviour that depicts self-love. This is evident based on several studies by Germer and Neff (2013), who found that the self-love or self-compassion aspect can reduce psychopathological markers. Self-compassion is a form of practical response by an individual when learning to listen to the inner voices in oneself as being the most loyal friend when faced with the adversities of life (Neff & Germer, 2018 ; Rahman, et al, 2019; Zaizul, et al, 2019).

Basically, self-compassion can actually enhance positive thinking. Several studies have found a relationship between self-compassion and the quality of psychological well-being, such as happiness, optimism, wisdom, curiosity as well as self-exploration and initiative (Özyeşil et al, 2013; Ab. Rahman, Z. 2018; Salasiah Hanin, et al, 2020). The advantage of self-compassion is that it can produce dominant capabilities to overcome negative emotions in a person. Through self-

compassion, a person is more inclined to ponder negative thoughts or emotions and give in to their emotions. This explains why self-compassion is a negative determinant of depression, which is based on several studies that have shown self-compassion to be the most resilient factor when facing challenges of self-criticism.

Self-compassion is an individual's self-perception that can help understand and persuade oneself with positive words when facing difficult times in life or when committing a transgression by not trying extreme self-criticism and admitting that all that happens is part of a good experience in life (Neff, 2003; Ab. Rahman, Z. 2018; Salasiah Hanin, et al, 2020). Self-compassion consists of three main elements that help in the application of self-compassion in everyday life. First, self-kindness or self-goodness is the capability to understand oneself when an individual is deficient or has experienced some form of adversities in life. Self-kindness is an action that alleviates an individual's proclivity to self-criticise until one opposes oneself leading to monologue empathy towards oneself. One technique of self-kindness that can be performed when an individual experiences depression is to carry out appeasing or comforting activities, such as listening to music, participating in entertaining activities together with friends or family, watching movies, writing or indulging in some sporting activities. Carrying out activities that are desired through the self-kindness technique helps in overcoming depression because when experiencing depression an individual will limit himself to only carrying out certain activities, including desirable activities.

Self-kindness can be instilled in an individual in order to understand and accept failure as well as not to blame oneself for errors or failures experienced in life. In the self-acceptance of failure and experiencing the bitterness in life aspects, both can be overcome through rationality and patience by understanding the aspects in a willing and condescending way. Self-kindness teaches a person to believe that he is capable of gaining love, happiness that leads to calmness, as well as not being self-implicating and self-judgmental (Ab. Rahman, Z. 2018; Salasiah Hanin, et al, 2020). A sense of self-kindness in an individual will lead to the enjoying of peacefulness and calmness in life by always being willing to accept any consequence in life.

The second fundamental aspect is common humanity or something that must be experienced by a person (Ahmad Zaki et al, 2021). Common humanity refers to a state where an individual realises that a normal human does experience failures and disappointments in life. The common humanity technique that should be practiced daily is to help remind or remember that everyone will experience the same adversities in life. When an individual is experiencing depression, the perception that usually emerges is, "I am suffering the worst". Common humanity enables an individual to open up his mind and start

to think broadly about the problems at hand. It is also related to acceptance, which is the acceptance that everybody has or is experiencing a situation just like anyone else.

Additionally, according to Wong et al. (2017), there are three components that make up work-life balance: time balance, which refers to allocating the same amount of time to work and family responsibilities, participation balance, which refers to allocating the same amount of psychological energy to both work and family responsibilities, and satisfaction balance. In addition, there is the fulfilment that comes from having both family and job obligations. Workers must make an effort to change their work and non-work obligations to reduce role conflict, improve life satisfaction, and increase job commitment. On the other hand, firms must work harder to provide employees with suitable support systems at work and in their personal lives because they are frequently overworked (Chung, 2020).

However, Colette Darcy et al. (2012) defined the KKK as "family, community, leisure, and personal time. The agreement between an employee's personal interests and the employer's interests is the next definition of work-life balance (Heijde & Van Der Heijden, 2006). It should be stressed that maintaining a healthy work-life balance will have a beneficial impact, increase quality and productivity, and prevent negative impacts from occurring in the workplace. An excellent organisation arises from good processes and high-quality work.

2. Literature Review

An increasing number of scholars are interested in emotional intelligence and work-life balance (Shylaja & Prasad, 2017). This is so that the company can benefit from these two factors, each of which is significant and has a massive influence (Baker et al., 2019). Work-life balance, according to Singh and Koradia (2017), is a state in which employees feel able to balance the majority of their commitments—both work- and non-work-related.

Moreover, WLB is a multi-dimensional construct, according to Nazli et al. (2021), that integrates employee attitudes regarding various aspects of the workplace, including work design, work stress, job security, benefits and incentive systems, and organisational support. Participation in decision-making, the workplace, health and safety at work, chances for training and career development, and the harmony between personal and professional matters are also included. In addition to the duties of academic activities, which demand a high level of commitment, academics cannot avoid family obligations. Family and work life balance must both be given top priority in life.

Osman (2020) explores the impression that women are less capable of advancing their professions than males, which prevents them from frequently receiving promotions, particularly in the technical field, making them feel alienated. Employers shouldn't exclude women from career progression opportunities, and any concerns with work-related problems such as mental illnesses, work pressure, exhaustion, and job unhappiness should be treated as effectively as feasible. According to research findings based on a literature review and content analysis, work-life balance and career mobility are likely to be associated. Female graduates' psychological health and a healthy work-life balance can boost an organization's productivity. Good work-life balance can enhance psychological wellbeing. Employee happiness will grow with improved psychological wellbeing, and content workers are more productive workers.

The repercussions of a lack of work-life balance (WLB) are also discussed by Ang (2020), but little is known about the WLB experiences and coping mechanisms that may be particular to women in academia. The value of this field of knowledge is considered in light of the current increase in academics' workload intensity. This article presents the results of a qualitative study of 11 full-time female academic staff members at Malaysian universities, which was conducted on the theory that Feminism is not a fad but a driver for sustained progress. Despite the intensification of their labour, the majority of women said their WLB was reasonable. A healthy person's ability to handle their work and family responsibilities is crucial, according to research. A healthy WLB, according to the research, depends on how members handle their personal and professional lives. In order to support WLB among Malaysian female academics, research and policy implications for employment and sustainable growth are also highlighted.

According to a study by Shno (2020), there is a relationship between academic staff members' quality of work life and how that quality of work life influences their performance. Shno's study (2020) also indicated that there is a difference between demographic characteristics in the quality of work life and work performance. His research's findings indicate that while the dimensions of finance, coworker relationships, and tolerance at work have a significant positive relationship with performance at private universities, the dimensions of disability and tolerance at work have an impact on performance in public universities. The study's findings demonstrate that university administrators must focus more on important factors and raise them among academic staff in order to attain a high level of work performance (Shno, 2020).

According to Ponnampalam (2012), an economic culture where people work seven days a week has led to a culture of overwork, which limits their ability to strike a healthy work-life balance. The demand to

accept greater programme delivery responsibilities without sacrificing teaching quality is mounting among faculty members in the private higher education sector as a result of rising student enrollment and intensifying industry competitiveness. They are compelled to balance work and personal obligations as a result, even if they do not gain from effective human resource management solutions. Moreover, Malaysian employment regulations do not contain adequate "family-friendly" legal measures. This study examines how work-life balance (WLB) influences academic performance in Malaysian private higher education institutions as well as how the HRM function can help to resolve the problem. In a study on the work-life balance of university professors in Malaysia, Nor Azilah (2018) discovered elements like family, employment, flexible working hours, and health that can affect this balance. The findings indicate that there is a substantial association between WLB and all aspects, including family, work, and flexible working hours. According to the results of her study, the majority of lecturers in Malaysia are family-oriented, devoted, and seriously concerned with their health in order to lead balanced lives and find fulfilment at work. She discovered that the professors are happy with their families and have accomplished the key goals they have set for their families.

Work-life balance is also influenced by monetary considerations, tolerance, and connections with coworkers, according to Shno (2020). He also believes that in order to attain excellent performance, university administrators need to focus more on the important factors that affect academics.

Ehido (2020) adds that in a knowledge-centered economy, the university's role extends beyond merely disseminating knowledge through education to include the creation of new knowledge as well as the expansion of the body of current knowledge. It is carried out through research, promotion, distribution, consultation, and instruction. Malaysian Higher Education Institutions (HEIs) have transformed as a result of the global competition among HEIs to be listed in the rankings of top universities, which has accelerated research and innovation and elevated the nation's knowledge-intensive economy. Because they serve as the hub of society's information resources, research institutions around the world have grown in significance.

Next, Jose (2020) asserts that corporate policies and practises have an impact on work-life balance. Moreover, "societal harmony and happiness" is one of the Sustainable Development Goals (SDG), which highlights the significance of a harmonious and happy society. Universities rely on professors with high levels of motivation to sustain high productivity (Nazli, et al., 2021). Academics' commitment levels will rise as a result of work-life balance (WLB) and its connection to

institutional commitment, which will inspire them to generate a range of high-impact research outcomes. There are other studies that emphasize the importance of formal and informal support in work-life balance (Adisa et al., 2017). Researchers argue that the support of supervisors or leaders is important in balancing work and life (Ferguson et al., 2012; Ayman & Antani, 2008). This support helps in managing the demands of work and personal life better.

Moreover, characteristics that affect job satisfaction also influence work-life balance. Job satisfaction is influenced by a variety of factors, including advancement or recognition from top management, flexible work schedules, positive working relationships with coworkers, and positive working relationships with superiors. Recognition is described as an employee's advancement in their position within the organisation or their job obligations as they pursue higher positions as a sign of appreciation from other employees for their excellent work performance (Nazli, et al., 2021).

An individual is capable of looking at failure as something a rational and ordinary occurrence in human life and there is no need to blame oneself. An individual can apply the common humanity principle to look at a failure or dire challenge as part of life and something that ought to be experienced by all individuals. The individual will become rational and understand that each human experiences difficulties and problems in life.

Mindfulness is the third fundamental component in the theory of self-compassion, which is required by an individual to avoid extreme depression experienced during the COVID 19 pandemic (Ahmad Zaki et al, 2021).

Mindfulness or the level of full awareness in an individual regarding a situation at that moment is the individual's capability to balance his focus of thinking when the dire situation repeatedly befalls him. This means that the individual sees whatever that is happening in its actuality. Mindfulness is the first method used for understanding that we are experiencing some form of suffering and let us accept and think wisely as well as look at our lives from an objective perspective (Germer and Neff, 2018; Ahmad Yunus, 2019; Ahmad Munawar et al, 2018). The common mindfulness technique used when depressed is called mindfulness walking. Mindfulness walking is the one of the easiest techniques, which only requires us to walk for 10 to 30 minutes. This technique is carried out by breathing slowly and feeling every emerging moment when walking, such as lifting the legs and taking each stride. By using this technique, the individual will feel calm and help reduce the level of depression.

Through mindfulness, the individual will fully comprehend and be aware of what he is actually facing and experiencing by himself. The

moment the individual faces tension or misery, the individual is usually inclined to sink into a negative emotional state, such as anger or sadness. An individual who has mindfulness is able to control his emotions because he possesses a stronger mind and a wider perspective, like a big picture of a problem (Ab. Rahman, Z. 2018; Salasiah Hanin, et al, 2020). A wide perspective is obtained from an objective and balanced state of awareness and the total absence of overly thinking about negative matters. Mindfulness differs with the 'over identification' component, which refers to excessive actions or responses from an individual when faced with problems. Individuals who practice over identification are inclined to extensively focus on self-limitations, which eventually lead to stress and depression.

According to Albertson, Neff and Dill-Shackleford (2015), self-kindness, common humanity and mindfulness are catalysing factors in the enhancement of self-confidence and the self in a person. Self-compassion helps an individual to love oneself more and not to blame oneself when faced with problems or bitter challenges in life (Anggraheni & Rahmandani, 2019; Ahmad Zaki et al, 2021). Self-compassion can enhance the level of calmness until the individual can be more positively evaluated regarding the level of self-regulation in that individual (Albertson, 2014; Ahmad Zaki et al, 2021).

Self-criticism is an aspect of perfectness that culminates in feelings of humility, failure and guilt. This situation occurs because of the extreme acceptance of oneself and the inability to accept criticism from others around oneself (Neff & Gremer, 2018; Ahmad Yunus, 2019; Ahmad Munawar et al, 2018). When a person presumes that depression is related to emotional problems then self-criticism becomes a risk factor for psychopathologies and is associated to the idea of suicide.

3. Research Methodology

A simple random sampling technique was employed for this study. Questionnaires were disseminated to 300 respondents, who were professors at public higher education institutions. In accordance with Krejcie and Morgan's sample size determination, which suggested a sample size that corresponds to the size of the study population, the researcher chose a total of 300 academics from a Malaysian public technical institution as the study sample (Krejcie & Morgan, 1970). A t-test was used to examine the data and determine the significance of the work-life balance-affecting variables. In order to address the study's aims, questions, and hypotheses, Pearson's correlation analysis was also employed to examine the link between the variables that affect work-life balance.

4. Results and Discussion

Quantitative data analysis is used to explain the following aspects: i. significant level of factors that affect work life balance. ii. the relationship between factors that affect work life balance.

Significant level of factors that influence work-life balance

The significant level of factors that affect work-life balance is explained through the findings of the study based on the data shown in Table 1:

Table 1: Significant level of work-life balance among academics

	N	Mean	Std. Deviation	Std. Error Mean	T	Sig
Career	300	3.043	.2955	.0171	178.356	<.001
Relationship with others	300	2.703	.2440	.0141	191.923	<.001
Family	300	2.799	.3318	.0192	146.124	<.001
Health	300	2.527	.4443	.0257	98.496	<.001
Finances	300	2.504	.2345	.0135	184.988	<.001
Organizational role	300	2.772	.3565	.0205	134.683	<.001
Job satisfaction	300	2.716	.1805	.0104	260.624	<.001

A t-test analysis was used to compare the level of factors that affect work-life balance among academics. The data were analyzed to answer the RQ (1): Is there a significant level among the factors that affect the work-life balance among academics? H0: There is no significant difference between the factors that affect work life balance among academics. H1: There is a significant difference between the factors that affect work life balance among academics. The findings of the study showed that there was a significant relationship between the factors that affect work-life balance among academics namely career; $t(300) = 178.356$, p-value 0.001 with the mean value = 3.043, s.d = 0.2955). The relationship with other people; $t(300) = 191.923$, p-value 0.001, with mean value 2.703, s.d = 0.2440. Family; $t(300) = 146.124$, p-value 0.001, with mean value 0.0192, s.d = 0.3318. Health ; $t(300) = 98.496$, p-value 0.001, with mean value 2.527, s.d = 0.4443. Finances; $t(300) = 184.988$ p-value 0.001, with mean value 2.504, s.d = 0.2345, Organizational role; $t(300) = 134.683$, p-value 0.001, with mean value 2.772, s.d = 0.3565, Job satisfaction $t(300) = 260.624$, p-value 0.001, with mean value 2.716, s.d = 0.1805. The findings of this study showed that there was no significant difference between the factors that contribute to work-life balance among academics with p-value = 0.001. Therefore, the null hypothesis was rejected.

The findings of the study showed that career contributed the highest mean value of 3.043, s.d = 0.2955. Thus, career was very significant in influencing work life balance among academics whereas health

contributed the lowest mean value which was 2.527, s.d=0.4443. Hence, health is not the main factor in influencing the work life balance of academics although this factor also contributes to that aspect.

The results of a study conducted by Rahmawati (2016) showed that there are several indicators used to measure work-life balance including time management, involvement, meeting expectations, and satisfaction. In addition, Ovtaviani (2015) stated that from the employee's point of view, work life balance can be interpreted as a challenge to be able to balance the responsibility of completing the work and performing his role in the family. From the point of view of the work life of the organization, balance becomes a challenge to create a supportive work environment so that employees can focus on their achievements at work. Ponnampalam (2012) argues that work life balance is influenced by family factors and human resource management. Nor Azilah (2018) asserted that work-life balance is affected by family, work, flexible working hours and health. The results of Nor Azilah's study from 2018 also revealed that men who have families, are devoted to them, and care deeply about their health maintain a healthy balance between life and job satisfaction. Ehido (2020) stated that career, health, safety, commitment to the organization can affect the work-life balance and commitment of academics.

4.2 Relationship of factors that influence work-life balance among academics

There is a relationship that affects work life balance among academics (refer to Table 2). Pearson's correlation was used to answer RQ (2): Is there a significant relationship between factors that affect work life balance among academics? H0: There is no significant relationship between factors that affect work life among academics. H2 There is a significant relationship between factors that affect work life balance among academics.

Pearson's correlation analysis showed that there was a relationship between the factors that affect the work life balance of academics. The results of the study are as shown in Table 2 :

Table 2: Relationship of factors that influences work-life balance

		Career	Relations hip with others	Family	Health	Finances	Organizati onal role	Job satisfactio n
Career	Pearson Correlation	1	.320**	.523**	.316**	-.218**	.078	.355**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	.180	<.001

Relationship with others	N	300	300	300	300	300	300	300
	Pearson Correlation		1	.321**	.091	.043	.026	.327**
	Sig. (2-tailed)			<.001	.115	.458	.650	<.001
Family	N		300	300	300	300	300	300
	Pearson Correlation			1	.657**	-.242**	-.048	.325**
	Sig. (2-tailed)				<.001	<.001	.406	<.001
Health	N			300	300	300	300	300
	Pearson Correlation				1	-.235**	-.303**	.200**
	Sig. (2-tailed)					<.001	<.001	<.001
Finance	N				300	300	300	300
	Pearson Correlation					1	.347**	.032
	Sig. (2-tailed)						<.001	.582
Organizational role	N						300	300
	Pearson Correlation						1	.049
	Sig. (2-tailed)							.402
Job satisfaction	N							300
	Pearson Correlation							1
	Sig. (2-tailed)							

** Correlation is significant at the 0.01 level (2-tailed)

The results of the study showed that there was a significant relationship between career and relationship with others ($r=0.320$, $p<0.05$). With a p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between relationship with others and career.

Next, there was a significant relationship between career and family ($r=0.523$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between career and family.

In addition, there was a significant relationship between career and health ($r=0.316$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between relationship and career.

Next, there was a significant relationship between career and finances ($r=0.218$, $p<0.05$). With p value smaller than the 0.05 significance level,

the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between career and finances.

The study also showed that there was a significant relationship between career and job satisfaction ($r=0.355$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between career and job satisfaction.

Furthermore, there was a significant relationship between relationship with others and family ($r=0.321$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between relationship with others and family.

Next, there was a significant relationship between the relationship with others and job satisfaction ($r=0.327$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between the relationship with others and job satisfaction.

Next, there was a significant relationship between family and health factors ($r=0.657$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between family and health.

Next, there was a significant relationship between family and finances ($r=0.242$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between family and finances.

In addition, there was a significant relationship between family and satisfaction ($r=0.325$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between family and job satisfaction.

Next, there was a significant relationship between health and finances ($r=0.235$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between health and finances. Next, there was a significant relationship between health and organizational roles ($r=0.303$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis is rejected. Therefore, it can be concluded that there is a relationship between health and organizational roles.

Furthermore, there was a significant relationship between health and job satisfaction ($r=0.200$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between health factors and job satisfaction factors.

Next, there was a significant relationship between finances and job satisfaction ($r=0.347$, $p<0.05$). With p value smaller than the 0.05 significance level, the null hypothesis was rejected. Therefore, it can be concluded that there is a relationship between finances and job satisfaction.

In summary, the findings of this study shows that all factors that affect work-life balance are significantly related to each other. All the factors are important and greatly affect work life balance. There are not many past studies that discuss the significant relationship between factors that affect work life balance. This study can fill the gap that exists in studies related to work-life balance.

The findings of this study are supported by Shno (2020), Vijayakusumasari and Vrinda (2016) in their study stating the relationship between the quality of work life of academics in universities and how the quality of work life affects their performance. Psychological well-being and work engagement contribute to better performance.

Additionally, The Balance Careers (<https://www.thebalancecareers.com/work-life-balance-importance-and-how-to-achieve-it-2061672>) reports that there are ever-changing challenges to achieve work- life balance. The balance today may differ from the balance tomorrow. Married life is different from being single. Starting work differs from nearing retirement.

There are other studies that emphasize the importance of formal and informal support in work-life balance (Adisa et al., 2017). Researchers argue that the support of supervisors or leaders is important in balancing work and life (Ferguson et al., 2012; Ayman & Antani, 2008). This is because, it can help in managing the demands of work and personal life better due to getting support from those who deserve it.

Based on the research that has been conducted, there is a significant relationship between work-life balance and employee satisfaction of among university academics in Malaysia. The elements of work-life balance or independent variables consist of career, relationships with others, family, finances, health, organizational roles and job satisfaction clearly have a significant relationship with work-life balance. The results of this study are also in line with the findings of a study conducted by Hazel et al., (2015) who found that there is a significant relationship between time balance and quality of life, balance of involvement and quality of life and balance between satisfaction and quality of life. The results of his study show that individuals who are able to maintain a balance of time and involvement experience a better quality of life.

5. CONCLUSION

The study's findings show that the aspects that determine work-life balance, including career, interpersonal relationships, family, money, health, organisational roles, and job satisfaction, have an effect on raising organisational quality. The elements that affect academics' ability to balance their work and personal lives, including family and health, are strongly linked. Moreover, there is a less relationship between health and job satisfaction. Even if it is of less importance, the element nevertheless affects academics' job satisfaction. This study also supports the notion that an organization's quality increases with job satisfaction. Academics should raise their standards in order to better serve the organisation. Studies from the past show that work-life balance variables are crucial for increasing academics' motivation and boosting the calibre of their work. This study also offers fresh perspectives on how the organization's management can better implement a comprehensive and strong work-life balance policy in order to fulfil the university's goal of developing academics who are multifaceted, inventive, productive, and creative in achieving national aspirations. This study also recommends that future studies look at additional aspects of work-life balance in order to raise the level of academics' job satisfaction.

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