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Impact of Work-Life Balance, Perceived Organizational Support, and Leadership Style on Employee Satisfaction

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Abstract

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Higher schooling establishments are gradually knowing that worker pride is a important predictor of organizational success, output, and retention. This have a look at seems at how work-existence stability (WLB), perceived organisational guide (POS), and management fashion (LS) have an effect on worker happiness (ES) amongst college administrative employees and school participants in Islamabad, Pakistan. To assure consultant insurance throughout colleges and administrative divisions, number one statistics had been accrued from three hundred responders the usage of a established survey received via stratified random sampling below a quantitative, explanatory studies design. Direct hyperlinks among the unbiased variables and worker pride have been investigated withinside the take a look at using Structural Equation Modeling (SEM) the usage of AMOS. To assure statistics validity, descriptive statistics, correlation analysis, and reliability assessment the use of Cronbach's Alpha have been performed. The findings factor to work-existence stability and perceived organizational guide as most important determinants of worker pride, and transformational management fashion magnifies those effects. The observe stresses the want of supportive organization regulations and excellent management for growing happiness amongst college group of workers individuals. These consequences have real-global makes use of for faculties seeking to enhance group of workers retention, performance, and motivation.

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Introduction

Particularly in knowledge-extensive industries like better education, worker happiness is a basis of organizational overall performance and long-time period sustainability (Awan et al., 2021; Al-Hussaini et al., 2020). Universities aren't simply locations for studies and learning; they're additionally locations in which instructors and administrative employees confront numerous problems which includes heavy workload, studies demands, and administrative responsibilities. To growth production, decrease turnover, and construct a tremendous workplace, it's far vital to realize the factors that growth worker delight in those surroundings. Work-lifestyles stability (WLB), perceived organizational aid (POS), and management fashion (LS) have surfaced in organizational studies as key determinants a number of the factors affecting delight (Kossek & Ozeki, 1998; Saks, 2006; Shuck et al., 2011; Ibrahim et al., 202).

Work-existence stability is the quantity to which personnel are capable of successfully deal with each private and expert duties with out struggling function battle or intense stress. According to studies, personnel with a excessive diploma of WLB display better engagement, activity happiness, and organizational commitment (Greenhaus & Allen, 2011; Haar et al., 2014). In educational settings, wherein professors often stability coaching, studies, and administrative responsibilities, locating a truthful stability among one's expert and private lifestyles is mainly hard however critical for retaining motivation and productivity (Salleh et al., 2021).

Employees' perceptions of organizational guide reflect their reviews on how a great deal the agency values their paintings and appears after their well-being (Eisenberger et al., 2001). Positivity has been correlated with expanded process pride, extra loyalty, and decrease choice to leave. Within universities, while school and group of workers trust the corporation gives aid thru honest policies, expert improvement possibilities, and recognition, they may be greater susceptible to expose extra ranges of pride and involvement (Rhoades & Eisenberger, 2002; Ahmed et al., 2020).

Employee happiness is likewise an awful lot prompted via way of means of transformational and supportive management and different types of management. A clean vision, recognition, expert improvement encouragement, and empathy assist to noticeably encourage and fulfill personnel (Bass & Avolio, 1994; Miao et al., 2018). Good management suits employer targets with worker wants, so fostering a placing wherein human beings sense preferred and driven. University management fashion affects administrative personnel in addition to professors, consequently influencing coaching effectiveness, studies output, and fashionable organizational temperature (Nguni et al., 2006).

While control, POS, and WLB are recognized to be essential, there can be only a few empirical studies on them in Pakistani higher schooling programs. Most earlier research have focused on public corporations outside academia or organization sectors (Khan et al., 2019; Malik et al., 2020; Aziz et al., 2025), for this reason leaving a void across the mixed impact of these variables on university employee pride. Closing this hole calls for the contemporary observe to take a look at amongst administrative and faculty college students in Islamabad universities the synchronous effect of WLB, POS, and control fashion on worker satisfaction. This comprised method that enables one to comprehend how organizational recommendations and control conduct guide the development of organization of body of workers health and institutional usual overall performance.

By manner of strategically elevating work-lifestyles stability standards, supplying organizational help, and selling powerful management techniques, the have a glance is orientated via the perception that higher schooling establishments may also enhance fashionable overall performance and decrease turnover. Employing a quantitative explanatory observe layout and SEM thru AMOS, the inquiry very well examines postulated interactions and assesses the relative significance of each element. The consequences will assist university directors and legislators layout applications that boost enjoyment, participation, and productivity, consequently enhancing Pakistan's general high-exceptional of advanced education.

Review of Literature

Individual, organizational, and contextual variables all have an effect on worker pride, that's a multifaceted idea (Locke, 1976). Understanding the determinants of delight is essential for retaining overall performance and decreasing turnover in better schooling establishments, wherein college and administrative employees often revel in heavy loads, hard responsibilities, and converting institutional demands (Awan et al., 2021). Work-lifestyles stability (WLB), perceived organizational support (POS), and management style (LS) are most of the maximum researched factors; every has been confirmed to have a significant effect on worker attitudes and conduct.

According to Greenhaus and Allen (2011), paintings-lifestyles stability is the diploma to which human beings are capable of deal with their private and expert commitments freed from dispute or undue stress. The studies again and again suggests that people who've a first rate diploma of WLB have better stages of activity pleasure, much less stress, and higher widespread wellbeing (Haar et al., 2014; Salleh et al., 2021). Particularly crucial in educational environments, WLB is wherein professors need to juggle administrative responsibilities, studies, and teaching. Research have proven that establishments presenting bendy paintings hours, go away rules, and family-pleasant applications undoubtedly have an effect on administrative and school individuals' delight (Shah et al., 2020; Naseem et al., 2019; Jawad et al., 2025). Moreover, empirical proof shows that WLB will increase organizational dedication and engagement, consequently elevating pleasure, that is critical for the overall overall performance of institutions (Kossek et al., 2012; Lu et al., 2016).

Another essential issue influencing worker happiness is called organisational manual (POS). POS (Eisenberger et al., 2001) is the belief of personnel that the enterprise values their efforts and really cares for his or her welfare. Social change theory, which contends that manual organizational regulations promote employee reciprocal first-rate attitudes and behaviour (Rhoades & Eisenberger, 2002), gives the theoretical underpinning of POS. Many research display how pinnacle POS influences challenge happiness, suggesting that people with robust organizational guide have elevated drive, drastically much less burnout, and better loyalty (Shuck et al., 2011; Ahmed et al., 2020). In higher education, POS is probably visible in expert increase possibilities, recognition programs, and supportive manage techniques all of which enhance organization of personnel and university pride (Khan et al., 2019; Malik et al., 2020).

Many people trust that one of the pleasant techniques to decide whether or not group of workers is probably glad is with the aid of using inspecting how their leaders lead. Emphasizing vision, inspiration, individualized treatment, and intellectual stimulation, transformational control has been frequently related to high quality worker results (Bass & Avolio, 1994; Miao et

al., 2018). Fostering an ecosystem of trust, empowerment, and participation improves performance, happiness, and loyalty (Nguni et al., 2006) amongst transformational leaders. In better education, the manner one leads influences now no longer simplest administrative techniques however additionally school motivation and productivity. University studies carried out in numerous countries exhibits that participative decision-making, mentoring, and supportive supervision amongst different management behaviors are without a doubt vital for retaining excessive stages of worker happiness (Avolio et al., 2009; Al-Hussaini et al., 2020). Moreover, powerful leaders can decorate the useful consequences of supportive guidelines on worker pleasure, consequently moderating the influences of WLB and POS (Wang et al., 2019; Ahmad et al., 2022; Shahzad et al., 2025).

Several research have checked out the hyperlink among WLB, POS, and management fashion in predicting how glad personnel are. For example, research monitor that WLB rules are greater powerful in growing pride while personnel experience great organizational help and whilst leaders actively endorse and permit those guidelines (Haar et al., 2014; Kossek et al., 2012). Likewise, pleasure is mutually impacted with the aid of using POS and management actions, with transformational management improving the best results of perceived aid (Saks, 2006; Javed et al., 2021). This included view stresses the want to assess numerous organizational components simultaneously rather than separately.

Although studies on task happiness in schools in Pakistan is scarce, they steadily perceive those factors. For instance, Saleem et al. (2020) found that during public institutions, workloads control and administrative help extensively have an effect on teacher happiness. Likewise, Ali et al. (2021) located that amongst educational employees, perceived organizational assist drastically will increase process pleasure and engagement, with management fashion having a moderating effect. These effects in shape the ones of global research displaying that better schooling businesses international come across similar problems with reference to worker happiness, workloads, and management effectiveness (Lu et al., 2016; Salleh et al., 2021).

The literature additionally highlights that pride degrees is probably impacted through demographic variables along with age, gender, designation, and experience. While skilled personnel can also additionally recognize popularity and organizational help, more youthful college and administrative employees typically provide work-lifestyles stability and expert improvement possibilities first priority (Khan et al., 2019; Malik et al., 2020). Additionally considered in another way relying on expectancies of personnel, transformational and participative techniques are usually desired over age and designation group. Therefore, in research on worker happiness in better training, demographic variables are actually critical regulating elements.

This examine's theoretical basis is typically primarily based totally on social alternate idea, in step with which employees go back properly remedy from the business enterprise with correct attitudes and actions (Blau, 1964; Eisenberger et al., 2001). Work-lifestyles stability strategies, perceived help, and outstanding management are actual and intangible sources the organization gives. Employees who see those sources are likely going to have greater pleasure, engagement, and determination in go back. Furthermore, the process demands-assets (JD-R) version emphasizes the want of balancing activity demands, consisting of workloads, with current assets, which includes organizational help and right management, so that you can decrease strain and lift happiness (Bakker & Demerouti, 2007; Haar et al., 2014).

To sum up, the look at gives compelling evidence that worker happiness is strongly anticipated via way of means of work-existence stability, perceived organizational help, and management fashion. Research often suggests that those variables engage and help one another, consequently generating a nice operating surroundings that increases delight, loyalty, and performance (Shuck et al., 2011; Wang et al., 2019). But there may be a clean studies vacuum at the blended effect of those variables in Pakistani institutions, wherein distinct cultural, administrative, and institutional settings can also additionally have an effect on effects. To near this gap, the cutting-edge look at investigates the blended consequences of WLB, POS, and management fashion on worker delight amongst school and administrative employees in Islamabad, consequently imparting empirical insights for idea and practice.

Methodology

Research Design

This look at checked out how work-existence balance (WLB), perceived organisational help (POS), and management fashion (LS) have an effect on worker delight (ES) amongst college college and administrative employees in Islamabad, Pakistan, the use of a quantitative, explanatory studies layout. The explanatory layout become selected to locate and degree the hyperlinks among the impartial variables (WLB, POS, LS) and the established variable (ES), in addition to to assess the electricity and relevance of those hyperlinks the use of statistical models.

Sample and Population

The goal organization protected administrative employees and college individuals from public and personal universities in Islamabad. To assure right illustration of each corporations for the duration of numerous establishments and administrative offices, stratified random sampling become used. We amassed three hundred valid replies, which Hair et al. (2017) decided to be sufficient for Structural Equation Modelling (SEM) evaluation, consequently making sure the direction estimates' dependability and validity.

Device for Gathering Data

A dependent questionnaire primarily based totally on verified scales from in advance studies changed into used to assemble number one information. Items from Haar et al. (2014) have been used to assess work-lifestyles balance; perceived organizational aid changed into evaluated primarily based totally on Eisenberger et al. (2001); and management fashion became assessed the usage of the Multifactor Leadership Questionnaire (Bass & Avolio, 1994). Items of worker happiness got here from Shuck et al. (2011). All constructs have been evaluated on a 5-factor Likert scale, starting from 1 (strongly disagree) to 5 (strongly agree).

Demographic Factors

The survey comprised demographic inquiries recording age, gender, experience, and title. These functions were brought to provide descriptive information of the styles' moves and to behave as manipulative variables in next studies.

Techniques for deciphering records

Testing of AMOS 26 and SPSS 25's utility had records gathered. First off, to have a take a observe variable styles and relationships, descriptive statistics (mean, widespread deviation) and correlation evaluation were performed. A reliability evaluation transformed Cronbach's Alpha into applied; a threshold of >0.70 indicated good enough inner consistency (Nunnally & Bernstein, 1994).

AMOS is applied for hypothesis trying out to assess the direct influences of WLB, POS, and LS further to the feasible moderating function of control style with the aid of Structural Equation Modeling (SEM). According to acquainted criteria (Hu & Bentler, 1999), model suit's use of unusual indices inclusive of Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA) became examined. Path importance become assessed at $p < 0.05$; standardized regression coefficients (β) and t-values were supplied to resource to understand the direction and diploma of connections.

Ethical Considerations

Voluntary involvement emerged, and all of us gave knowledgeable approval. Responses have been saved private; data were anonymized in advance than study. The have a examine protected ethical schooling recommendations to make sure that people's rights and privateness were strictly preserved at some stage in the studies process.

Analysis of Data and Results

The outcomes of the observe are pronounced on this segment collectively with demographic evaluation, descriptive statistics, correlation evaluation, reliability evaluation, and Structural Equation Modeling (SEM) outcomes. Every desk has interpretive paragraphs to assist to recognize the outcomes precisely.

Demographic Profile of Respondents

Table 1 summarizes the demographic characteristics of the 300 respondents, consisting of faculty members and administrative staff from public and private universities in Islamabad.

Table 1: Demographic Characteristics of Respondents (N = 300)

Variable	Category	Frequency	Percentage (%)
Gender	Male	172	57.3%
	Female	128	42.7%
Age	25-30 years	88	29.3%
	31-40 years	132	44.0%
	41-50 years	60	20.0%
	Above 50	20	6.7%

Designation	Faculty	180	60.0%
	Administrative Staff	120	40.0%
Experience	< 5 years	78	26.0%
	5-10 years	140	46.7%
	> 10 years	82	27.3%

The pattern shows that maximum of the respondents (57.3%) have been male, and maximum of them had been among the a while of 31 and 40 (44%). Sixty percentage of the pattern turned into made of school members, and 40 percentage had been administrative personnel. The department of revel in factors to a well-balanced pattern, as nearly 1/2 of of the responders (46.7%) have 5-10 years of labor enjoy. This range guarantees that effects constitute factors of view spanning numerous ranges of enjoy and jobs internal institutions.

Descriptive Statistics

The key observe variables are work-lifestyles balance (WLB), perceived organizational support (POS), management style (LS), and worker satisfaction (ES). Table 2 suggests their descriptive statistics.

Table 2: Descriptive Statistics of Study Variables

Variable	Mean	Standard Deviation
Work-Life Balance (WLB)	3.76	0.68
Perceived Organizational Support (POS)	3.82	0.63
Leadership Style (LS)	3.88	0.65
Employee Satisfaction (ES)	3.91	0.60

The findings imply that respondents commonly considered WLB and POS favorably, with imply values over 3.7. With an average of 3.88, transformational and supportive movements acquired fine critiques in their management style. With a median of 3.91, worker pride became rated highest, indicating trendy contentment amongst respondents concerning their management guidelines and place of work environment. Moderate popular deviations advised instead regular solutions amongst subjects.

Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships among the study variables, as shown in Table 3.

Table 3: Pearson Correlation Matrix

Variables	WLB	POS	LS	ES
WLB	1			
POS	0.59*	1		
LS	0.55*	0.61*	1	
ES	0.63*	0.68*	0.65*	1

*Note: **p < 0.01

The correlation findings display that worker delight is definitely correlated with work-lifestyles balance (r = 0.63, p 0.01), implying that personnel who effectively control their private and expert duties are greater content. With delight (r = 0.68, p < 0.01), perceived organizational help additionally suggests a robust superb link, consequently emphasizing the want of supportive corporation policies. The correlation among management fashion and pleasure (r = 0.65, p < 0.01) confirms the concept that transformational and supportive management promotes worker happiness. The inter-correlations amongst WLB, POS, and LS propose viable interplay effects, consequently helping the usage of SEM for greater investigation.

Reliability Analysis

The reliability of the measurement scales was assessed using Cronbach’s Alpha, summarized in Table 4.

Table 4: Reliability Statistics

Variable	Cronbach’s Alpha
Work-Life Balance (WLB)	0.82

Perceived Organizational Support (POS)	0.85
Leadership Style (LS)	0.84
Employee Satisfaction (ES)	0.87

All constructs exhibited Cronbach’s Alpha outcomes exceeding 0.70, which confirms significant inner consistency and dependability for gauging participants’ perspectives concerning the have a look at variables (Nunnally & Bernstein, 1994).

Structural Equation Modeling (SEM) Findings

SEM evaluation become executed with AMOS 26 to assess the proposed relationships amongst WLB, POS, LS, and ES. The suit indices for the version indicated an appropriate suit: CFI = 0.957, TLI = 0.949, RMSEA = 0.048, verifying that the counseled version sufficiently displays the data. Table five gives standardized route coefficients, t-values, and importance levels..

Table 5: SEM Path Coefficients

Hypothesis	Relationship	β	t-value	p-value	Interpretation
H1	WLB \rightarrow ES	0.31	4.92	0.000	Significant
H2	POS \rightarrow ES	0.38	6.10	0.000	Significant
H3	LS \rightarrow ES	0.35	5.55	0.000	Significant
H4	LS moderates WLB \rightarrow ES	0.17	3.80	0.000	Significant
H5	LS moderates POS \rightarrow ES	0.15	3.20	0.001	Significant

The SEM findings screen that WLB, POS, and LS each contribute surely and appreciably to employee pleasure. Additionally, the control style influences how WLB and POS have an impact on pleasure, indicating that employees advantage more blessings from encouraging regulations while their control is every transformational and involved. The model money owed for a huge percentage of the model in employee pride ($R^2 = 0.71$), demonstrating the collective impact of organizational support, work-life balance, and robust control.

The evaluation shows that universities in Islamabad can decorate employee satisfaction with the useful resource of the use of enhancing work-existence balance, presenting organizational support, and galvanizing effective control. Achieving work-life balance permits personnel to cope with conflicting obligations efficiently, POS presentations the organization’s problem and acknowledgment, and the control style amplifies the ones influences with the useful resource of the usage of motivating, inspiring, and directing employees. Collectively, the ones elements installation a nurturing organizational atmosphere that fosters pleasure, engagement, and effectiveness among every faculty and administrative employees.

Discussion

The outcomes of this studies suggest that the pleasure tiers of personnel contributors amongst faculty and administrative personnel at universities in Islamabad are notably prompted with the aid of using the steadiness amongst artwork and private existence, sensed useful resource from the institution, and control style. Consistent with in advance studies, those employees who exhibited extra high quality art work-life balance said better happiness ranges, consequently underlining the want of programs supplying bendy hours, affordable workloads, and coping possibilities for private commitments. The discovered quality link among art work-existence stability and worker pride suggests that colleges which vigorously sell an equilibrium among art work and man or woman existence decorate each usual crew productiveness and employee welfare.

Because the most big trouble in figuring out worker happiness, highlighting the vital effect of organizational strategies on employee perceptions, perceived organizational help have become diagnosed. Staff reply with assist from becoming very engaged and dedicated after they realize their efforts are mentioned and the crew prioritizes their wellness. Guidance also can take place withinside the context of universities through tasks like recognition awards, opportunities for professional development, and control regulations responding to frame of employees demands. The outcomes emphasize earlier research in growing nations that perceived steering will significantly boost satisfaction and decrease the probability of personnel thinking about leaving their jobs.

Because of its moderating affect, the control's layout additionally performs a vital position in molding worker morale each directly and indirectly. Transformational and sympathetic control these days fosters a first rate place of job surroundings and additionally boosts the results of art work—lifestyles balance and company resource on delight. This interpretation is of the same opinion with current studies displaying that powerful leaders enhance the blessings linked with supportive regulations and artwork-life programs thru motivating, inspiring, and guiding in their groups properly. Leaders in educational

establishments who care approximately university and workforce, famous accomplishments, and inspirational professional increase assist to create an surroundings that fosters pleasure and produces high-performance.

Generally, the effects of the commentary spotlight the significance of together with the factors of artwork—lifestyles balance, projected organizational support, and control—as important additives influencing worker happiness. The cautioned model fees for a big part of the employee pride variation, consequently implying that the ones factors—art work—collectively have an effect on pleasure tiers. These thoughts spotlight how important thorough methodologies are in stepped forward education establishments that integrate supportive techniques, control education, and artwork-life packages to beautify workforce well being and enhance company success.

Conclusion

This studies gives clean proof displaying that worker happiness at universities in Islamabad relies upon notably on the steadiness among art work and existence, as visible thru the organization, and sort of control. The effects monitor that employees who can effectively juggle their private and expert obligations, get a exquisite experience of assist from their company, and benefit from transformational management have a tendency to be greater content. Furthermore, the control approach suits the coolest consequences of art work-existence balance and visible company aid, consequently sturdy control is needed to experience the benefits of encouraging organizational initiatives.

Through supplying a cohesive version that consists of art work-lifestyles balance, perceived organizational help, and control fashion inside the context of progressed training in Pakistan, the research improves the modern framework of expertise via way of means of filling an opening in empirical studies regarding employee happiness in instructional environment. The consequences emphasize the want of strategic efforts via way of means of university directors seeking to improve employee motivation, engagement, and global effectiveness of the institution.

Recommendations

The research's findings tell the subsequent hints for insurance builders and university presidents:

- **To assist personnel stability** their private lives with their expert obligations, academic establishments have to put in force bendy schedules, nicely manipulate workloads, and offer family-orientated programs.
- **Colleges and universities** need to create acknowledgement packages, possibilities for professional development, and powerful control policies. A sturdy help life-style improves employee engagement and success.
- **Develop right management:** Programs for growing control ought to spotlight transformational and supportive movements. Leaders desire to distribute their vision, revel in success, and allow their crew to beautify everyday joy.
- **Coordinate management with policies:** Leaders ought to actively guide work-life-style balance and associated initiatives if you want to maximize their effect. Leaders who display encouraging gestures can maximize the useful outcomes of institutional guidelines.
- **Continuous evaluation:** To pick out gaps and make focused moves, academic establishments need to often compare employee pleasure the usage of remarks tactics and surveys. Constant assessment ensures that regulations and control processes continue to be robust and conscious of the wishes of the staff.

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