

## **A Study of Work Life Balance on Psychological Capital of Female Fraternity in selected Universities of Punjab**

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### **Abstract**

An optimal balance between work and life in the modern time is considered to be most pivotal yet challenging concerning working women who are mostly expected to fulfill dual responsibilities, that is, personal and professional effectively. There are various demographic factors that impact the perception and emotional aspect of a female like their marital status, kind a family, presence of elderly or children at home et cetera that interfere directly or indirectly with their psychology. Therefore, this paper is aimed to study the impact of Work Life Balance on the Psychological Capital of teaching staff, particularly females in selected universities of Punjab region. For the purpose, primary research has been conducted among 905 female respondents from randomly selected universities. The sampling was done using questionnaire method to obtain the responses from the female fraternity of these selected universities. Statistical tools like t-test, correlation and regression were conducted to know the relationship between the selected variables. The study represents the relationship between Work Life Balance and Psychological Capital and at the same time presents the impact of WLB on the Psychological Capital of female fraternity working in these selected universities of Punjab. The findings showed there is a positive impact of Work Life Balance on Psychological Capital of Female Fraternity and based on this research suggestions have been given to the selected universities to implement a more selective and policy-friendly working environment for the female fraternity concerning the challenges observed in their demographic profile and the re-alignment of internal rules to provide the female fraternity with a conducive work environment.

**Keywords:** Female Fraternity, Psychological Capital, Punjab, Universities, Work Life Balance

### **INTRODUCTION**

#### **1.1 Work Life Balance**

The work “balance” in Work Life Balance suggests an equilibrium state between two different aspects of a working females’ life that is, “work” presenting professional duties and “life” representing the personal responsibilities, both to be carried out equivalently in an efficient manner so as to lead a satisfactory, happy and healthy life. But in both these aspects the stakeholders are different, that is, while on one hand, in the former there are administrators, colleagues, peers, students, on the other hand, in the latter, there may be her husband, child/children, elderly, relatives, friends respectively. An array of expectations is expressed by both forms of stakeholders in different way and time that may pose a challenge to the working female as she is given the same amount of 24 hours in a day to balance her duties effectively. Yet for all individuals the ultimate goal in life is to lead a contended life (Vitterso, 2016).

To run a business efficiently, human resource is pivotal and considered an asset for its organization. That means; to bridge the gaps between human inefficiencies and expectations, the organizations work in alignment with the personal harmony of the employees working with them that brings about optimal utilization of human resources by objectifying personal and

organizational goals, employee-friendly policies, restructuring to suit the best interest of employees (Mee & William, 1958). There are various interventions that play a major role in overcoming organizational misconduct like strategizing in curtailing stress (Santorelli, 2014), technology intervention (Valcour & Hunter, 2004), human race diversification that is gender specific experiences (Hallgren & Risman, 2022), appropriating cross-cultural values and expectations (Ratnesh, Ali & Sinha, 2019).

## 1.2 Psychological Capital

It is an inherent resource that defines the capabilities of an individual (Luthans et al., 2008) Some researchers have found a direct impact of psychological capital on the overall wellbeing of an individual whether mental or physical leading to higher motivation of performing way better than other. In fact, employees with high psychological capital have shown better confidence, low burnout, less stress and considerably a positive attitude at workplace (Avey et al., 2009). It is believed that psychological capital can be altered, increased or even developed (Luthans et al., 2007). And is recognized to bring about positive changes in both personal and professional lives of the workforce (Tang, 2020).

### 1. Research Methodology

#### Need of the study

The research will draw out relationship between independent variable Work Life Balance (along with its selected dimensions for the study, that is, social needs, personal needs, time management, team work, compensation and benefits and work overall) and dependent variable, that is, Psychological Capital (along with its selected dimensions like work self-efficacy, hope, optimism, resilience). The results will help both the education industry in its approach and the administration to realize the working reformations dealing with teaching staff in their institutions and why it is imperative to leverage rules for female fraternity.

#### 2.2 Objectives

1. To study Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables.
2. To study the impact of Work Life Balance on Psychological Capital of female fraternity in selected universities of Punjab.

#### 2.3 Hypothesis

**H<sub>0</sub>1:** There is no significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables.

**H<sub>a</sub>1:** There is significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables.

**H<sub>0</sub>2:** There exists no significant impact of Work Life Balance on Psychological Capital of female fraternity in selected universities of Punjab.

**H<sub>a</sub>2:** There exists significant impact of Work Life Balance on Psychological Capital of female fraternity in selected universities of Punjab.

#### 2.4 Scope of the study

The research was carried out in following selected 10 universities of Punjab.

**Table 1: List of selected Universities of Punjab**

S. No.	Government Universities	Private Universities
1.	Guru Nanak Dev University, Amritsar	Lovely Professional University, Phagwara

2.	Punjab Agricultural University, Ludhiana	Adesh University, Bathinda
3.	Jagat Guru Nanak Dev Punjab State Open University, Patiala	CT University, Ludhiana
4.	Sant Longowal Institute of Engineering & Technology, Longowal	Chitkara University, Rajpura
5.	Rajiv Gandhi National University of Law	Desh Bhagat University, Mandi Gobindgarh

## 2.5 Research Design

### 2.5.1 Research type

For the study, descriptive research design has been selected.

## 2.6 Sampling

### 2.6.1 Data types and sources

The data was collected through both primary and secondary sources of data collection. While primary was collected by responses from female respondents, the secondary data was obtained from the college websites, journals, news, magazines, research papers et cetera to draw conclusions.

**Table 2: Variables and dimensions selected under study**

Demographic variables	Work Life balance (Independent Variable)	Psychological Capital (Dependent Variable)
Age	Social needs	Work self-efficacy
Marital Status	Personal needs	Hope
Designation	Time management	Optimism
Family type	Team work	Resilience
Dependents	Compensation & Benefits	
Working days/week	Work overall	
Commuting time		

### 2.6.2 Sample Size

The study included 10 randomly selected universities (5 Government and 5 Private) in the region of Punjab and target population was 1000. However, the accepted sample size was 905 due to technical error in the rest of the responses or incompleteness.

### 2.6.3 Sampling Technique

The researcher employed non-probability sampling technique focusing on judgement sampling.

## 2.7 Questionnaire

A standardized questionnaire of Work Life Balance and Psychological Capital was used.

Work Life Balance scale: 36 items of WLB as developed by Pareek and Purohit 2010

Psychological Capital scale: 24 items of PsyCap developed by Luthans et al. 2007

### 3. Analysis, Interpretation & Finding

**Table 3.1: Mean, Standard deviation, t statistics: Work Life Balance of female fraternity in selected universities of Punjab**

	Type of Institution	N	Mean	S.D.	t	df	p
Social Needs	Private	500	2.93	1.40	-4.521	905	.000
	Government	500	3.32	1.32			
Personal needs	Private	500	2.96	1.30	-4.108	905	.000
	Government	500	3.30	1.33			
Time Management	Private	500	2.97	1.42	-3.411	905	.001
	Government	500	3.27	1.34			
Teamwork	Private	500	3.03	1.38	-3.883	905	.000
	Government	500	3.35	1.27			
Compensation & Benefits	Private	500	3.15	1.38	-3.215	905	.001
	Government	500	3.42	1.29			
Work Overall	Private	500	3.16	1.38	-4.509	905	.000
	Government	500	3.54	1.29			
Work-life balance	Private	500	3.03	1.23	-4.426	905	.000
	Government	500	3.37	1.15			

**Social needs:** It is clear Table 4.3 that there is a significant difference in social need dimension of WLB as value of p is less than the assumed level of significance, that is, 0.05.  $t = -4.521$  and  $p < .000$ . That means Government universities have better mean score ( $M = 3.32$ ,  $S.D. = 1.32$ ) than the Private universities ( $M = 2.93$ ,  $S.D. = 1.40$ )

Similarly, pertaining to personal needs, time management, team work, compensation and benefits and work overall, t value is  $-4.108$ ,  $-3.411$ ,  $-3.883$ ,  $-3.215$  and  $-4.509$  and mean scores of these dimensions for Government universities is higher than that of Private universities, therefore “**H<sub>0</sub>1 that there is no significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables**”, stands rejected.

**Table 3.2 Mean, Standard deviation, t statistics: Work Life Balance of female fraternity in selected universities of Punjab with respect to age**

Groups		N	Mean	Std. Deviation	F-stat	p
Social Needs	20-30	204	3.50	1.27	35.733	.000
	30-40	244	2.65	1.22		
	40-50	228	2.71	1.43		
	> 50	324	3.55	1.29		
	Total	1000	3.13	1.37		
Personal needs	20-30	204	3.47	1.27	27.997	.000

	30-40	244	2.81	1.17		
	40-50	228	2.67	1.34		
	> 50	324	3.48	1.30		
	Total	1000	3.13	1.32		
<b>Time Management</b>	20-30	204	3.47	1.27	25.626	.000
	30-40	244	2.75	1.28		
	40-50	228	2.70	1.44		
	> 50	324	3.47	1.36		
	Total	1000	3.12	1.39		
<b>Team Work</b>	20-30	204	3.46	1.29	26.818	.000
	30-40	244	2.99	1.31		
	40-50	228	2.65	1.27		
	> 50	324	3.55	1.28		
	Total	1000	3.19	1.34		
<b>Compensation &amp; Benefits</b>	20-30	204	3.56	1.28	22.217	.000
	30-40	244	3.03	1.25		
	40-50	228	2.83	1.41		
	> 50	324	3.61	1.27		
	Total	1000	3.28	1.34		
<b>Work Overall</b>	20-30	204	3.61	1.34	15.152	.000
	30-40	244	3.14	1.29		
	40-50	228	2.96	1.39		
	> 50	324	3.60	1.28		
	Total	1000	3.35	1.35		
<b>Work Life Balance</b>	20-30	204	3.51	1.14	31.900	.000
	30-40	244	2.90	1.12		
	40-50	228	2.75	1.15		
	> 50	324	3.54	1.17		
	Total	1000	3.20	1.20		

Social needs: Based on Table 3.2, one-way ANOVA reveals that there is significant difference in the social need dimension of WLB w.r.t age of female fraternity and value of p is less than the assumed level of significance ( $F= 35.733$ ,  $p<.000$ ) and mean scores of females in the lowest and highest age group, that is in 20-30 ( $M=3.50$ ,  $S.D. 1.27$ ) and above 50 ( $M= 3.55$ ,  $S.D. = 1.29$ ) have found to be higher than that of other age groups.

Similarly pertaining to other dimensions like personal needs, time management, team work, compensation and benefits and work overall, the calculated value of p, that is,  $p<.000$  and mean scores of lowest and highest age groups for these respective dimensions of WLB is found to be greater than the mean scores of other age groups.

Therefore “**H<sub>0</sub>1 that there is no significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables**”, stands rejected.

**Table 3.3 Mean, Standard deviation, t statistics: Work Life Balance of female fraternity in selected universities of Punjab with respect to marital status**

Group		N	Mean	Std. Deviation	F-test	p
<b>Social needs</b>	Married	541	2.67	1.27	79.822	.000
	Unmarried	349	3.74	1.31		
	Widow/ Divorcee	110	3.44	1.18		
	Total	1000	3.13	1.37		
<b>Personal needs</b>	Married	541	2.68	1.21	86.258	.000
	Unmarried	349	3.76	1.29		
	Widow/ Divorcee	110	3.36	1.06		
	Total	1000	3.13	1.32		
<b>Time management</b>	Married	541	2.67	1.30	72.397	.000
	Unmarried	349	3.71	1.34		
	Widow/ Divorcee	110	3.44	1.20		
	Total	1000	3.12	1.39		
<b>Team work</b>	Married	541	2.76	1.24	80.072	.000
	Unmarried	349	3.83	1.27		
	Widow/ Divorcee	110	3.28	1.15		
	Total	1000	3.19	1.34		
<b>Compensation and benefits</b>	Married	541	2.85	1.27	72.934	.000
	Unmarried	349	3.88	1.25		
	Widow/ Divorcee	110	3.51	1.16		
	Total	1000	3.28	1.34		
<b>Work overall</b>	Married	541	2.86	1.28	96.131	.000
	Unmarried	349	4.01	1.19		
	Widow/ Divorcee	110	3.64	1.15		
	Total	1000	3.35	1.35		
<b>Work-life balance</b>	Married	541	2.75	1.10	107.016	.000
	Unmarried	349	3.82	1.14		
	Widow/ Divorcee	110	3.44	0.83		
	Total	1000	3.20	1.20		

Social needs: The Table 3.3 constituting one-way ANOVA depicts that there exists significant difference in the social needs dimension of Work Life Balance w.r.t marital status of female fraternity as value of p is  $p < .000$  and mean scores of unmarried female fraternities ( $M=3.74$ ,  $S.D.= 1.31$ ) is higher than that of married female fraternity ( $M=2.67$ ,  $S.D. = 1.27$ ) and Widow or Divorcee ( $M= 3.44$ ,  $S.D. =1.18$ ) on the social needs dimension of WLB

Similarly in case of other dimensions like personal needs, time management, team work, compensation and benefits and work overall the mean score of unmarried female fraternities is higher than the married and widow/divorcee.

Therefore, “ $H_0$ 1 that there is no significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables”, stands rejected.

**Table 3.4 Mean, Standard deviation, t statistics: Work Life Balance of female fraternity in selected universities of Punjab with respect to designation**

	Designation	N	Mean	S.D.	t	df	p
<b>Social Needs</b>	Assistant Professor	566	2.85	1.30	-7.487	905	.000
	Associate Professor	434	3.49	1.38			
<b>Personal needs</b>	Assistant Professor	566	2.88	1.23	-7.103	905	.000
	Associate Professor	434	3.46	1.37			
<b>Time Management</b>	Assistant Professor	566	2.86	1.33	-6.808	905	.000
	Associate Professor	434	3.45	1.40			
<b>Team Work</b>	Assistant Professor	566	2.93	1.30	-7.214	905	.000
	Associate Professor	434	3.53	1.31			
<b>Compensation &amp; Benefits</b>	Assistant Professor	566	3.01	1.29	-7.411	905	.000
	Associate Professor	434	3.63	1.32			
<b>Work Overall</b>	Assistant Professor	566	3.13	1.29	-5.784	905	.000
	Associate Professor	434	3.62	1.37			
<b>Work-life balance</b>	Assistant Professor	566	2.94	1.12	-7.898	905	.000
	Associate Professor	434	3.53	1.22			

Social needs: Table 3.4 depicts that there exists significant difference in social needs dimension of Work Life Balance as  $p < .000$  (as compared to assumed level of significance, that is, 0.05 (5%) and the mean scores of Associate Professor of universities is higher than the Assistant Professors (Associate Professor,  $M 3.49 > Assistant, M 2.85$ )

Similarly for other dimensions of Work Life Balance like personal needs, time management, team work, compensation and benefits and work overall,  $p < .000$  ( $t = -7.103, 06.808, -7.214, -7.411, -5.784$  respectively and means scores of associate professors of universities is higher than the assistant professor on these respective dimensions of Work Life Balance.

Therefore, “ $H_0$ 1 that there is no significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables”, stands rejected.

**Table 3.5 Mean, Standard deviation, t statistics: Work Life Balance of female fraternity in selected universities with respect to family type**

	Family type	N	Mean	S.D.	t	df	p
<b>Social Needs</b>	Joint	566	2.62	1.23	-14.835	905	.000
	Nuclear	434	3.79	1.25			

<b>Personal needs</b>	Joint	566	2.63	1.13	-15.081	905	.000
	Nuclear	434	3.78	1.28			
<b>Time Management</b>	Joint	566	2.61	1.25	-14.551	905	.000
	Nuclear	434	3.78	1.28			
<b>Team Work</b>	Joint	566	2.72	1.18	-13.716	905	.000
	Nuclear	434	3.80	1.28			
<b>Compensation &amp; Benefits</b>	Joint	566	2.77	1.19	-15.336	905	.000
	Nuclear	434	3.95	1.22			
<b>Work Overall</b>	Joint	566	2.86	1.21	-14.395	905	.000
	Nuclear	434	3.98	1.25			
<b>Work-life balance</b>	Joint	566	2.70	1.05	-17.001	905	.000
	Nuclear	434	3.85	1.07			

Social needs: Table 3.5 represents that there exists significant difference in social needs dimension of Work Life Balance as  $p < .000$  (compared to assumed level of significance, that is 0.05),  $t = -14.835$  and mean scores of female fraternities living in nuclear family ( $M = 3.79$ ) is higher than that of those living in joint families ( $M = 2.62$ ) on the social needs dimension of WLB.

Similarly, personal needs, time management, team work, compensation and benefits and work overall have shown  $p < .000$  implying significant difference in these respective dimensions of WLB and means scores of females living in nuclear to be higher than that of living in joint on these respective dimensions of WLB.

Therefore, “ $H_0$ 1 that there is no significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables”, stands rejected.

**Table 3.6 Mean, Standard deviation, t statistics: Work Life Balance of female fraternity in selected universities of Punjab with respect to dependents**

	Response	N	Mean	S.D.	t	df	p
<b>Social Needs</b>	Yes	601	2.71	1.26	-12.907	905	.000
	No	399	3.76	1.29			
<b>Personal needs</b>	Yes	601	2.71	1.19	-13.570	905	.000
	No	399	3.77	1.25			
<b>Time Management</b>	Yes	601	2.66	1.25	-13.869	905	.000
	No	399	3.80	1.30			
<b>Team Work</b>	Yes	601	2.73	1.16	-14.840	905	.000
	No	399	3.89	1.28			
<b>Compensation &amp; Benefits</b>	Yes	601	2.83	1.24	-14.356	905	.000
	No	399	3.96	1.20			
<b>Work Overall</b>	Yes	601	2.91	1.21	-13.826	905	.000
	No	399	4.01	1.27			
<b>Work-life balance</b>	Yes	601	2.76	1.01	-16.063	905	.000
	No	399	3.87	1.16			

Social needs: Table 3.6 represents that there exists significant difference in social needs dimension of Work Life Balance as  $p < .000$  ( $t = -12.907$ ) and mean scores of female fraternities with no dependents are higher than those with dependents at home, that is  $M = 3.76$  as compared to  $M = 2.71$  respectively.



Similarly in personal needs, time management, teamwork, compensation and benefits and work overall,  $p < .000$  and mean scores of female fraternities with no dependents is higher than those who have dependents at home.

Therefore, “ $H_0$ 1 that there is no significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables”, stands rejected.

**Table 3.7 Mean, Standard deviation, t statistics: Work Life Balance of female fraternity in selected universities of Punjab with respect to working days/week**

	Working days/week	N	Mean	S.D.	t	df	p
<b>Social Needs</b>	6 Days	500	2.64	1.27	-11.940	905	.000
	5 days	500	3.61	1.29			
<b>Personal needs</b>	6 Days	500	2.71	1.25	-10.561	905	.000
	5 days	500	3.55	1.27			
<b>Time Management</b>	6 Days	500	2.63	1.27	-11.922	905	.000
	5 days	500	3.61	1.33			
<b>Team Work</b>	6 Days	500	2.77	1.25	-10.432	905	.000
	5 days	500	3.61	1.29			
<b>Compensation &amp; Benefits</b>	6 Days	500	2.87	1.28	-10.289	905	.000
	5 days	500	3.70	1.27			
<b>Work Overall</b>	6 Days	500	2.93	1.25	-10.125	905	.000
	5 days	500	3.76	1.32			
<b>Work-life balance</b>	6 Days	500	2.76	1.09	-12.454	905	.000
	5 days	500	3.64	1.14			

Social needs: Table 3.7 represents that there exists significant difference in social needs dimension of Work Life Balance as  $p < .000$  ( $t = -11.940$ ) and mean scores of female fraternities working 5 days/week is higher ( $M = 3.61$ ) than those working 6 days ( $M = 2.64$ ) on the social need dimensions of WLB.

Similarly, personal needs, time management, team work, compensation and benefits and work overall have shown  $p < .000$  and means score of female respondents working 5 days/week to be higher than those working 6 days/week on these respective dimensions of Work Life Balance.

Therefore, “ $H_0$ 1 that there is no significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables”, stands rejected.

**Table 3.8 Mean, Standard deviation, t statistics: Work Life Balance of female fraternity in selected universities of Punjab with respect to commuting time**

Group		N	Mean	Std. Deviation	F-test	p
<b>Social needs</b>	< 30 min	270	4.03	1.24	94.625	.000
	30-60 min	465	2.82	1.13		
	> 60 min	265	2.75	1.47		
	Total	1000	3.13	1.37		
<b>Personal needs</b>	< 30 min	270	4.00	1.21	93.793	.000

	30-60 min	465	2.80	1.11		
	> 60 min	265	2.84	1.39		
	Total	1000	3.13	1.32		
<b>Time management</b>	< 30 min	270	4.07	1.22	105.427	.000
	30-60 min	465	2.76	1.13		
	> 60 min	265	2.77	1.51		
	Total	1000	3.12	1.39		
<b>Team work</b>	< 30 min	270	4.06	1.22	93.225	.000
	30-60 min	465	2.89	1.07		
	> 60 min	265	2.83	1.46		
	Total	1000	3.19	1.34		
<b>Compensation and benefits</b>	< 30 min	270	4.13	1.19	87.759	.000
	30-60 min	465	2.95	1.10		
	> 60 min	265	2.99	1.48		
	Total	1000	3.28	1.34		
<b>Work overall</b>	< 30 min	270	4.18	1.19	81.628	.000
	30-60 min	465	3.04	1.16		
	> 60 min	265	3.04	1.45		
	Total	1000	3.35	1.35		
<b>Work-life balance</b>	< 30 min	270	4.08	1.07	123.508	.000
	30-60 min	465	2.88	0.93		
	> 60 min	265	2.87	1.29		
	Total	1000	3.20	1.20		

Social needs: Table 3.8 shows that there exists significant difference in social needs dimension of Work Life Balance as  $p < .000$  and mean scores of females with <30 min commuting time ( $M = 4.03$ ) is higher than those having more commuting time, that is 30-60 mins ( $M = 2.82$ ) and >60 mins ( $M = 2.75$ ).

Similarly on the personal needs, time management, team work, compensation and benefits and work overall dimensions of WLB,  $p < .000$  and mean scores of females commuting less than 30 mins have more mean scores than those traveling in more minutes.

Therefore, “H<sub>01</sub> that there is no significant difference in Work Life Balance of female fraternity in selected universities of Punjab concerning demographic variables”, stands rejected.

**Table 3.9 Pearson correlation- Work Life Balance and Psychological capital among female fraternity in selected universities of Punjab**

		Work self-efficacy	Optimism	Hope	Resilience	Psychological capital
<b>Social needs</b>	<b>Pearson Correlation</b>	.419**	.597**	.595**	.522**	.657**
	<b>Sig. (2-tailed)</b>	.000	.000	.000	.000	.000
	<b>N</b>	1000	1000	1000	1000	1000
<b>Personal needs</b>	<b>Pearson Correlation</b>	.418**	.531**	.531**	.494**	.608**
	<b>Sig. (2-tailed)</b>	.000	.000	.000	.000	.000

	N	1000	1000	1000	1000	1000
Time management	Pearson Correlation	.509**	.540**	.552**	.494**	.646**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000
Team work	Pearson Correlation	.576**	.623**	.578**	.511**	.706**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000
Compensation and benefits	Pearson Correlation	.486**	.586**	.585**	.539**	.677**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000
Work overall	Pearson Correlation	.547**	.551**	.596**	.463**	.664**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000
Work-life balance	Pearson Correlation	.555**	.644**	.645**	.568**	.743**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000

The table 3.9 depicts the correlation coefficient, representing the relationship between Work Life Balance and Psychological Capital.

It can be observed that all the dimensions of Work Life Balance have a positive and significant impact with work self-efficacy (SN:  $r = .419$ ; PN:  $r = .418$ ; TM:  $r = .509$ ; TW:  $r = .576$ ; C&B:  $r = .486$ ; WO:  $r = .547$ ; WLB:  $r = .555$ ) with  $p < .000$  in all dimensions.

The correlation coefficient values of WLB dimensions are found to be positive and significant with optimism (SN:  $r = .597$ ; PN:  $r = .531$ ; TM:  $r = .540$ ; TW:  $r = .623$ ; C&B:  $r = .586$ ; WO:  $r = .551$ ; WLB:  $r = .644$ ) with  $p < .000$  in all these dimensions.

The correlation coefficient values of WLB dimensions are found to be positive and significant with hope (SN:  $r = .595$ ; PN:  $r = .531$ ; TM:  $r = .552$ ; TW:  $r = .578$ ; C&B:  $r = .585$ ; WO:  $r = .596$ ; WLB:  $r = .645$ ) with  $p < .000$  in all these dimensions.

The correlation coefficient values of WLB dimensions are found to be positive and significant with resilience (SN:  $r = .522$ ; PN:  $r = .494$ ; TM:  $r = .494$ ; TW:  $r = .511$ ; C&B:  $r = .539$ ; WO:  $r = .463$ ; WLB:  $r = .568$ ) with  $p < .000$  in all these dimensions.

**Based on these findings, it can be said that there is significantly positive relationship between Work Life Balance and Psychological Capital of female fraternity in selected universities of Punjab**

**Table 3.9a: Consolidated values of “Impact of Work Life Balance dimensions on work self-efficacy among female fraternity of selected universities of Punjab”**

WLB dimension	Adjusted R <sup>2</sup>	Pearson Coefficient	F	Significance (p)
Social Needs	.175	.419	212	.000
Personal Needs	.174	.418	211	.000

Time Management	.258	.509	349	.000
Team Work	.331	.576	495	.000
Compensation & Benefits	.235	.486	308	.000
Work Overall	.299	.547	426	.000

**Table 3.9b: Consolidated values of “Impact of Work Life Balance dimensions on optimism among female fraternity of selected universities of Punjab”**

WLB dimension	Adjusted R <sup>2</sup>	Pearson Coefficient	F	Significance (p)
Social Needs	.356	.597	553	.000
Personal Needs	.281	.531	390	.000
Time Management	.291	.540	410	.000
Team Work	.388	.623	634	.000
Compensation & Benefits	.343	.586	522	.000
Work Overall	.303	.551	435	.000

**Table 3.9c: Consolidated values of “Impact of Work Life Balance dimensions on hope among female fraternity of selected universities of Punjab”**

WLB dimension	Adjusted R <sup>2</sup>	Pearson Coefficient	F	Significance (p)
Social Needs	.354	.595	547	.000
Personal Needs	.281	.531	391	.000
Time Management	.304	.552	437	.000
Team Work	.333	.578	500	.000
Compensation & Benefits	.342	.585	519	.000
Work Overall	.354	.596	548	.000

**Table 3.9d: Consolidated values of “Impact of Work Life Balance dimensions on resilience among female fraternity of selected universities of Punjab”**

WLB dimensions	Adjusted R <sup>2</sup>	Pearson Coefficient	F	Significance (P)
Social Needs	.271	.522	372	.000
Personal Needs	.243	.494	321	.000
Time Management	.244	.494	322	.000
Team Work	.260	.511	352	.000
Compensation & Benefits	.290	.539	408	.000
Work Overall	.214	.463	272	.000

The tables 3.9 a - 3.9 d represents that component of Work Life Balance, that is, social needs, personal needs, time management, team work, compensation and benefits and work overall influence significantly and positively the dimensions of Psychological Capital, that is, work self-efficacy, optimism, hope and resilience on the female fraternity of selected universities of Punjab.

**Therefore, “H<sub>02</sub>: There exists no significant impact of Work Life Balance on Psychological Capital of female fraternity in selected universities of Punjab”, stands rejected.**

#### **4. CONCLUSION**

It is clear from the above analysis that Work Life Balance has a positive impact on the Psychological Capital of female fraternity of selected universities of Punjab. That is, if balance of work and life of these female fraternities is enhanced or improved, it will directly improve the psychological capital of these female fraternities, amounting to feelings of worth, positivity, hope and resilience in their personal and professional lives.

#### **5. SUGGESTIONS**

To improve psychological capital of female fraternity in universities, the management can work on following recommendations:

- a. Providing the females with option of maternity leave, menstrual leave, paid leaves, employment breaks can boost hope dimension of female fraternity working with particular universities
- b. Instead of following work days/week, management can work on working hours/week criteria which may not particularly require a 9am-4pm monotonous work routine (considering other designations like guest faculty, contractual) as work load of all female fraternities may not be same.
- c. Providing the female fraternity option of working from home in special cases, or blended mode of teaching wherever applicable.
- d. Regular self-assessments to improve performance and maintain scoreboard.

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