The Effect of Family-Work conflict on Job Performance and Satisfaction of Female Employees in Education Sectors

Anup Sharma
Department of Mittal School of Business,
Lovely Professional University, Punjab – India
Email: anup.21070@lpu.co.in

Pratima Thapa
Mittal School of Business,
Lovely Professional University, Punjab – India
Email: thapapratima91@gmail.com

Love Kumar Gautam
Mittal School of Business,
Lovely Professional University, Punjab – India
Email: lovekumargautam2002@gmail.com

Harshit Sharda
Mittal School of Business,
Lovely Professional University, Punjab – India
Email: harshitsharda9@gmail.com

Piyush Yadav
Mittal School of Business,
Lovely Professional University, Punjab – India
Email: yadavpiyush140@gmail.com

Vaibhav Rana
Mittal School of Business,
Lovely Professional University, Punjab – India
Email: rajputvaibhavrana1@gmail.com

ABSTRACT

Several research works have examined the difficulty of balancing job and family obligations. They've used various methods, looked at different timeframes, and explored different fields. Numerous research have established a correlation between work-family conflict and variables such as stress levels, job satisfaction, performance at work, and family life satisfaction. However, none of these studies have explicitly examined the conflict that results when work and family responsibilities collide, particularly in the field of education. This indicates a gap in our knowledge of this field. To better understand how female employees in the education sector perform on the job and are satisfied with their jobs, this study will look at the effects, contributing variables, causes, coping methods, and correlations between these characteristics.

The purpose of the proposed study is to fill this gap by examining the connection between family-work and work-family conflict. It will examine the causes of these conflicts, as well as their effects on women's performance in the education sector. The study intends to shed light on a significant but often ignored facet of balancing work and family obligations by concentrating on these areas.

Key Words: work-family conflict, female educators, job performance, education sector, Work-life balance

INTRODUCTION

Women are an integral part of society, balancing responsibilities both at home and in the workplace to meet the needs of their families and communities. Traditionally, women have shouldered roles such as childbirth, nurturing, protection, and providing emotional support within the family unit. They have been expected to raise capable children, support their husbands, and contribute to the welfare of their communities. Over time, the status of women has evolved, with equal rights and opportunities alongside men.

In India, the recognition of women's equality in the constitution marked a significant departure from traditional norms. Despite historical challenges, women in India have made strides in various fields, including technology, literature, and the arts. Their presence is increasingly felt across industries, and many have achieved success in international business and politics.

India's rapid economic growth and societal changes have contributed to shifting gender dynamics. Factors such as industrialization, urbanization, globalization, education, and women's empowerment have led to a more complex societal landscape. Women now constitute a significant portion of the workforce, contributing to changes in family dynamics and societal expectations.

Employment outside the home has provided women with financial independence and increased their status within their families. There's an increasing need to deal with how women manage these changing positions inside households as their roles go beyond traditional family duties.

In recent years, there has been growing attention to the concern on impact of family-work conflict of female employees on the job productivity and their satisfaction in the education sector. Various studies, such as those conducted by Jahanzeb and Fatima, (2015), Tausif and Fatima, (2020), and others, have shed light on the negative effects of family-work conflict on female teachers in Pakistan. Similar studies, like the one by Liu and Spector, (2005) in the United States, also highlighted the challenges faced by female educators.

In this context, understanding the dynamics of family-work conflict becomes crucial, especially considering its potential consequences on job performance and satisfaction. The research by Jahanzeb and Fatima, (2015) recommended the implementation of family-friendly policies to alleviate work-family conflict, emphasizing the need for organizations to take proactive measures.

Taking inspiration from various studies, a suggestive model of Customer Relationship Management (CRM) can be devised to address the satisfaction of female employees in the education sector in India. This model could incorporate insights from research conducted by Lee and Choi, 2017, emphasizing the importance of social support and how it can act as a buffer against the detrimental relationship that exists between work-family conflict and employment outcomes.

Furthermore, developing specific CRM strategies tailored to the educational sector is paramount. Insights from Hill, Hawkins, Ferris, and Weitzman's, (2001) study underline the benefits which is influenced by the perceived job flexibility on work-family balance. Implementing such strategies can enhance job performance and satisfaction among female employees.

In addition to individual-focused strategies, a conflict resolution framework should be designed to contribute to overall improvements in student outcomes and experiences. Building on the findings from various studies, including Liang, Brown, and Gray's, (2017) examination of work-life balance policies, organizations can create initiatives that not only resolve conflicts for female employees but also contribute positively to the learning environment and, consequently, brand reputation.

In summary, this introduction recognizes the existing body of research highlighting the challenges faced by female employees in the education sector due to family-work conflict. It proposes the development of a suggestive CRM model and specific strategies to address job performance and satisfaction, ultimately contributing to a positive resolution of conflicts and fostering an environment conducive to improved student outcomes and brand reputation. In our research paper, we're focusing on creating a special plan to make female employees in the education sector in India happier at work. We're also looking at ways to improve how well they do their jobs and how satisfied they feel overall. We believe that finding ways to solve conflicts effectively will not only make students' experiences better but also improve the reputation of the organization.

REVIEW OF LITERATURE

The literature review reveals a consistent pattern: family-work conflict negatively impacts job performance and job satisfaction among female employees in the education sector across diverse cultural contexts. Studies from various countries such as the United States, Pakistan, Korea, India, and Saudi Arabia consistently demonstrate this relationship. For example, the study done by Rathi and Barath, (2013) where they wanted to see how support from friends and family affects how happy police officers are with their job and family life. They found that when officers had more support, they felt better about their job, even if they had conflicts between work and family. But for those with less support, these conflicts made them feel worse about both their job and family life. This shows that having support can help police officers deal with the stress of balancing work and family responsibilities. They surveyed 450 police officers in Tamil Nadu and Kerala, both men and women.

Moreover, the literature highlights the importance of organizational support and workplace flexibility in mitigating the negative effects of family-work conflict. Kashif and Rehman, (2020) studied female

university professors in Pakistan to see how conflicts between work and family affected their job satisfaction. They found that when professors felt torn between work and family, they were less satisfied with their job. They also looked at how job demands and support from their workplace affected this conflict. They found that job satisfaction went down when demands were high but improved with more support and flexibility at work. They surveyed 365 female professors at four public universities in Pakistan.

When work demands clashed with family needs, performance suffered. The employees with a healthy balance between work and personal life performed better at their jobs. This has been also proved in the research done by Soomro, Breitenecker, and Salimi, (2018) they have did the research how balancing work and family life affected job performance among employees in Pakistan. They found that when employees had a good balance between work and life outside of work, they performed better. But when there were conflicts between work and family, performance suffered. They also found that being happy with their job could lessen the negative effects of work-family conflicts.

The conflicts between work and family commitments impacted the teachers' satisfaction with their jobs and their desire to leave the profession. When family responsibilities interfered with work, teachers were less satisfied with their job and more likely to want to quit. According to Liu and Spector, (2005) studied how female teachers in the United States are affected by conflicts between family responsibilities and work which force them to leave their job. They surveyed 463 teachers from different American organizations. Similarly, there is another research has been done by - Liang, Brown, and Gray, (2017) who studied dual-earner couples with children in the United States to see how conflicts between family and work affected job satisfaction. They found that when family responsibilities interfered with work, job satisfaction went down, especially among female teachers. They also found that flexible work arrangements could help improve job satisfaction. They surveyed couples to get insights from both partners.

Furthermore, if we see the in a visa versa where family life is getting affected by the professional life also make the female employees to quite the job. In a research paper of Lee and Choi, (2017) focused on how conflicts between work and family life affected female teachers in Korea. They found that when work responsibilities interfered with family life, teachers felt less satisfied with their job and didn't perform as well. However, support from their supervisors and colleagues could lessen these negative effects. They surveyed 261 female teachers in Korea.

The importance of organizational policies that can help alleviate work-family conflict, highlighting the potential for institutional support structures. The organizations can not only improve the well-being of their female employees but also potentially benefit from increased job satisfaction, performance, and reduced turnover. Several studies have shown a clear link between work-family conflict and negative outcomes for female educators, including decreased job satisfaction, performance, and retention rates. Reinforcing the negative impact of work-family conflict on female educators, Liang, (2017) studied dual-earner couples with children in the United States. Their findings showed that when family responsibilities interfered with work, job satisfaction declined, particularly among female teachers. Interestingly, the study also highlighted the potential benefit of flexible work arrangements in improving job satisfaction. This focus on couples' experiences adds a new dimension to the research. Similarly, Jahanzeb and Fatima, (2015) investigated female employees in Pakistan, finding a decrease in both job performance and satisfaction when work clashed with family needs. Their research emphasizes the importance of organizational policies that can help alleviate work-family conflict, highlighting the potential for institutional support structures.

Furthermore, the reviewed literature underscores gender disparities in the experience of work-family conflict, with female employees often facing greater challenges due to societal expectations and caregiving responsibilities. Kaur and Joshi, (2019) studied female teachers in India to see how conflicts between family and work affected their job satisfaction and performance. They found that when family responsibilities interfered with work, job satisfaction and performance suffered.

The teaching profession offers a rewarding career path, but it can also be demanding, particularly for female educators who often face the challenge of balancing work and family life. Balancing work and family life can be a significant challenge for female educators, impacting their job satisfaction and performance. This research paper will explore how work responsibilities, often cited as a major source of this conflict, contribute to these negative outcomes. There are several studies provide compelling evidence of this connection. Tausif and Fatima, (2020) studied female teachers in Pakistan to see how conflicts between family and work affected their job satisfaction and performance. They found that when family responsibilities interfered with work, job satisfaction and performance suffered. They surveyed 210 female teachers to understand their experiences.

Alharbi et al., (2021) studied female teachers by analyzing with the data of 353 in Saudi Arabia to see how conflicts between family and work affected job performance and satisfaction. They found that when family responsibilities interfered with work, job performance and satisfaction decreased. They also found that support from the organization could help lessen these conflicts.

The significant impact of work-family conflict on female educators, with work responsibilities emerging as a major source of this conflict. The resulting decline in job satisfaction and performance highlights the need for further research and for educational institutions to implement strategies that support female educators in managing these competing demands. According to the investigation done by a study by Ashfaq, (2021) in Pakistan examined how female teachers' job satisfaction suffered when family obligations clashed with their work duties. Interestingly, their research also suggests that organizational support could be a buffer against these negative effects. They gathered data through surveys with female teachers.

Employees may not like their jobs as much when they find themselves stuck between family-work conflicts. They might not care as much about their work and might not try as hard to do well. This can lead to them feeling less happy and less committed to their job. And when they're not happy or committed, they might not do their job as well as they could. Which has been also showed in the research done by the Greenhaus and Beutell, (1985) explored the sources of conflict between work and family roles and how they affected job satisfaction and commitment. They found that when family responsibilities interfered with work, job satisfaction and commitment decreased, leading to poorer job performance.

It can be challenging for female teachers to manage work and family life when they are under a lot of stress at work. It can be difficult to manage things at home when one is overburdened and exhausted from work, which can cause frustration and leave one with less time or energy for their families. When work begins to consume their personal lives, this may lead to a general decrease in their level of job satisfaction. This has been explored by the Ahmad, Fakhr, and Ahmed, (2011) in his research where he explored how job and personal life conflicts affected mental health and job satisfaction among working women in Pakistan. They found that factors like workload and job stress caused conflicts between work and personal life, leading to lower mental health and job satisfaction. With similar to this studies from Pakistan and India Sabaghian,(2016) Gupta & Srivastava, (2020) all found that when work stress spills over into personal life,

it can lead to feeling burnt out and unhappy with their jobs. This is especially true for female teachers who may already have a lot on their plates at home.

Though this work-family conflict affects both male and female but if we see the ration in both the contest. The ratio of suffering through work-life conflicts is more in female employees. According to the studies done by Kinnunen and Mauno conducted in (1998) study on the ways in which Finnish men and women manage their job and family obligations. Conflicts arose from women's home responsibilities and the demands of both men's and women's jobs, they discovered. They also found that mental health suffered as a result of this struggle.

This idea and the ways that workplaces affect workers' performance and well-being have been the subject of several studies. Studies conducted by Gordon et al. (2007) and Malik et al. (2020) have demonstrated that women may experience a decline in job satisfaction and performance when work responsibilities conflict with family obligations. But there is a bright side Research conducted by Hill et al. (2001) and Aiswarya & Ramasundaram (2012) indicates that work environments that provide flexibility or a supportive atmosphere can aid women in attaining a more favorable work-life balance. Better performance and increased job satisfaction may follow from this. In simple terms, joyful and balanced workers perform more. Organizations can create an environment that works for themselves and their employees by acknowledging these problems and providing support.

In nutshell, the literature review provides robust evidence of the detrimental impact of family-work conflict on job performance and satisfaction among female employees in the education sector. Organizational support, workplace flexibility, and gender-sensitive policies emerge as crucial factors in mitigating these negative effects and promoting the well-being and success of female employees. Addressing work-family conflict requires holistic interventions that consider both individual and organizational factors to create supportive work environments conducive to the needs of female employees.

The Employed Women and Her Family

When a woman takes on a job in addition to her roles as a wife and mother, she faces a lot of different expectations that often don't work well together. This can upset the balance she had in her family life before. She has to juggle these different roles, which can be really challenging.

For example, a married woman who works outside the home has to be both a good mother and wife, while also being a dedicated employee. Balancing these responsibilities can be tough, and she might struggle to adjust. With reference of research paper done by Ashfaq, (2021) investigated how female teachers' job satisfaction decreased when work and family responsibilities conflicted.

In this situation, family relationships become really important. The decision for a married woman to work or not depends a lot on what her husband and other family members think and need. This often means making a lot of compromises and adjustments. This is also mentioned in the research paper Greenhaus and Beutell, (1985) how work load affects and leads to the dissatisfaction and decrease in the job performance of female employees.

In traditional Indian families, there are important relationships between parents and children, husbands and wives, mothers-in-law and daughters-in-law, and between siblings. These relationships have changed over time, especially with more women working outside the home. When these changes aren't handled well, it can lead to a lot of stress and difficulty in managing a healthy family life.

Challenges Faced by Working Women

Balancing work and family roles is a significant challenge for many women, particularly in societies like India. Women often carry the bulk of responsibilities at home while also working outside the house. This can lead to conflicts between work and family duties, impacting their satisfaction and well-being. Research suggests that managing both work and family demands requires considerable time and energy, and it can affect psychological well-being.

In many cases, there's a misconception that women who work outside the home cannot adequately care for their families. This can result in feelings of guilt and stress for these women, as they juggle responsibilities at work and at home. Their children may feel deprived of their mother's attention and affection due to these conflicting demands.

To address these challenges, it's essential to develop strategies that support female employees in managing their work and family roles effectively. Implementing Customer Relationship Management (CRM) models tailored to the needs of female employees in the education sector can enhance job performance and satisfaction. These strategies can include providing support for work-life balance, offering flexible work arrangements, and implementing conflict resolution mechanisms. As studies by Hill et al. (2001) and Aiswarya & Ramasundaram (2012) suggest that flexible work arrangements or a positive work environment can help women achieve a better work-life balance.

By prioritizing the well-being of female employees and addressing work-family conflicts, organizations can improve employee satisfaction, job performance, and overall brand reputation. Additionally, resolving conflicts between work and family responsibilities can lead to better student outcomes and experiences, ultimately aiding to the success of educational institutions.

Work-Family Conflict

Many women struggle to balance their obligations to their families and their careers, especially in the Indian education sector. This conflict arises when the demands of work and family life clash, making it challenging for individuals to effectively participate in both roles. This conflict can have detrimental effects on individuals and organizations, leading to increased burnout, stress, decreased health, and diminished job performance.

There are two main types of conflicts that women often face: work interfering with family (WIF) and family interfering with work (FIW). It generally arise when work commitments disrupt family activities, while FIW happens when family obligations impede work responsibilities. These conflicts can manifest in various ways, such as conflicting time requirements, strain on performance, or incompatible behaviors necessary for each role. According to the study done by - Luk, D.M. and Shaffer, M.A., (2005) shows both work stress and family demands contribute to WFC, but supportive work environments can lessen the burden. This knowledge helps organizations create a more balanced and productive work experience.

To address these challenges, organizations can implement Customer Relationship Management (CRM) strategies tailored to the needs of female employees in the education sector. These strategies aim to enhance job performance and satisfaction by providing support for work-life balance, offering flexible work arrangements, and implementing conflict resolution mechanisms. By prioritizing the well-being of female employees, organizations can improve employee satisfaction, job performance, and overall brand reputation. In the research done by Nguyen, T.H. and Waring, T.S., (2013) have also encouraged the demand for CRM technology for the improvement of Family-Work conflict on Job Performance and Satisfaction of Female Employees in Education Sectors.

Moreover, resolving conflicts between work and family responsibilities can also benefit students' outcomes and experiences. When employees feel supported and less stressed, they can dedicate more time and energy to their work, ultimately leading to better educational outcomes for students. Additionally, a supportive work environment can enhance the reputation of educational institutions, attracting both students and employees.

In India, where women are increasingly participating in the workforce, particularly in sectors like information technology (IT), it is crucial to address these challenges to ensure the success and well-being of female employees. These sectors often provide a conducive work environment for women, leading to higher representation compared to other industries. However, regardless of the sector, women still face challenges in balancing work and family responsibilities. Research by - Chen, R.R., Ou, C.X., Wang, W., Peng, Z. and Davison, R.M., (2020) where they have mention by the use of CRM system they have driven the better sale performance.

Research suggests that family structure and time pressures play significant roles in exacerbating work-family conflicts. Larger families and longer work hours are associated with higher levels of conflict, highlighting the importance of addressing these factors in CRM strategies. By creating a supportive and flexible work environment, organizations can mitigate the effect of work-family conflicts faced by female employees and improve overall job satisfaction and performance.

To addressing work-family conflicts is essential for promoting the well-being of female employees in the education sector in India. By implementing CRM strategies, organizations can enhance job satisfaction, performance, and overall employee well-being, leading to better outcomes for both employees and students. Moreover, resolving these conflicts can also contribute to building a positive brand reputation for educational institutions, attracting top talent and fostering a conducive learning environment.

RESEARCH GAP

This study aims to investigate on association between the work-family conflicts and family-work conflicts, their influencing elements and how they affect the performance of women. Several studies have been done on work-family conflict with different kinds of methodologies in different sectors. Many studies came with a conclusion on work-family conflict correlated with many terms like family satisfaction, job satisfaction and performance, work stress etc. However, no study has specifically addressed family-work conflict in the

education sector, including its effects, contributing factors, causes, and coping mechanisms. Thus, there is a deficit on this front as well.

However, the research agenda is to investigate that - women are an inseparable part of society and have made significant contributions to various fields. The recognition of women's equality in the Indian constitution was a significant departure from traditional Indian society and the norms of many advanced countries at the time. Employment outside the home has enabled women to become more self-reliant, self-dependent, and confident, but it has also given rise to the issue of the management of family roles as family patterns and the envisaged roles of various family members are changing rapidly.

RESEARCH METHODOLOGY

Sample of the Study

The education sector is the study's universe. The study's sample will consist of female employees working in India's education sector.

Scope of Study

The focus of this study will be North Indian universities.

Sampling technique for interviews: Sample will collected from the different universities of North India. The method will be applied to make effective use of the time.

Design of questionnaire: A self-created survey was employed as the main tool for gathering data to find out how female employees witnessed the effects of work-family conflict on their families and careers. There will be closed-ended questions on the surveys. Closed-ended questions offer more structured answers that make concrete suggestions easier to implement. A 5-point Likert scale with intervals from 1 to 5 would be used to measure the data; 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree.

Survey questionnaire are attached in appendix.

Sample Size

We have collected 219 data's of women employees.
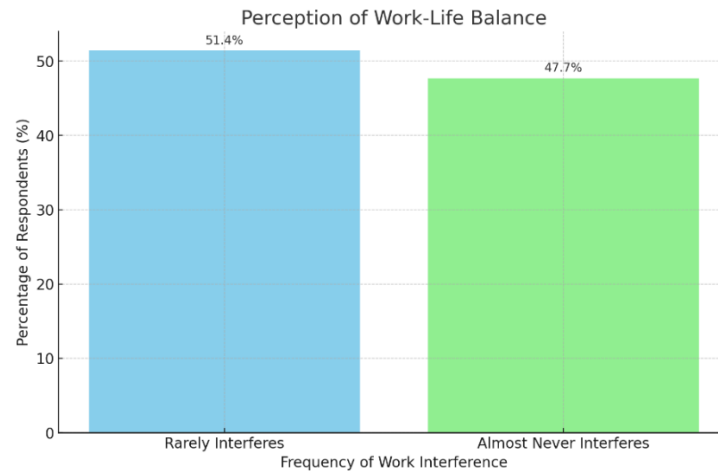
Sources of Data

The author used primary data for this study by creating a self-designed questionnaire following a thorough analysis of the literature. Primary Data: Using a questionnaire, primary data will be gathered in order to assess how female employees view work-family conflict. There will include both qualitative and quantitative data.

RESULTS / DISCUSSION

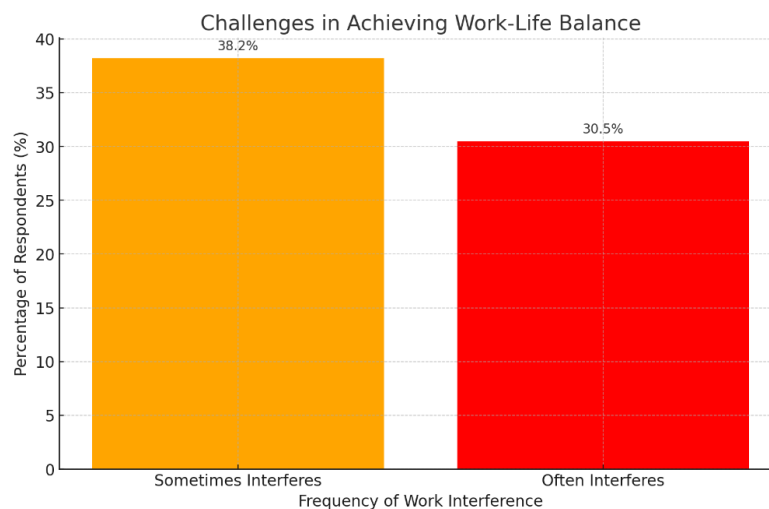| S. No.	Different Factors	(in percentage)				
		1	2	3	4	5
1	Work commitments vs. family activities	4	12.6	24.2	51.1	8.1
2	Job time vs. household responsibilities	2.2	13	58.7	17.5	8.5
3	Missing family activities due to job demands	3.6	8..1	26	50.2	12.1
4	Feeling drained after work vs. family engagement	2.2	4.5	48	36.3	6.3
5	Work stress impacting family interaction	26.5	7.6	36.8	21.1	8.1
6	Differences in problem-solving strategies (work vs. home)	6.3	15.2	19.3	20.6	38.6
7	Effective behaviors at work vs. personal life	30	16.6	38.1	12.19	3.1
8	Effectiveness at work vs. parenting/spousal duties	4.5	39.9	25.1	14.3	16.1
9	Family responsibilities vs. job duties	4.5	34.5	39.5	15.2	6.3
10	Family time vs. career-enhancing activities	3.6	15.7	35.4	40.4	4.9
11	Missing work due to family responsibilities	9	10.8	35.9	16.1	28.3
12	Home stressors affecting job focus	5.4	36.3	25.6	29.1	3.6
13	Effective behaviors at home vs. professional life	12.1	14.3	24.2	36.8	12.6
14	Adapting problem-solving from home to work	12.6	22.4	23.3	17	24.7
15	Confidence in job performance amid balancing	12.6	17.9	42.2	24.7	2.7
16	Social expectations on women's roles (education sector)	14.8	30.9	20.6	30.9	2.7
17	Organization support for work-life balance	13.5	13.9	43	26.9	2.7
18	Family-friendly policies and job satisfaction	13.9	17.5	21.1	44.4	3.1
19	Perceptions of women's roles in organizational culture	17	18.8	21.1	17.5	25.6

According to the research we have found –

Work-Life Balance Perception:

The survey findings indicate that for a significant portion of the sample (51.4% and 47.7%), work rarely or almost never interfered with their ability to participate in family activities or left them too emotionally drained to engage with loved ones after work.

This suggests that, for many respondents, work-life balance was successful, with minimal impact on family time and emotional availability.
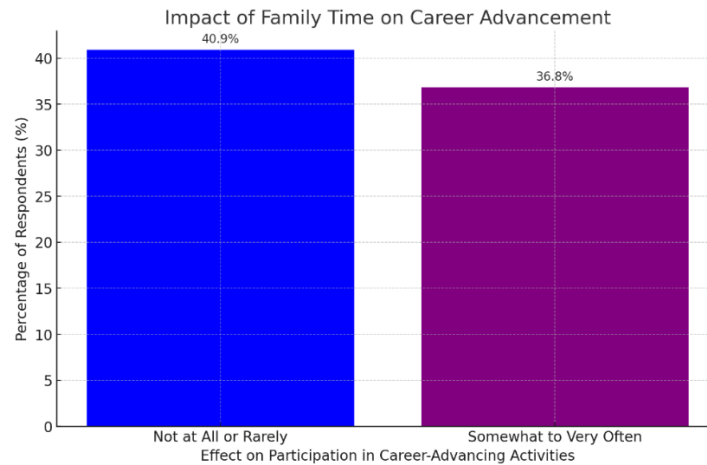
Challenges in Work-Life Balance:

However, a substantial minority (38.2% and 30.5%) reported that work sometimes or often interfered with their family life.

This highlights the ongoing challenge of achieving work-life balance, indicating that while many respondents manage it well, a significant number still face difficulties in balancing work and family obligations.
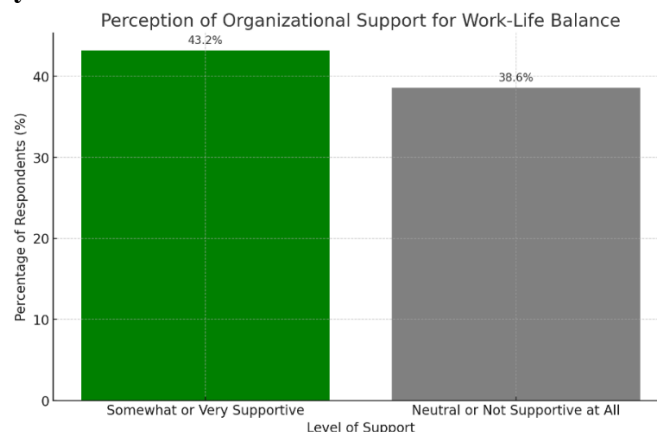
Impact on Career Advancement:

A significant portion of respondents (40.9%) felt that family time did not at all or rarely affect their ability to participate in activities that could benefit their careers.

This suggests that, for many, family responsibilities do not hinder their professional advancement. However, a notable minority (36.8%) reported that family time somewhat, moderately, significantly, or very often hindered their participation in career-advancing activities.
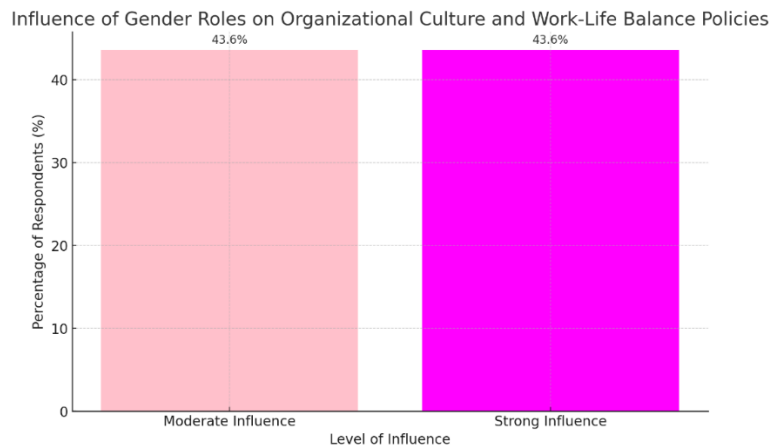
Organizational Support Systems:

Nearly half of the respondents (43.2%) reported that their organizations provided somewhat or very supportive systems or resources to help manage work-life balance.

However, a significant minority (38.6%) perceived such systems as neutral or not supportive at all.

This indicates a mixed perception of organizational support for work-life balance, with room for improvement in supporting employees' efforts to balance work and family responsibilities.

Influence of Gender Roles:

Influence of Gender Roles on Organizational Culture and Work-Life Balance Policies

A substantial portion of respondents (43.6%) believed that perceptions of gender roles in society had a moderate or strong influence on organizational culture and work-life balance policies.
This highlights the importance of considering societal perceptions and gender dynamics in designing effective work-life balance initiatives within organizations, particularly in the education sector.

While Customer Relationship Management (CRM) traditionally focuses on customer interactions, it can indirectly contribute to improved job satisfaction for female employees. Existing research, like the one by Rajkumari , (2015) highlights the negative impact of work-life conflict on female employee well-being. CRM strategies can be implemented alongside work-life balance initiatives. By creating a more supportive work environment through flexible work arrangements and family-friendly policies, organizations can leverage CRM's focus on customer experience to empower female employees and potentially improve overall company performance as suggested by the research you mentioned.

CONCLUSION

In conclusion, the application of Customer Relationship Management (CRM) strategies tailored to the specific needs of female employees in the education sector can significantly impact their well-being and job satisfaction. The literature review underscores the pervasive challenges of work-family conflict faced by female educators and the detrimental effects it can have on job performance and satisfaction.

The proposed CRM model emphasizes the importance of organizational support, workplace flexibility, and gender-sensitive policies in mitigating these negative effects and promoting the success of female employees. By addressing work-family conflict through holistic interventions, educational institutions can create supportive work environments conducive to the needs of female employees. In the realm of the education sector, where female employees often grapple with the intricate balance between professional commitments and familial responsibilities, the application of Customer Relationship Management (CRM) strategies can profoundly impact their well-being and job satisfaction. By tailoring CRM approaches to the specific needs of female staff, educational institutions can offer flexible work arrangements, such as telecommuting options or adjusted schedules, to accommodate their diverse family obligations. Additionally, fostering open communication channels enables organizations to actively listen to the concerns of female employees, providing valuable insights that inform supportive policies and initiatives.

Furthermore, the results of the study highlight the mixed perceptions of organizational support for work-life balance among female employees. While many respondents reported successful work-life balance, a significant minority still face challenges in balancing work and family obligations. This underscores the need for organizations to continue improving support systems and resources for managing work-life balance. CRM initiatives extend beyond traditional workplace practices to encompass holistic support for personal and professional development. Educational institutions can offer resources such as childcare facilities, workshops on work-life balance, and opportunities for career advancement, empowering female employees to thrive in their roles. By investing in the growth and welfare of female staff, organizations not only enhance job satisfaction and performance but also cultivate a culture of inclusivity and gender equality, fostering an environment where all employees can flourish personally and professionally.

Overall, by investing in the growth and welfare of female staff, educational institutions can enhance job satisfaction, performance, and overall well-being. Implementing CRM strategies that prioritize the needs of female employees not only benefits individual employees but also contributes to a culture of inclusivity, gender equality, and organizational success.

REFERENCES

1. Rathi, N. and Barath, M., 2013. Work-family conflict and job and family satisfaction: Moderating effect of social support among police personnel. *Equality, Diversity and Inclusion: An International Journal*, *32*(4), pp.438-454.

2. Kashif, M. and Rehman, S., 2020. Relationship between Work-Family Conflict and Job Satisfaction of Female Teachers of Universities. *Global Regional Review*, *2*, pp.206-214.

3. Soomro, A. A., Breitenecker, R. J., & Salimi, S. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. South Asian Journal of Management, 25(2), 98-123.

4. Liu, Y., & Spector, P. E. (2005). A comparison of the job satisfaction and turnover intentions of female and male employees in the United States. Journal of Applied Psychology, 90(3), 363-371.

5. Lee, S., & Choi, J. (2017). Work-to-family conflict, social support, and job performance and satisfaction among Korean female teachers. Social Behavior and Personality: An international journal, 45(9), 1539-1552.

6. Liang, Y., Brown, D. J., & Gray, P. (2017). Family-to-work conflict, work-family conflict, and job satisfaction in a sample of US dual-earner couples with children. Journal of Family Issues, 38(13), 1825-1849.

7. Jahanzeb, S. & Fatima, T. (2015). The Effect of Family-Work conflict on Job Performance and Satisfaction of Female Employees. Journal of Managerial Sciences, 9(1), 1-16.

8. Tausif, M., & Fatima, T. (2020). Work–family conflict, job satisfaction, and job performance: A study on female teachers of Pakistan. Asia Pacific Journal of Human Resources, 58(3), 350-370.

9. Hill EJ, Hawkins AJ, Ferris M, Weitzman M. Finding an extra day a week: The positive influence of perceived job flexibility on work and family life balance. Family relations. 2001 Jan;50(1):49-58.

10. Shakil Ahmad, M., Fakhr, Z. and Ahmed, J., 2011. Working women work-life conflict. *Business strategy series*, *12*(6), pp.289-302.

11. Alharbi, M. A., Alrasheedi, M. M., & Alghamdi, A. H. (2021). Family–work conflict and job performance: The role of job satisfaction and perceived organizational support among female

teachers in Saudi Arabia. International Journal of Environmental Research and Public Health, 18(2), 648.

12. Malik, H. A., Ahmed, M., & Ali, S. (2020). Work–family conflict, job satisfaction, and job performance: A study on female academics of Pakistan. Journal of Asia Business Studies, 14(3), 513-529.

13. Kaur, S., & Joshi, K. (2019). Work family conflict and its impact on job satisfaction and job performance among female teachers in India. International Journal of Research in Management, Economics and Commerce, 9(1), 123-130.

14. Ashfaq, S., Iqbal, S., & Saeed, S. (2021). Work–family conflict, perceived organizational support, and job satisfaction: A study of female teachers in Pakistan. Journal of Applied Research in Higher Education, ahead-of-print(ahead-of-print).

15. Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. Academy of management review, 10(1), 76-88.

16. Sabaghian, Z., Nargesian, A., & Fallahi, A. (2016). Investigating the relationship between work–family conflict and job burnout in teachers: Mediating role of job satisfaction. Journal of Educational and Organizational Studies, 6(1), 95-111.

17. Gupta, P. and Srivastava, S., 2020. Work–life conflict and burnout among working women: a mediated moderated model of support and resilience. *International Journal of Organizational Analysis*.

18. Kinnunen, U. and Mauno, S., 1998. Antecedents and outcomes of work-family conflict among employed women and men in Finland. *Human Relations*, *51*(2), pp.157-177.

19. Gordon, J.R., Whelan-Berry, K.S. and Hamilton, E.A., 2007. The relationship among work-family conflict and enhancement, organizational work-family culture, and work outcomes for older working women. *Journal of occupational health psychology*, *12*(4), p.350.

20. Aiswarya, B. and Ramasundaram, G., 2012. A study on interference of work–life conflict between organisational climate and job satisfaction of women employees in the information technology sector. *Asia-Pacific Journal of Management Research and Innovation*, *8*(3), pp.351-360.

21. Reinartz, W., Krafft, M. and Hoyer, W.D., 2004. The customer relationship management process: Its measurement and impact on performance. Journal of marketing research, 41(3), pp.293-305.

22. Luk, D.M. and Shaffer, M.A., 2005. Work and family domain stressors and support: Within-and cross-domain influences on work–family conflict. Journal of Occupational and Organizational Psychology, 78(4), pp.489-508.

23. Nguyen, T.H. and Waring, T.S., 2013. The adoption of customer relationship management (CRM) technology in SMEs: An empirical study. Journal of Small Business and Enterprise Development, 20(4), pp.824-848.

24. Chen, R.R., Ou, C.X., Wang, W., Peng, Z. and Davison, R.M., 2020. Moving beyond the direct impact of using CRM systems on frontline employees' service performance: The mediating role of adaptive behaviour. Information Systems Journal, 30(3), pp.458-491.

APPENDIX

Questionnaire:

1. How often do you feel that your work commitments prevent you from participating in important family activities?
2. To what extent does the time you spend on your job interfere with your ability to contribute equally to household responsibilities and activities?
3. How frequently do you find yourself missing family activities due to the demands of your job?
4. When you return home from work, how often do you feel too mentally or emotionally drained to engage in family activities or responsibilities?
5. How often does stress from work affect your ability to engage with your family once you're home?
6. In what ways do the problem-solving strategies you use at work differ from those you use at home?
7. Can you provide examples of behaviors that are effective for you at work but may not be helpful in your personal life?
8. How do the behaviors that contribute to your effectiveness at work compare to those necessary for being a good parent or spouse?
9. How often does time spent on family responsibilities interfere with your job responsibilities?
10. To what extent does time spent with your family affect your ability to participate in work-related activities that could benefit your career?
11. How often do you have to miss work activities due to family responsibilities?
12. How frequently do stressors from home affect your ability to focus on your job while at work?
13. Can you provide examples of behaviors that work well for you at home but may not be as effective in your professional life?
14. How do you adapt your problem-solving strategies when transitioning from home to work environments?
15. How confident are you in your ability to perform your job duties effectively and contribute to the success of your organization?
16. How often social expectations regarding women's roles in family and work influence your experience as a female employee in the education sector?
17. Is there any support systems or resources provided by your organization which is beneficial to manage the balance between work and family responsibilities?
18. Is it effective to implement family-friendly policies with your organization that could improve your job satisfaction and performance?
19. How often you believe that perceptions about women's positions in society influence organizational culture and work-life balance policy in the education sector?