

**RELATIONSHIP OF FAMILY SUPPORT  
AND JOB PERFORMANCE OF TEACHERS  
AT UNIVERSITY LEVEL**

**BY**

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**NATIONAL UNIVERSITY OF MODERN LANGUAGES,  
ISLAMABAD**

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By

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## THESIS AND DEFENSE APPROVAL FORM

The undersigned certify that they have read the following thesis, examined the defense, are satisfied with the overall exam performance and recommend the thesis to Faculty of Social Sciences for acceptance.

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I also solemnly declare that it should not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

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## **ABSTRACT**

**Thesis Title:** Relationship of Family Support and Job Performance of Teachers at University Level

This study was aimed to find out the relationship of family support and job performance of teachers at university level. The main objectives of the study were to explore the level of family support, to assess the level of job performance of teachers at university level, to find out the relationship of family support and job performance of teachers at university level, to investigate the gender based difference regarding family support and to investigate gender based difference regarding the job performance of university teachers. This study was quantitative and correlational in nature. This study was based on theories of family support Greenhouse & Powell (2006) and job performance given by Viswesvaran (2000). The target population of the present study was based on four public sector universities teachers of social sciences and management sciences departments, which were 768 teachers from public sector universities of Islamabad. A simple random sampling technique was used. The sample of the present study consisted of 317 among them 146 were males and 171 females university teachers. Data were collected through two questionnaires, one for family support and the second was about job performance. Data were analyzed through mean, Pearson Correlation, Independent t- test by using SPSS. The findings of this study indicated that university teachers showed sometimes agreed responses towards family support and job performance which were not up to satisfactory level. Positive significant relationship was found between family support and job performance, no significant gender based differences was found related to family support among university teachers. Significant gender differences were found related to job performance therefore, it is recommended that Teachers may make the best utilization of the time to set boundaries and maintain flexibility between life and professional life to attain the work life balance.

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## LIST OF ABRIVIATION

<b>Abbreviation</b>	<b>Terms</b>
FS	Family Support
JB	Job Performance
H <sub>0</sub>	Hypothesis
CV	Compute Variable
SPSS	Statistical Package for Social Sciences
COVID-19	Corona Virus Disease
Sig.	Significant
NPSTP	National Professional Standards for Teachers
WB	Well-Being
WLB	Work life balance
IIUI	International Islamic University Islamabad.
QAU	Quaid-e-Azam University Islamabad
AU	Air University Islamabad
BU	Behria University Islamabad

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Humaira Tajamul

## *DEDICATION*

*I dedicated this research work*

*to my loving Mother*

*Naseem Akhter*

*My Family Members,*

*Farheen, Iqra, Awaís, and most caring Sami Turk who  
encouraging me to work hard and trust in Allah Almighty.*

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

Education is a type of learning in which ideas, abilities, and behaviors are passed from one generation to another. In every domain, education is essential in developing countries. It serves as a model for the growth of the nation. Pakistan's education has substantially improved over the last several years, contributing to the country's overall development (Ashraf, Azeem and Ismat, 2016). Education is very important, especially in underdeveloped countries because it helps the individual to achieve knowledge, different types of skills, and his,her work. If the people of the country are not learning the skills and different types of education its mean that the country would not be able to stand by with other leading counties and did not bring out revolution and face the daily challenges of the world.

According to Iskandar and Ramli (2010), Teachers constantly challenged by their working surrounding such as implementation of university based programs, heavy workload, hectic working environments, incentive administrators and parent's expectations. The struggle between Family Support and family life has remained at the point of focus in many studies. If we consider the traditional composition of the family, we realize that in the past, the role of parents in raising a family was different. The pressure of earning was on the shoulder of men, who had a very less contribution in raising children. On the other hand, the domestic affairs, including the nature of children were included in the domain of a woman or mother of the children (Munro, 2011). Performance is an important tool to measure the effectiveness of the individual

and organizations (Sultana & Chechi, 2018). Performance is the outcome of an employee's series of behavior in organizations (Berghe & Hyug 2011). The rise in education and resources increased the need for having a comfortable life. In order to attain a comfortable life, both male and female of the family started a career. This phenomenon shook the traditional foundation of family, and the debate arouses how to create a stability concerning work life or family life especially for teachers. The pressure of creating a balance in family life and job is essential, so besides being earning hand of the family, they are also expected to fulfill the family obligations (Epstein, 2009). House and Powel (2006) delivered a concept that identifies the circumstances below which effort and family characters were described in detailed including emotional support and instrumental support.

According to Colly (2004) good outcomes are achieved through good and positive parenting styles and family support creates a healthy environment. In this regard, stable family relations and community relationships; enhance the supportive family system which protects the well beings, feelings and boundaries. Like other professions, teaching is also one such profession which is highly regarded as female oriented profession. Studies suggest, that being a teacher oriented profession, teaching tend to be more challenging without the support of family. Teachers play an integral part in society and also pay attention to their jobs, manage work or family at the same time (Gronlund, 2007). They have huge responsibilities of their families where the male members of the family can perform his major role at home or as well as in his personal life. Hence, there is a need to explore the topic in educational context. Many research studies indicated that family support has different factors which contribute to the success of family members in a positive manner like their achievements, attitude towards their job and teaching performance (Franco and Levitt, 1998).



According to Okunola(1990), performance is defined as an act in which any individual performs his duties and achieve the goals. Teachers are considered important role which support of the educational process and when they define the differences they put more efforts and perform educational activities more actively. Family only supports you with financial support, moral support and material support where all the parents want to give a better future to their children. Parental support is a multidimensional construct (Fan 2001). If we see in educational context family support and teacher job performance is very important to discuss because teachers perform a major role in their country. If a fully support from their back they can perform acts in every field because when a person have strong support from their families so they can perform well on any platform.

According to Thompson and Prottas (2005) concluded that place of work is extra fruitful, while individuals are pleased through their effort. It has improved the decision making capability since cheerfulness decrease stress and ambiguity. This can only be attained when there is stability between work life and family. Job performance is definitely a feeling of any individual towards the job which performances as an inspiration to work (Robbins, 2005). It is generally recognized as multi –layer concept which includes intrinsic and extrinsic job fundamentals (Wayne 2006). According to Ali and Munap R. (2014) employees overall behavior towards their job, whether they are satisfied or dissatisfied. As per Betts (2000) described job performance, such as an observation of the job by the work holder. Gupta and Joshi (2008) carried out their study that Job-performance is a significant procedure used toward inspiring the workforces to work durable. The further approved that Job performance is actually significant because workers devote maximum time, give on their duties, also give a part of their life at work place.

Workers make sure extra affirmative perceptions nearly of the associated products and services, once they accomplish success in their job and consequently provide an improved facility. Every employee is different from other hence needs are also different from each other's. If we talk about organization that mean every organization succeeds is based on practice policies ineffective way for their social resources are more successful now days. Job performance is constructed focused heavily on task requirements, these tasks will develop social presentation is established culture techniques, theories and training Guilford 1954).

Hafiz (2017) Performance is a result of any individual actions that used his, her skills for few conditions. According to Genzon (2009) job performance is a very important element in the workplace. Goodman (2012) mentioned in his research that work life addition must be supported by top administration in order to make it effective. It should be recorded that in order for top management to create and sustain a family-friendly work environment, it is necessary for them to model family-friendly behaviors through their activities and not merely through verbal communication (Halbesleben & Paustain- Underdhal, 2014). Hence, the study will explore this phenomenon in the life of university teachers where the factor of family support and the role of the family will be discussed. The main purpose of this research was to check the relationship of Family support teachers and JP on gender basis of teachers in public-sector institutions of Islamabad. This study was aimed to find out the There are a number of dimensions of family support and job performance written in the literature. This research work highlighted on the primary and secondary dimensions of family support and job performance of an educator with gender, at university level.

## 1.2 Rationale of the Study

The main purpose of this research work is to investigate the gap by providing an additional knowledge related to family support of university teachers. Family support practices impact on job performance. Family support is one way in which teacher's wellbeing can be protected and promoted. Each family member plays his, her role in their families. Without family it becomes harder to achieve life goals. Job involvement improves their emotional well-being. Family support enhances skills, job autonomy and skill variety of university teachers and it also helpful for teachers to stability among effort and particular existence effectively. So the researcher explores the relationship of family support and the job performance of university teachers. The researcher conducted this research because many studies were related to the banking field, administrative organization, and engineering sector, but not so much study were found in the education area especially in public-sector universities.

The central purpose of this study is to discourse the deficiencies through making a new complete degree of family support that explanations for its manifold proportions. Family support has included multiple sources of support from the organization, supervisor, colleagues, and members of the family. There are two essential types of support one is emotional and the second is instrumental. This has implications for organization waiting to more accurately recognize the causes and outcomes related to particular types of family support. Exploring the relationship of family support and the job performance of teachers at university level contentious issue that involves more investigations. Several researches have shown that Aminah and Zoharah (2012) University of Putra Malaysia, carried out

in their studies that work-family informal support has a direct effect on job performance.

As strongly discussed by Siu, Oi, Kao, et al. (2010), family support provides love and belief to motivate employees and enables them to accomplish work-related goals. The finding concerning the relationship between family support and work engagement adds to current knowledge in the work engagement research. According to Othman and Abdullah (2014), the finding has been proven by the family support of the past studies where it has been stated that there is a significant and negative relationship between job performance, and work-family conflict. Many studies have been conducted on the topic of which exploring the relationship of family support and job performance. Through existing literature, it has been recognized that in Pakistani context few researchers may conduct, but in different fields and less literature is available for university level teachers on gender based difference. This is the main reason behind the research to conduct on that on the relationship of family support and the job performance of teachers at university level.

### **1.3 Statement of the Problem**

Family support is a positive element which relates to performance and quality of work, so teachers achieve their life goals. Family support can positively enhance teacher's well-being which affects their job performance. The concept of job performance is a concept that expresses what degree a goal has been achieved at a job and at what level goals have been accomplished. The teacher's job performance is related to how successfully the teacher fulfills his/her duties and responsibilities. A high performing teacher fulfills his/her duties and

responsibilities successfully and provides important Contributions to the success of the university. This study was aimed to find out the relationship of family support and job performance of teachers at university level and in addition this study also investigated gender based differences regarding family support and job performance of university teachers.

#### **1.4 Research Objectives**

This study was designed to achieve the following objectives.

1. To explore the level of family support of university teachers.
2. To assess the level of job performance of university teachers.
3. To find out the relationship of family support and job performance of teachers at university level.
4. To investigate gender based differences regarding family support of university level teachers.
5. To investigate gender based differences regarding Job performance of university level teachers.

#### **1.5 Null Hypotheses**

To attain the objectives of the present study following the null hypotheses was made:

**H<sub>01</sub>:** There is no significant relationship between family support and job performance of teachers at university level.

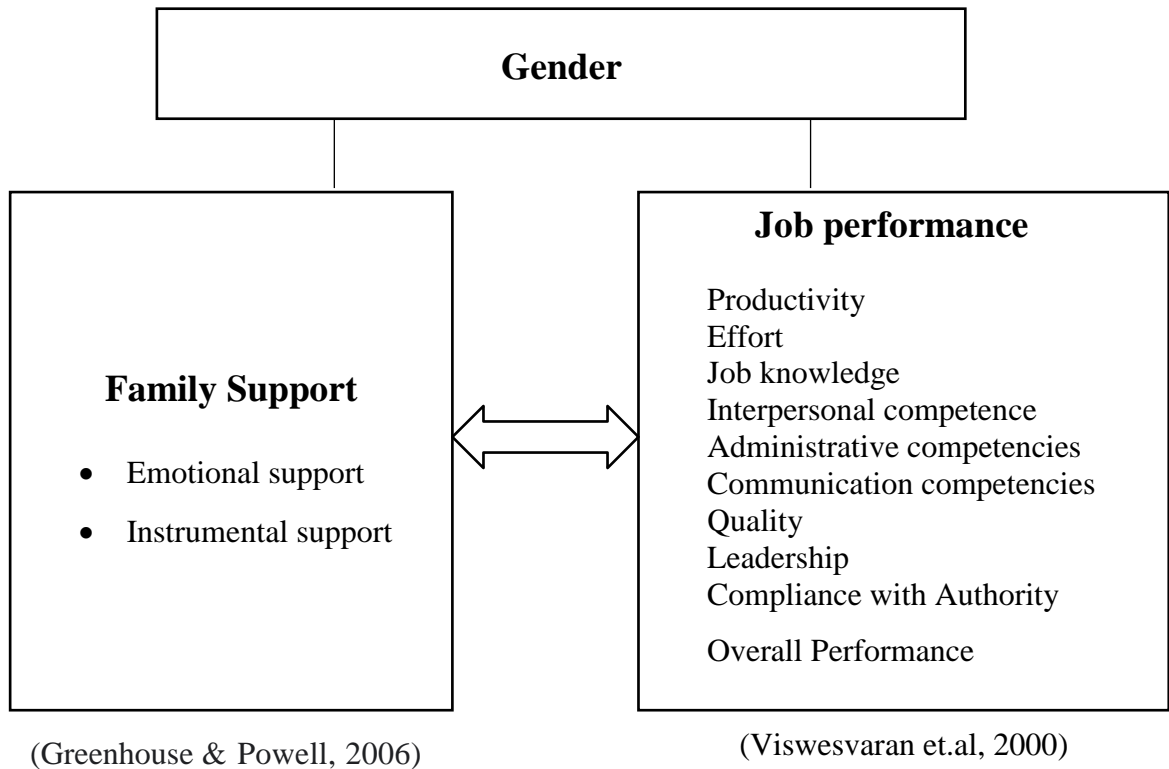
**H<sub>02</sub>:** There is no significant gender based difference regarding Family support of university level teachers.

**H<sub>03</sub>:** There is no significant gender based difference regarding the job performance of university level teachers.

## 1.6 Conceptual Framework

The First variable of this study is a family support this conceptual framework is based on the theory given by Greenhouse (2006) suggested two types of family support, for example emotional and instrumental support. Emotional support or affect should be differentiated from instrumental support. Emotional support involves being empathetic, expressing care and concern, and listening others. Instrumental support involves providing tangible and objective assistance, i.e. supervisor, organization, coworkers or family support. This study remains intended to explore the relationship of family support and the job performance of higher level teachers. In this study other variable is job performance and its Characteristics of job performance are based on the model presented by Viswesvaran in 2000.

This study was based on following ten dimensions of job performance, suggested by Classical version (Viswesvaran et.al, 2000). Productivity, effort, job knowledge, interpersonal competence, administrative competencies, communication competencies, quality, leadership, compliance with authority, overall performance. These dimensions can be helpful to measure the work performance of university teachers.



*Fig no 1.1 Conceptual Framework of the Study*

## 1.7 Significance of the study

This study is useful for managers in institutions to correctly understanding family support influence as well as its enhanced and provide the best environment of many organizations and enhanced the working employees like flexible work schedule and also enhance the working and the job performance of university teachers. Family support also creates positive attitudes towards job performance of any individual.

Further, this research study may be of interest to those exploring family support and job performance dimensions. These benefits are to increase job performance, productivity, knowledge, leadership, quality, teaching competencies, commitment, and better teamwork. The Relationship between family support and employee performance of university teachers will be worthy for new employees that how to maintain communication skills, how to manage the time for work and how can perform well in any institutions which will be help to increase the higher rate of

institutions rank. Through this study higher education institutes will be able to understand the demographic factors among workers and treat them accordingly. On the other side this study will be beneficiary for university teachers to keen knowledge from the one's having more experience and educational background. This study will be helpful for university teachers understand the role of family support and job performance. This study is significant for organizations to identify different kinds of family support, emotional and instrumental support which is essential for enhancing professional capabilities of their employees.

## **1.8. Methodology**

This section includes population, sample, sampling technique, research instrument, data collection, data analysis and delimitations.

Research design deals with the overview plan and strategy to incorporate the different components of the research in a logical sequence (Kumar, R.2014). The design of the study was Correlational in nature because it explores the relationship of family support and job performance of teachers at university level. Quantitative research approach was used.

### **1.8.2 Population**

For the present research study 768 male and female university teachers of Islamabad were taken as the population. Teachers serving in public-sector universities located in Islamabad having discipline of social sciences and management sciences.

### **1.8.3. Sample**

In the current research study the sample size consists of  $n= 317$  the sample of Male  $n= 146$  and Female  $n= 171$  were obtained after applying the simple random sampling technique. The researcher was selected 4 public sector universities which having social sciences and management sciences departments.



According to Mugenda and Mugenda (2003), when the study population is less than 10,000 a sample size of between 10 and 30% is a good representation of the target population and hence 10 % is adequate for analysis. By considering the above mentioned source the sample of the study was selected.

#### **1.8.4. Research Instrument**

Two questionnaires were used for this study, one for Family Support and Second scale was Job Performance in the light of the related literature questionnaire, i.e. family support was adapted after taking permission from the author Scott L. Boyar (2006), which was based on factors given in the theory. The second questionnaire of job performance was based on Campbell et al., model and revised version given by Viswesvaran et al (2000) and its developed by the researcher.

#### **1.8.5 Data Collection**

The data were collected from university teachers. The researcher was personally visiting the selected universities for collection of data through questionnaires. During pandemic situation (COVID-19) the researcher collected the data through Google forms to complete the required data from teachers through e-mails, whatsApp.

#### **1.8.6 Data Analysis**

Data was analyzed through SPSS (Statistical Package for the Social Sciences). According to the objectives Mean, Correlation, and Independent t-test was used for analysis.

### **1.9 Delimitations of the study**

Due to limited amount of time and resources, the study was delimited to:

1. Four public sector universities located in Islamabad which were having the faculty of social sciences and management sciences departments.
2. The research study was also delimited to explore the relationship of family support and the job performance of teachers at university level.
3. Two close ended questionnaires were used for data collection about family support and job performance.

## **1.10 Operational Definitions of study Variables**

### **1.10.1 Family support**

Family support is defined as a community of parents, children and other family members those are your blood relation who supports you in all matter. Family support factors are emotional and instrumental.

### **1.10.2 Emotional support**

Emotional support includes those family member behaviors or attitudes geared toward providing the worker with encouragement, understanding, attention and positive regard, and guidance with problem-solving. It includes behaviors and attitudes that reflect the families interest in the employee's work, willingness to listen to, talk to, and advise the employee about his/her work, and general indications of care and concern for the employee.

### **1.10.3 Instrumental support**

Instrumental support includes those family member behaviors and attitudes aimed at facilitating day-to-day family/household operations. It includes behaviors and attitudes that reflect the family's willingness to share

household tasks, to actively relieve the employee of undue responsibility for other family obligations or duties, and to structure family life so as to accommodate- date the employee's work schedule or job requirements.

#### **1.10.4 Job performance**

Job performance refers to work-related activities expected of an individual and how well those activities were performed. Generally its refer to person feelings towards the job and get satisfied, which acts as an incentive to work this term includes also opportunities for growth and self-development, freedom from tension and stress.

#### **1.10.5 Productivity**

Productivity refers to how much a single person can do work at work place. Include extent or volume of work at job residence. It's about the quantity and quality of work an individual distributes in motivated to do a good job.

#### **1.10.6 Effort**

Amount of work consumed in determined to do a better job. Initiative, consideration of duty, attentiveness, resourcefulness, eagerness about work, sincerity, earnestness at work, perseverance in seeking goals, devotion, personal involvement in the job, effort and energy used on the job.

#### **1.10.7 Job knowledge**

Knowledge of his or her responsibilities towards job, motivating colleagues to perform well and expecting organizational achievement are identified as the main features an employee who is involved in the job to know the work which you perform in an organization.

### **1.10.8. Interpersonal competence**

Interpersonal capability is valuations of how well an individual gets along and cooperates with their office staff.

### **1.10.9 Administrative competence**

Administrative competence measure with the expertise showed which everyone has. These competencies included catering and coordination of the diverse roles in an association. Administrative maintenance of records, the ability to place and allocate work to subordinates, and having a clear idea about the job obligations and responsibilities of others.

### **1.10.10 Quality**

Quality is an assessment of however any single person performs well at work place. How much they have knowledge about their work. Job data was a degree of the proficiency incontestable by the individual.

### **1.10.11 Communication Competence**

Communication competence reflected how well the worker communicates with others. How well he/ she inspired others with their own words.

### **1.10.12 Leadership**

Leadership was a degree of the capability to effectively bring out extra performance from others, and acquiescence with or acceptance of authority assessed the viewpoint the person has rules and regulations.

**1.10.13 Compliance with authority**

Scores on general viewpoint about rules and regulations. Submitting to rules, compliant to principles in the workplace, a positive attitude toward management, adhering to organizational rules and culture, not complaining against the organizational policies, and following instructions.

**1.10.14 Overall performance**

Overall performance is the fact of life; we play a vibrant role on work place or in a playground, indeed in any activity where we put our efforts, intelligence, with attention to reach the level of achievement in every field of work.

## **CHAPTER 2**

### **Literature Review**

This chapter provides the wide range of review of related literature and the number of views on the definitions and meanings of family support and the job performance of teachers at university level in Pakistan. The terminals of family support are briefly defining in this chapter and theories and models are discussed which relate to the topic. Various studies concentrating on literature with the help of previous researches. The deeply studied on past researches to investigate the family support with different variables, but in an educational context that variable not discussed in the educational field it is essential to investigate this relationship in Pakistani setting.

#### **2.1 Definitions and meaning of Family Support**

The word „Family” comes from the Latin word ‘Familia’.The elliptic Oxford lexicon defines family as a few and their youngsters, thought to be a basic organization. The United States of America, Bureau of Census defines family as two or additional people connected by blood, marriage or adoption that reside within the same menage (Cherlin, 1981). Family support is very important for all members who lived with their children, their parents married women from their husbands and mothers from their elder son and child and daughters get support from father and elder brothers who look after the home or full all the responsibilities the house.

As we lived in Pakistan and when we talk about family so we have two types of family one in which all family members lived together that is called a joint family system. And the other hand, few couples lived in separate home or some time single

mother can do a job and earn money for their children. In Pakistan majority of families lived in joint family system and some preferred to live together because in joint family all members can take care of each other easily instead of separate living. While mentioning the types of supports in the work place, Hose (1981) recommended four types of supports that is emotional, instrumental, informational, and appraisal. First two supports are most relevant types which support family area. Many researchers present a combination of family term in single way (Johan Gottlieb, 2007). Here the word Support could understand in any services, assistance, attitude, information and education and place or professional provision of benefits for the family career. The Family has two aspects in any individual life. It can change in the employee demographic, and workplace focused the attention of any researcher towards work and family employee's life.

The main aimed of this study to investigate the relationship of family support and job performance among university teachers. Family support is identified with the guardians with formal or casual administrations and unmistakable merchandise that are characterized or controlled by the families. A family deals with a youngster or juvenile who has touchy and passionate conduct or mental issue. (Organization of Families for Kids' Psychological well-being, 1992, p. 1).

## **2.2 Types of Social Support**

Social support plays a prominent role in both business related and private sources as a defensive element (Ostberg and Leannartsson, 2007) social help has three measurements (a) a primary segment, it alludes to the size and nature of help from one's informal organization; and (b) a useful perspective is alluding to clear conduct exchanges among steady and upheld individuals. In our examination, we center a few sorts of steady conduct are recognized. This can be in two broad grouped that is (a)

ES and (b) instrumental support. ES that is conveyed of mindfulness, compassion or regard and the other instrumental help that identifies with help with the critical thinking by substantial assistance or data. Cohen and Wills, 1985; House, Umberson and Landis. 1988).The purpose of this study to investigate that how much family supports the person with emotional term or help with instrumental support. Supportive people can show his attention and care to other individual's feelings (e.g., by communicating compassion regard and mindful), or perhaps they can attempt to assist them with trip substantially for instance, an individual, achieve a troublesome undertaking the other individual give him advice to solve the problem with useful information constitutes instrumental support in that it may help to solve a problem while communicate with the person by speaking by physical meeting or use more ways to solve the problem Cutrona and Suhr (1994).

Viswesvaran (1999) revealed in his examination that a solid connection between enthusiastic backings marked elusive and a wide range of pressures or stress results. Hence, it is vague what kind of help is successful in unpleasant conditions. On the other hand the predictor of physical health was shown that instrumental support was the strongest ES(Lennartsson, 2007). Different authors said that in their researches that the characteristics of the situation to match with supportive action (Russel, & Cutrona, 1990).

### **2.3 Emotional and Instrumental Support**

However, emotional support and instrumental support involve being emphatic, expressing care, concern, and listening other family members. Instrumental support is like financial support, household things, clothes and other material which is important for life and also involves your supervisors, coworkers, organization and their support which is help full in completing your life goals. (House, 1981). For more about the



various types of support, we should know about the different reasons for their high interrelation here we explain the three mechanisms i.e. high association between different type supports it may be stem about a fact about the people who have good understanding and motivation to help others in supportive way and they find out the ways that can help to solve the issues. They also provide the characteristics of the situations and help them with two kind of support (Mischel, & Shoda, 1995).

Furthermore, a study conducted by Barling, MacEwen, and Pratt at (1988) they directly addressed clearly in question that showed the people do distinguished different types of support. Second it is feasible that support may carry multiple meanings, Thus if we give someone difficult task, may be the other person directly demonstrates instrumentally supportive behavior but it is essential that the person who assigns for that task communicates with the focal person that would be easy for him/her to complete the task an example of instrumental support is that a person who is ill and suffering from back bone pain and going shopping with somebody its tangible support to help in clarifying a problem or making useful suggestion for him (informational support). The example of emotional support refers to the supportive person who listening, expressing sympathy or expressing the importance of the relationship with other focal person has for supporting person sympathy or caring taking the issues seriously or expressing esteem or giving compliments in everyday life.

## **2.4 Receiving Instrumental Support at Work**

The role of social support promoting workers' health, well-being studied extensively the indication is unpredictable because sometimes the social support might have negative effects. Over the past decades, a number of studies have

examined the characteristics of instrumental support is maintaining well-being of employees, for example, providing emotional and instrumental support has generally conceptualized as a particular function that social, personal relationships at work place serve informational, emotional, appraisal or instrumental support (House, 1981; Stroebe, 2000). All these terms measured by assessing the persons perceptions of one or the others availability that provide these functions, that is perceived, support (Stroebe, 2000). In this study, we focused on conventional support which received teachers from other individuals at work place in shape of help, and we defined instrumental support as an action of others that are either helpful or intended to be helpful. Although the overwhelming most of the studies reported positive associations between social support and measure of well-being (Cf. Viswesvaran, Sanchez, & Fisher, 1999).

Minority studies have reported that a support that received at workplace negativity, especially those that have assessed received support instance, high level of support at the workplace may appear to be a negative effect (Buunk, Doosje, Jans & Hstaken, 1993). Sometimes the employee no received support from their college at a job they cannot perform well in office because they get stressed in their minds and get struck and cannot focus on new projects. Sometimes peoples believe that they could not complete their task without help from others. They think that they did not get the solutions of the problems on their own.

## **2.5 Family Support and Work Life Balance**

The work-life balance, a concept is defined by other researchers well because of the broad conception. The various definitions are originated from the previous researches. Basically, the concept of work-life balance was started in the 1930s

(Lockwood, 2003). A work life balanced life is all about making the efforts in maintaining the emotional, physical, mental health so that we can support our family. If we neglect any of the previous aspects, it has a huge effect on our lives as these are the domains of life and the poor understanding leads to imbalance in the life of an individual.

It has been noted that there are many definitions of work life balance as the earlier researchers used to define it as no work and life struggle (Buffardi et al.1999). Recently it is defined as the less work, family struggles and large work family enrichment. (Frone, 2003). This definition explains that work-life balance includes both the positive and the negative aspects and is the common definition, which is used now a day (Casper et al.2014). The researchers who are using this definition are taking work life conflicts and enrichment in the context. Other researchers have argued that dividing the concept of work life balance can cause many problems, as it would be difficult to give clarification about the certain domains, which are taken under consideration.

All-encompassing approach is being used to help the individuals in assessing the work life balance and support their families. The common factor that should be highlighted is balanced, which is basically an attitude towards the family and his work (Valcour, 2007). Other things, which are involved, are cognized, resource apportionment, family roles, life satisfaction, and emotional support. The work life balance differed in combining the concepts of the job satisfaction and family satisfaction as it is an assimilated idea about the work and family roles (Carlson et al. 2013). The current research is all about the distal effects of similarity and differences in the work life balance, especially when it comes to family roles. The family support helps the workers to manage their outside work, which includes the family time.

(Haar & Brougham, 2002). No aforementioned has focused on the interaction between the work, environment and life balance. That is why in this study, we focus on the similarities and differences between the work and life balance. Clark (2000) defines work life balance as the process by which the person is slightly occupied as well as keen towards the betterment of their work and the family roles. The work-life balance is basically related to the regulation of one person's desire and aim which in turn provides the reasonable objectives which are used to avoid the fights (Parsons, 2002). It is all about balancing the patterns of work at home, work that allows the organizations and employees to work with full responsibility, and increases their desire to work.

The work life balance is a level of satisfaction, which is involved when an individual performs the multiple tasks at a time. Some policies are under mining the practices, which will help the employees a lot. These include the flexible time, job sharing, child care or day care centers within the organization and tele networking as well. The work life balance can also provide the best health for the employees (Lois & Greg, 2017). The work life balance is basically promoting the positive atmosphere and outcomes to the organizations and the families as well as the turnover and job stress is reduced while the job performance is increasing day by day (Lockwood, 2003). The balance between life and the work does not only bring benefit to the organization, but to the health of the employees as well, which is increasing the productivity rates (Türker, 2017). It establishes the optimistic source the relationship between the work and the life balance and helps to motivate the employee's not only in the private sector, but also especially in the public sector as well (Suhendro, 2018).

## 2.6 Family Support and Well Being

The social support is defined as the physical and the emotional core, which is given to us by our family, friends, coworkers and the loved ones. We belong to that part of the community where there is a person who gives us love, care, value and let us think of ourselves as well. All of us need these types of people who stand with us in our good and bad days and never say no's just to maintain a healthy and lively the social support has become a necessity of life but it requires the thing, which goes on with the effort.

The social support concept is explained by, "the social exchange theory." According to this theory, the interpersonal relationships are made stronger by the social exchange, which involves the complementation of the resources (Berkowitz et al., 1965; Ladebo, 2005). The earliest definition of the social support included the confidence, his or her love, value, wellbeing and social network relationships with him and her, which was given by Cobb in 1976. The support is basically the emotion, the empathy, the information and the instruments which are related to the person and his or her family members who may include the coworkers and supervisors as well (Thoits, 2011). The social support in the workplace is the thing, which helps people work without any stress and feels that welfare of the work environment, which includes the managers and the supervisors, which is excessively much important as well in which they are employed (Kossek et al. 2011).

It is the simplest yet an imperative thing, which can help one to lessen the negativity in the work life balance (Md-Sidin et al. 2008). The employers can get the better work environment if and only they get the family support, as it is a necessity of the family domain of the employees (Boles et al. 1997). The social support mainly leads to the positive work for the workers and the coworker's family (Shan et al.,

2018). The social support is basically the extent to which the employees recognize and feels the superior care about the welfare and the social resources provision related to the employees' specific tasks and the goals (Kossek et al. 2011). There are two main types of the social support. One is work related support and other is non-work related social support. The work-related social support depends on the willingness of the organization to provide support in their workplace while non-work related social support depended on the willingness of an employee in the chores, which are not related to the work (Carlson & Perrewe, 1999). This social support can be taken into action by the supervisors who can resolve the family issues as well and in turn promotes the family support. We effectively make the categories of the social support through its sources.

The support is provided by the people of the organization which includes supervisors, coworkers, coordinates, subordinates, assistants and customers as well. In the literature, we tag these as the perceived social support systems, which are formal in nature (Rahnfeld et al., 2013). Some of the informal sources include the family, spouses, relatives, friends, and any other close affirmations or the associations.

Depending upon the social support strategy, there are some different types, which includes the substantial growth, emotional relationships, self-esteem levels, relationships, and information (Xu & Burleson, 2001). If we talk about the emotional support, so it includes the concern and the compassion for the one. The self-esteem level support includes the empowerment, the boosting enthusiasm and increasing the levels of morale, some expressions of love and admiration, the confidence for improving self and validation. The relationship support means to show love and care which increases the substantial growth of an individual. The information support includes the guidance and information to face the challenging issues and on how to

grow strong (Cutrona & Russell, 1990). The informational support significance is the advice and the counseling of the people, which they can get from the guider how to handle the challenging situations. The friends and family support helps the people to take an interest in the relaxation and the social exercises, which may include the recreational activities, some trips, some of the cultural practices and activities (Jang, 2012). The influence and the feasibility of social support are examined by the beneficiary potentials as he or she requires different types of support. The elements, which need to be taken under the consideration, are as follows; gender, age, race, ethnicity, family background and some of the personal qualities. This has an effect on the individual ways, and they vary from a person to person even though corresponding the social support is in proposition (Jang, 2012). For example, a man usually refuses when it comes to accepting the help or any other kind of assistance because of the some ideas, which are perceived in our society, which are representing the weakness.

However, a woman is likely to accept; the requests if she is in any sort of difficulty where she needs the family support (Burda & Vaux, 1987). The person who maintains the social bonds with the individuals throughout their existence are the most confident. As the individuals get more satisfied and established their cooperation with their colleagues" increases or sometimes decreases. They basically crop the informal work, and they concentrate on the times and the efforts on the known or familiar social gatherings, which can be the love ones, friends or the family (Siedlecki et al., 2014). The connection between the social support and the family support depended basically on the work-life balance of the individuals.

## **2.7 Family support/ Family system Theory**

The Bowen family systems theory is a theory, which is based on the human behavior, which views the family as an emotional component, which uses the system thinking to describe the complex interactions in the component. It is the nature of a family that all its members are intensely connected emotionally with each other. Sometimes the people do feel detached and disconnected from their families, however; it is more than feeling rather than the facts. The families are profoundly affected by their family member's thoughts, feelings, and appointments, which are sometimes looked as like if the people are living under the same roof of the emotions. The people just beseech each other's approval, support and attention, each other's expectations, needs and upset. The reactivity makes the independent functioning of the family members and then connects them. The change in the family members functioning is basically predictable and is followed by the inverted change in the functions of the others. The families are different somehow in the interdependence of the degree, however; it is present to some extent of degree.

The emotional understanding is basically used to promote the cohesiveness and the cooperation which is required by the families to protect, shelter, and provide the food and good to their family members. The heighten tension is easily used to intensify the processes which is used in the promotion of the unity and the teamwork which is leading to many problems. When the family members become anxious, this increases the anxiety levels, which spreads infectiously in them. As the levels of the anxiety increases, the increase in the emotional support of the family members is becoming really stressful rather than the comforting. Although one or more than one family member starts to feel overwhelmed by the situations and feels isolated or may be out of the control of the other family members.



These people are the ones who try to accommodate in order to reduce the levels of tensions in the other family members and then it becomes a reverting interaction. This can be explained with the help of the example, a person who takes the responsibility of the disappointments of the other people in the relationship to the unworkable expectations. A person who has given up way too much just to control his or her thinking patterns or the decision making process in the relationships with other members by impatiently telling him or her that what to do. The person who does the most obliging in a real sense changes the framework tension and accordingly is the relative is then generally defenseless against issues, for example, the misery, the liquor addiction, the undertakings, or the actual ailment.

Doctor Murray Bowen, who is a psychiatrist and basically originated this theory which has the eight basic concepts, he formulated this theory by using the systems of thinking and then tries to integrate the knowledge of the human beings as the product of the evolutionary history with the knowledge from the family research, which includes the family support as well. The core of this theory is that it is an emotional system, which, is evolving over for the several billion years and governing the human relationship systems. The people have a brain to think, a language to speak, a complex psychology to work on and the culture to practice.

However, the people still perform all the ordinary chores to do the forms of life. This emotional system is affecting most of the man activities, which, includes the principal of the driving force in the development of clinical problems like depression. The knowledge of that how the emotional system mechanism is operating in the individuals' family, the work, and the social systems, including the friends, is revealing the new and the more effective options now a day just to solve the problems, which are arising in these areas. The family system theory is a way to deal

with the comprehended human working that centers around associations between the individuals in a family and between the family and the setting where that family is being at the present. The family system theory has been applied to a wide assortment of territories, which includes the psychotherapy in general and the family treatment, which incorporates in working for a framework system with passionate, conduct, or the social indications in the individual, the couples and the families. It applied to the educational systems, local area issues, incorporating working with the spellbound debates and encouraging us in the Public Conversations Project, which is contemplating the harmony and the peacefulness preparing. In the certain associations which incorporate the counseling, the authority preparing, and the instructing.

Furthermore, in the conclusion in medical care, the clinical family treatment which is the following of the enthusiastic elements of the disease and encouraging joint effort among the patients, the families, the suppliers and the medical services frameworks. As per a family systems theory, a person's working is resolved less by intrapsychic factors, but rather than more by an individual's spot in the framework in which the person gets oneself, subject to the pushes and the pulls of the framework.

This incorporates numerous things like, the contending feelings interest, the job definitions, the assumptions, the limit and the chain of command issues, the alliances and the conspiracies, the reliability issues, the family and the institutional culture and the conviction frameworks, the twofold ties, the projective recognizable pieces of proof and the fundamental tension. More, the self-amending and the self-strengthening criticism circles in a framework can either encourage or block the pathology or the wellbeing, breakdown or the versatility. An exhaustive comprehension of the family system theory requires a clarification of the essential commitments of the frameworks theory itself. The system theory is a field that

educated and roused the authors of the family treatment field and whereupon the family system theory is basically situated in numerous significant regards. The lamentably, as the field of the family treatment has created, the significant commitments of the frameworks theory to the hypothetical establishments of the field have over and over again been ignored, underestimated, or just faintly the comprehended. The accompanying conversation will audit the critical ideas of the frameworks theory is that it is generally applicable to the family system theory and the family treatment, trailed by a depiction of the grade schools of the family treatment and suffering, the family frameworks ideas and the family treatment strategies. The ideas all through will be shown by the both real and the speculative clinical case models.

A Family system theory is an approach to understanding the human functioning that emphasizes on between two peoples who interact with each other's in the context of family embedded. This theory covers all the aspects which family applied to a wide range of parts including Emotional support, Behavioral, and individual or couples their problems community discipline between public or family issues. (V. Thomas, 2016).

A Family system derived from biology and cybernetics in the 1940s and 1950s, it focuses on stabilized the structure of family and support the family's abilities to grow and change. These concepts align with von ideas that families are a system in which people attract the atmosphere and relationships with among family members and feedback mechanisms which provide positive and negative loops (Bertalanffy, 1950). An early family therapist who invents the family theory in whom focusing on the instrumental patterns among family to reach final goal given many different ways. (Speer, 1970).

Although many researchers explained in their researches that the definitions of support in the literatures are changeable and often contradictory. Two major aspects generally construct seems to be accepted emotional and instrumental support (Bheer, 1986). With regard Support from family, quite a lot of approaches have been proposed. Some studies have relied on size and density of the family network, which guides, the social support. It indicates that how much member of family support and provides information for the availability of potentially person to person or structure of the environment. Odle-Dusseau (2012) , who suggest that the support of family promotes work-family enhancement and, successively, positive job outcomes.

Positive family support of the both emotional and instrumental support at work or at leads to work, family enhancement, commitment, can reduce incomings objectives. The most common and traditional kind of Pakistani family system is a joint family system in including with parents, grandparents, folks, children, grandchildren, uncles, cousins and nephews living under one roof, having fun with each other's and give respects to elders and Provide facilities and help them each other when they need (Basham, 1967 & Hall 1979).

## **2.8 Within –Domain or across Domain Support**

Within the family domain support received from one's family dealing with the demands of family in shape of emotional support or instrumental support. The domain of family support reduces the level of family demands by the experience of the individual (Boyar et al., 2007). Therefore, in supportive families the rate of conflict and stress level less and the ratio of well-being higher with the good environment (Carlson, 1999).

Additionally across the domain Social support received from one's family who deals with work on duty can be in the form of emotional support or instrumental

support. For example a member of the family does work outside and he/she has a difficult time on their job so that is the time where the Family members show they care about him or feel the actual position of and accommodate that person who suffering with that issue alone. Someone talks to him and gives time to express his/her feelings.

The importance of this study to identify the weaknesses of family and organization supports i.e. how these dimensions helpful for family members. Employees show their positive efforts in an organization which is correlated positively with job performance. (Kanungo, 1982). Cohen and Wills (1985) describe the essential association of emotional support and instrumental support is related to family feelings, their personal needs, attachments and affections with a sibling's care about and concern about their thoughts and different matters. As instrumental support is based on tangible assistance which we received from our family members and colleagues, supervisors and coworkers in the organization. The two types of family support have traditionally observed, emotional assistance, instrumental/tangible.

These two types of family support involve family's interest in employees work and their common behaviors, attitudes care and concern about their personal matters, problems. On other hand family members arrange those things which are helpful and useful for employees like household task, guidance fulfill their responsibilities accommodate them with their job schedule and provide a good environment which effects on their job performance (King, Mattimore, King, & Adams, 1995). Family support might be a variety of social support it is associated with dealing with which are involved emotional concern involves emotional concern, sharing feelings with other listening others and pay attention with homework (House, 1981).

Family support is extremely abundant imperative in a very family wherever each the members work outside the home. The foremost necessary feature of family support as a characteristic of family support is that it might allow a person to increase his or her repertoire of skills. (Folkman, & Hose 1984). Emotional support extended by the relations can jointly enrich the skilled lives of each the partner of the family (Ruderman, & King, 2002). According to Parasuraman et al, (1996), instrumental support highly provided by one partner to make ease the work burden of family members and it gives less time on family role and give more time at work. Emotional support also increases feelings of a person and his/her self-efficacy; emotional support provides help to their colleagues in the absence of another coworker employee.

Within the family province sustenance received from the organization, coworkers and supervisors understanding with the job demands researchers had found that these two supports can provide constructive influence going on job performance and also effect on significant outcomes (Ford et al., 2007). Greenhaus and Powell's (2006) mentioned that family support is a key of success any individual and it is a resource that employees can enhance their job performance. Emotional support also increases feelings of a person and his/her self-efficacy; After this they may touch their desired areas. Support which employees received from their family member motivate them to do work harder and perform well in organization at every platform family always provides love and show their concern towards employees (Grzywacz & Marks, 2000).

### **2.1.1 Job Performance**

Prakash Khannale (2006) in his study observed that Colleagues behavior besides at work atmosphere is based on job performance of university educators.

Singh and Gurmit (2007) in his study identify that job performance of university instructors was certainly connected with the direction of their attitude towards job performance.

Marry (2011) in his study found that job performance significantly varies between both male teachers and female teachers, experienced and non-experienced tutors working in government and semi government universities. The role of the family involved over the years where the women perform her best to fulfill her responsibilities of the home and give comfort to their family members, but for working women is pretty challenging towards achieving their everyday challenge with the job. It's trying too hard to fulfill job responsibilities. (Govender, V., Ramgoon Patel & Ramgoon, 2006). The rising diversity of family structures intensifies the significance of understanding the relationship between the work and family line (Parasuraman & Greenhouse, 2002). The family support structure suggests multiple sources come from family and work, family support comes from particular sources, like organization, manager, colleagues, public, friends and family members (Rhoades & Eisenberher, 2002). Social backing is measured such as the critical features on behalf of refining the effort also performance of family members (Greenhaus & Powell, 2006).

According to Carlson and Perrew, (1999) when employees received family support from their family, they performed well at work place with their colleagues, supervisors and coworkers they feel relaxed and satisfied. As Siu et al. (2010) state, family support plays a vital role by providing love and expectation and motivates employees specifically for those who work harder and perform well. Work on family enrichment by Greenhaus & Powell, (2006) mentioned it as job experience can increase the excellence of social life. The work on family enrichment in diverse

studies known as work experiences, and work experiences are based on effort possessions and practices, providing through place of work. Then the worker develops the enactment of a specific in the family part as well. The work performance has been denoted as a performing of any singular towards their work Lazarova et al (2010). Performance of any single it's defined as a behavior of a worker towards their particular role. Thus, this study is based on the ten dimensions of job performance. Family support provides love and concern and motivation to accomplish the life goals (Siu et al.2010).

Job performance concept provided by Chen, et al. (2014) stated that in many researches, this term was used to measure the family support and work performance at workplace (Kacmar, et al., 2014). Family support is defined as a real commitment and involvement of personal feelings that can gives values and highest importance to their family and it is a part of life (Carlson, et al 2006). According to Powell and Greenhouse (2006), the family support development theory remains on previous works and identified the five types of resources. This study is only based on two factors, including emotional support and instrumental support. According to exploration conducted via McNall, Nicklin et al (2010) which was supported out on twenty-five preceding researches on family and work enhancement was related job fulfillment emotional assurance, family gratification, physical and mental fitness. Many other studies examined noteworthy relations with life satisfaction and job performance (Lazarevic, Holman, et al. 2015). In the broader theory of work, family based on that family is constituted of different shapes and influence each other (Campbell Clark 2002).

The researcher pointed out that family support theoretical framework is based on the availability of family support which contributes to the comfort (Lakey &



Cohen, 2000). The family support can be divided into the emotional and instrumental type. Instrumental support, your colleagues support, administrative support and family member support as recommended by Bodner and Hanson (2009). The meaning of managerial support includes the work where your office staff help you in completing your assignment and show positive behavior which strong impact towards your work relation and solve your problems at workplace (Westman & Etzion, 2005) However, insufficient educations take observed the relationship of support and affection with job performance. One such revision was presented by Brummelhuis and Vander Lippe (2010) who elaborated family sustenance and its association to job performance by a model of employee's in twenty-four institutions. The results show that family cooperation improves job performance among employed parents.

Gordon and Hamilton (2007) evaluated the relationship of family support. The result of their studies indicates that promising environment and family cultural has a positive influence on job performance. Aminah and Zoharah (2010) created a research in Malaysia on workers from remote administrations and they concluded that any establishments that are family supportive, less work family struggle occurred knowledgeable by workers. The same type of outcomes described by (Thompson, Hamilton & Pottras 2007). If employees received family friendly support and from their coworkers, they may have positive attitudes towards the job. When employees meet certain demands, supervisors reward them with resources. However, the investment made by a supervisor is balanced with high expectations about employee performance (Butts et. al, 2013). In Germany, family support is still mostly available in the form of formal policies. However, awareness about the importance of supervisory family support is growing. Already, employees who are encouraged by their supervisors to make use of existing family-friendly policies report that they

experience less work-family conflict, less 8 fear of negative career consequences, and increased job performance (Bundesministerium für Familie, Senioren, Frauen und Jugend, 2016). Most organizations dependent on human capital, live resources in the organization, giving novelties and taking progressive knowledge to gain more viable advantages and employee of the organization become dutiful for human capital. Organizations rely on human performance and efforts which they serve to give success, both are dependent on each other (Aguinis, 2011). Traditionally, performance played a dynamic part in the measurement of job performance in industrial and management, psychology (Lawshe & Balma 1966). Schmit (1997) believed that performance is not demarcated by the act itself or by critical evaluation processes, it is merely based on actions which can be mounted, i.e., measured to establish performances.

The job Performance is an approach to show up at an evenhanded or set of destinations inside a work, work, or affiliation (Campbell, 1990) yet not the genuine results of the exhibitions performed the inside of a work. From the point of view of the adjudicators with the degree of accomplishment of the business and the social goals is to quantify the work execution and the responsibility (Hersey and Blanchard, 1993). It was beginning that on the off chance that a representative is demonstrating the better execution, at that point it is because of the level of the job satisfaction, which have explored the significant worker execution markers at the employing stage. They presumed that the representative's efficiency is influenced by the level of occupation fulfillment and inspiration. For the superior worker representatives requests the alluring bundles from the businesses.

### **2.1.2 Job performance and the job satisfaction**

The job satisfaction has been interconnected with how individuals think, feel and notice their positions (Spector, 1997). As such, the work fulfillment, it is fulfilling enthusiastic state because of the harm evaluation of the occupation or the experience of a work (Locke, 1976). It is basically a feeling of fulfillment or the enjoyment that a person derives from their job in which he or she is interested.

The job satisfaction is also defined as a collect on that has frequently been portrayed, examined and explored. There are numerous assumptions with respect to the causal connection between the thought processes, the conduct and the continues. The various components have been feared by the analysts like the excited conduct, the cleanliness factors, the administrative duty and the work environment, climate by expanding on the various hypotheses (Darrow, 1971; Igalens & Roussel, 1999; Brewer et al, 2008; Ahsan et al, 2009; Kuo et al, 2007;). In the writing, various practices have been accomplished for the fulfillment of the representatives.

The job satisfaction is assuming that a fundamental part in the general responsibility and profitability of the school association. The instructors' work fulfillment is fundamentally affected their obligation to the association. The teachers who are happy with the work are likewise dedicated to the work in the association. The more the businesses are fulfilled in the work; the better is their investment and obligation to the association. The job satisfaction is a huge impact on whether instructors are happy to the urge of others to join the calling. The job requests were the main indicator in the model, while the extraneous inspirations were the solitary negative indicator in each of the model. The instructors were less ready to the empowerment of their relatives, including their youngsters, while being even more

ready to advance either understudies or the understudy educators, to join the calling. The job performance is unequivocally connected with the mental viewpoints. The individuals who are happy with the work are additionally sincerely versatile and the sufficiently delighted in.

The imaginative job of an instructor as facilitator in the study hall is unique in the relation to the piece of the regulator and coordinator of all exercises that he and she play in a customary class. The assistance includes bringing down the instructor's position by supplying more of the power to students for more activity and the duty. In the customary instructor fronted study hall, the student is consistently under the firm control of the educator who chooses what to do, while in a student focused homeroom, the instructor is considering all things, and a facilitator is required to relinquish a portion of their force.

The nature of the exhibition of the authorized instructors in arranging the exercise was low. The permit or the declaration that they have does not ensure an increment in the instructors' showing execution, particularly in the exercise arranging. The superior work frameworks, straightforwardly and in a roundabout way impact instructors' in job execution and extra job conduct through the intercession of the nature of working life. The nature of the working life is a fundamental conductor of the connections between elite work frameworks and the representative's work practices.

It has been concurred in the wide writing that, the job performance idea is perplexing and hard to depict (Hagedorn, 2000). Be that as it may, with more than 10,000+ examinations on the job performance specialists are endeavoring towards a suitable definition and an away from of the job satisfaction (Strydom, 2011). The job performance is not simply connected to the inspiration; it is additionally related with

the expanded adequacy, the decreased non-attendance and the lower staff turnover (Alqashan, 2013). In the request to additionally comprehend the idea of the job satisfaction, a few definitions from the writing have been thought of. It can likewise be portrayed to be as, the mentality and the emotions that representatives have towards their work (Usop et al, 2013; Armstrong, 1996; Blum and Naylor, 1968). It can likewise be passed on through enjoying and then detesting a few components of the positions such, the work itself, the pay rewards, the advancements, the acknowledgment and the working condition (Usop et al, 2013). (Spector, 2003) Contend that. The work fulfillment is not just while connecting or despising the actual work however it is likewise identified with the degree, which is level of fulfillment, in which the individuals like their positions. The caught of the diverse perspective on the job satisfaction and had related to the individual level inclination to if an individual need is met being met by a specific work (Laurel et al., 2009).

The different specialists have contended that the work fulfillment is a pleasurable or the positive enthusiastic state coming about because of the examination of one's work or the professional training yet not expressing any negative passionate state (Locke, 1976; Armstrong, 1996). This was the most the job satisfaction acknowledged definition in the writing (Bernard, 2012). In any case, the different specialists guarantee that, likewise the negative mentality ought to be viewed as which the additional mirrors the term of the disappointment. The job satisfaction can likewise be seen through the achievement and the accomplishment of representatives on their positions. It has been straight forwardly connected to the profitability, the individual prosperity, the eagerness and the joy with one's work (Kaliski, 2007).

In a consistent arrangement, a fruitful representative is an upbeat worker and a cheerful worker is when the work fulfillment has been met which discloses the significance to consider the work fulfillment in the working spot (Aziri, 2011).

### **2.1.3 Job Performance and the Work Life Balance**

The work life balance is defined as the division of the one's time and the focus between the working and the family or leisure activities. The work-life balance is a generally examined marvel in the hierarchical writing that, in the course of recent many years, has attempted to distinguish the different manners by which the work and the private life influence one another. Besides, it speaks to another way to deal with the human asset the board approaches planned to empower the formation of a generous harmony between the representatives' of the working and the private life. In particular, this methodology has created because of late social segment and the changes that have significantly changed these days the society and the work market. Specifically, the increment number of the working people, the developing figures of the families where the two mates work and significant changes in the convention in the nuclear family, and the reformist maturing of the populace (Kreitner and Kinicki, 2004).

The work life balance, in the two headings, has been reliably discovered to be related to the business related, the family related, and the space vague results. In particular, among the numerous results that are related to the work family struggle in a genuinely critical way, the ones that were all the more emphatically related were the hierarchical citizenship, conduct, the business related and the general pressure, the burn out and the depletion, and the work, the conjugal and the life fulfillment. The far less examinations exist for the work family improvement, yet by looking at the two

surviving groups of writing, it is conceivable to take note of that, the impact sizes of the work family advancement are similar to those of the work family struggle. For straightforwardness and on the grounds that more examinations are required about the connection between the work family improvement and the struggle, which goes past the targets of this exploration, we thought about just the contention, in the two headings, in our investigation. Among the writing considering the business related results, the work fulfillment has been the most examined variable.

The job satisfaction speaks to the degree to which laborers like or aversion their work. The job satisfaction is a focal variable in the hierarchical conduct research. Indeed, the work fulfillment is exceptionally identified with the burnout, the confidence, the misery, the tension and, to a lower degree, seen the actual ailment. It is reliably corresponding to the work executed and with four dispositional attributes prescient of the occupation execution: the confidence summed up the self-adequacy, the locus of control, and the enthusiastic dependability. The job satisfaction has been additionally discovered to be a critical indicator of the turnover and the turnover goal.

#### **2.1.4 Job Performance and the Job Loyalty**

The job loyalty can be defined as the employees who are truly devoted to their success and the success of their organization and believe that to be an employee of the organization is best for them. They not only plan to remain within the organization, but they also do not actively seek for alternative job opportunities. As per Allen and Grisaffe (2001) , the reliability is a psychological state and represents the relationship of the representatives with the association for which they work, and that impacts their choice to stay with the association. As indicated by the depiction Mathieu and Zajac (1990), they are establishing the association, which can be viewed as a reaction

energizing, and particularly when the representative accepts the qualities and the objectives of the association, and a powerful urge to keep a relationship with an association called as the job loyalty. Becker et al. (1995) defines a powerful urge to stay an individual with the ability of the association to set up an elevated level of the exertion for of the association and an away from and the acknowledgment of the qualities and the objectives of the association. In this way, portray as a conviction that assumes the positive part in keeping up the individual from the association.

The solid participation maintenance of the representatives in the association of their association can be portrayed as the general strength of the individual acknowledgment and the dissemination a particular association (Wu and Norman, 2006). The job loyalty is a particular attribute of the legitimate reactions and the perspectives in work and a compelling reaction to the whole association is the inclusion of the employees (Chen, 2006). As proposed by the experimental information, the work fulfillment is an antecedent of the devotion to the association.

This shows that the reliability, the worker fulfillment, the association of the work and the genuine devotion, the arbiter fulfillment factors, the turnover (Chen, 2006). There is a positive connection between the representative fulfillments, the dependability and the hierarchical working representatives (Fletcher & Williams, 1996). The low occupation fulfillment prompts the low resolve, the low reliability to the association and an expansion in deals of the occupations (Soler, 1998).

### **2.1.5. Job Performance and the Job Involvement**

The job involvement is defined as the state of the psychological identification with the work or maybe the degree to which a job is central to a person's identity. From an individual perspective, the job involvement includes a key to the motivation,



the performance, the personal growth, and the satisfaction in the workplace. The world is anticipating upgrading the execution in the associations, which would give higher job satisfaction to their representatives and would likewise prize the greatness and the productivity. The representatives are a spine of any association and assume a fundamental part in the accomplishment of the association. The present associations utilize the disparate sorts of the strategies to invigorate the representatives to manage the job too for the association. The associations are given a ton of offices to the representatives to take care of the job in a simple and profitable manner. The numerous associations offer the unique kind of reward to the representatives, so the representatives perform the work on schedule and show more the interest and the inclusion in the authoritative exercises. A representative who performs obligations with full the genuineness resultantly saves some good affections for his colleagues.

The association performs the task both in the private and in the public area and some time the representatives are not genuine with the association and offer the inclination to his or her own emotions and they do not prefer to know the data about association like the essential issues, its circumstances and, the end results and the arrangements. The vocational striking nature related to the sensible expense of the work and the profession of a person's finished life, which resultantly influences the presentation of the representatives. For an association, it is a daily existence that the blood of its workers engages in the general execution of the association and then resultantly make them empower to fill effectively in that association making their future the more reformist. The vocation striking nature and the occupation inclusion are related with the additional job and the in job conduct and the undertaking execution of the representatives; on the off chance that the workers are engaged with

the better presentation of the association; at that point the association will likewise try to compensate them with a promising and a splendid future.

The job involvement expanded when the representatives perform work with the legitimate consideration and get the more yield as contrast with the standard yield. Whenever the association offers the best chances as expanded compensations; the reward; the home, the offices and the clinical offices and so on they feel much improved and the feel of fulfillment about his or her vocation and the performed work in the wellbeing of the association. The same outcomes were made by the appraisal among the government section and the private fragment associations. Johnsrud & Rosser (1999) led concentrate on the center level of the supervisors and saw that the familiarity with the affirmation, the versatility, the partiality, and the outside affiliations, were the best engaging factors of the job performance. Johnsrud & Rosser (1999) build up that the hierarchical, the biological, and the exceptional character is end up being the less critical than the highlights, for example, the collaboration, the professional stability, and the relational association.

They presumed that 'the job involvement is the making of a composite relentlessness of the numerous fixings. Sonmezer & Eryaman, (2008) tried a key model among the representatives at extraordinary phases of the job involvement and then begin that the fulfillment with the pay, all out the work hours, and the associates uphold the influenced and the degree of the pressing factor and ultimately the fulfillment. As per Sonmezer & Eryaman, (2008) the salary, the economic well-being, the movement, the capacity use, the authoritative representative relationship, the imagination, the security are the primary factors that close the association conduct between the government and the private area of the workers.

The specialists guarantee that the four classifications of conduct depict the representatives' general occupation exhibitions, which are the citizenship, conduct, the center errand execution, the inventive work conduct and the counterproductive work conduct (Rotundo & Sackett, 2002; Welbourne et al.1998). The citizenship, conduct alludes to those of the practices where the representatives are locked in other than their well beyond the fundamental occupation necessities, which are powerfully energized and strengthen the association's productivity and the general execution (Hunt, 1996; Organ, 1988). The imagination and the inventive conduct allude to the making of the creative ideas and the telecom and use of those musings at the working environment (Janssen, 2001).

The counterproductive work conducts the allude to those activities by the representatives, for example, the taking or the mechanical harm, which purposely harm the government assistance of the foundation (Bennett and Robinson, 2000). The term of the job involvement can be depicted as, that's how much one is intellectually distracted by, the occupied with and the worried about the one's current work (Paullay, Alliger and Stone Romero, 1994). The job involvement is among the most considered, contemplated territory in definitive direct and human resource organization research. The job inclusion can be portrayed as a conduct in the worker that collaborate him or her to work duties and individual presence prompts involved execution. Some of the numerous outcomes are continually identified with the works inclusion, including position, pressure, work, exertion and execution, non-appearance, wellbeing grumblings, life fulfillment and the jobs turnover.

The past investigates suggested that work contribution is a mental confidence or certainty of his personality with the work. The job contribution is the degree to which a worker is related to the work and stays excited about work exercises. For the

most part business heads realize that the endeavors ought to be made to create and upgrade the sensation of occupation inclusion among representatives and resultantly it will profit the association in the future for its exhibition. The job involvement is the psychological level because of which one participates well in his work and for the prosperity of one's association as well. The scientists suggested that a high occupation, contribution is identified with better work execution. The job involvement has been assuming a significant part in impacting the interrelated irreconcilable situation by executing job detail standards and fixation hands on portrayals. There exists a type of danger and stress for workers on the grounds that occasionally appropriate identity of assignment makes issues. Earthy colored (1996) recommended that works inclusion is profoundly connected with the demography of representatives working in an association.

The job involvement is not just influencing the responsibility of workers to be a piece of an association, yet its unfriendly measurement may make them leave in serious conditions. Blau (1985) detailed that work inclusion enable the representatives to settle on choices which go about as the column for building up their responsibility towards work. The job involvement focuses on the imaginative assignment performing capacity of the representative by its emotional evaluation. Blau (1985) detailed that work inclusion enable the representatives to settle on choices which go about as the column for building up their responsibility towards work. Langfred and Moye (2004) suggested that a work contribution is related to work independence since it gives a feeling of belongingness, trust and backing which is fundamental for top notch relationship in performing occupations. Savickas (2001) recommended that the vocation notability was proficient will and differentiation of job occupation which is associated with the work related significance and different associations of life.

Singular reason, self-assuredness, top picks, commitment and morals, which upset profession remarkable quality, are the important sign of individual advantages and goals. Masih (1967) recommended that vocation remarkable quality is the degree that shows a person's degree of thought in unfeeling calling, differentiation in the vocation for fulfillment and the degree of disparity that is distributed to calling as a component of fulfillment among different basics of fulfillment. Greenhaus (1971) uncovered the view of the vocation remarkable quality other than profession's responsibility and he described that both are perceived as one's significance to the profession and exertion in all one's years' time. To additionally clarify the origination of vocation striking nature, it is described into three viewpoints, which are similar importance to work, and profession, entire self-assuredness towards work and anxiety for arranging and advancement. Kiyani et al (2011) demonstrated the altogether certain connection between work inclusion and vocation remarkable quality.

The past explores recommended that profession striking nature is the value of work and vocation and progress in one's life and investigates additionally suggested that there exist a solid relationship between work execution, work contribution and vocation remarkable quality. The vocation remarkable quality is important for workers so they can perform well inside the association and resultantly it will shine their profession and upgrade their arrangement and contribution to the work. The situational factors like socioeconomics have consistently been basically related to calling outstanding quality and the vocation striking nature.

The connections of occupation associated with cooperation in dynamic, individual, foundation, and occupation, conduct and the directing impacts of the individual, foundation on the connections between support in dynamic and occupation contribution were examined for subsamples of workers from six assembling

associations. The degree of rivalry among organizations these days have escalated considerably further. The organizations are contending with homegrown substances as well as with worldwide and worldwide organizations too. So taking it into account, there is this ceaseless quest for that upper hand an organization can use to remain at any rate a stride in front of rivalry. The numerous others have taken a gander at creating predominant and all the more innovatively progressed items while others have glanced in improving their administrations. Be that as it may, regardless of what methodology an organization utilizes, there will consistently be a requirement for them to have great individuals? The great, persuaded, fulfilled included and submitted individuals. Without this, nothing can actually be cultivated. The job involvement is likewise altogether interceded the effect of the job satisfaction on the worker hierarchical responsibility.

In past times, it was an idea that if a capital has enough capital that the association will procure more achievement that the association will more beneficial and will effectively accomplish its objective. Presently, the idea has been changed and now associations understand that human resources prompts serious edge. Those associations which have a gifted labor force that association will successfully manage the capital when labor force knows about everything and individuals of the association are capable they can ready to powerful utilization of cash. Those associations which have a gifted labor force that association will successfully manage the capital when labor force knows about everything and individuals of the association are capable they can ready to powerful utilization of cash. Association should give high significance to their representatives and furthermore remember for dynamic toward the end their inspiration level will be high and they will play out their work in a better manner.

In little organizations, a large portion of the occasions there is no worry to the representative's inspiration. All endeavors are performed for the association efficiency and productive outcomes and workers are normally overlooked in those associations. Toward the end, worker's presentation and inspiration level diminished. The representatives' work execution might be influenced by a number of various components. The various quantities of representatives have distinctive mentality and conduct and these two significant things assume a significant part in their efficiency or execution. The level, to which the worker engages in his work, additionally assumes an essential part in deciding his exhibition.

The venture will recognize the effect of occupation inclusion on occupation execution and furthermore identify the connection between them and furthermore checked the effect of remuneration framework for worker's work execution. The authoritative culture impacts on worker execution if the representative will work with full inspiration and have a decent climate they will create more powerful and beneficial outcomes and their inclusion towards their work will likewise expand and if every one of these things expanded hierarchical outcomes will programmed expanded.

### **2.1.6. Job performance Pathway Model**

The performance pathway model brings the preparation and advancement measure into the visual point of view by featuring the key factors that impact works execution. The exhibition pathway starts with the individual, moves outward over a course of events and closures with a quantifiable result. The consider a couple of representatives whose work execution could utilize a supporter shot. Remember those individuals as you figure out how to apply the model or consider applying it to

yourself. The people carry numerous characteristics with them to the work. Some are useful, while others are broken. The "individual" part of the model recognizes eight fundamental factors that affect the work execution, information, experience, abilities, capacities, mindfulness, qualities, thought processes and needs.

As people become used to the work, these elements change after some time. The job demands are the conditions under which the individual is relied upon to perform. In contrast to an expected set of responsibilities, which records assignments and obligations, work requests characterize work regarding past, present and future assumptions. For instance, the individual was employed or advanced into the position as a result of their past occupation execution, present occupation necessities or future occupation potential.

The association's preparation and advancement reasoning dictate the support of individual ability levels. Under this system, the association would anticipate more significant levels of execution in a more limited timeframe. Then again, if the technique is to prepare and create individuals at work, execution assumptions are lower, and individuals have more opportunity to take care of business. Moving the individuals make because of their workplace is perceptible and either useful or useless. The occupation related practices, whenever noticed cautiously, can furnish pioneers with the principal piece of information that individuals are tolerating or dismissing change.

The execution is the quantifiable result of the connections between the individual and their work requests, preparing and advancement and practices. Here, toward the end of the pathway, is the place where the pioneer finds what is working and what is not. Yet, it is likewise a starting a spot to begin once more. The equipped with, the outcomes, the pioneers are currently in the situation to show the low



entertainers and underachievers how to backtrack their means and target explicit territories for development. They will profit by strolling through the model bit by bit while the pioneer brings up where, what and how they can improve sometime later.

The elite is supported by keeping a harmony between work requests and preparing and advancement, which implies that the association is giving training, in some structure, fully expecting future occupation changes. The pioneers acquaint new components with the work just when representatives exhibit trust in their present abilities and capacities.

It does not bode well to stand by until execution decays prior to giving preparing. Underachievers are hesitant to concede they do not have the foggiest idea how to accomplish something, which implies it will be dependent upon the pioneer to find their shaky areas and keep their work abilities current. The way to long-haul development is persistently surveying future occupation requests and afterward giving formative occasions to representatives working past their capacities. Monitoring current execution is significant; however, knowing every individual's latent capacity is much more basic. Over the long haul and occupation requests change, adherents acknowledge that eventually, they will require doing things another way. In any case, if impending obligations and duties are past their insight, abilities and capacities, it will contrarily influence them and drive the pathway descending bringing about a presentation misfortune, as portrayed underneath.

In a useless situation, the pioneers make a move sometime later belatedly giving, preparing to the workers, most adversely influenced by the adjustment occupation requests. Instead of the cure, a terrible circumstance, this preparation may raise the pressure; in light of the fact that, except if they make the reason for the preparation understood, a conflict in assumptions will undoubtedly happen between

the pioneer and the affected adherent. The pioneer will anticipate that presentation should improve, while the adherent is hoping to accomplish balance to re-visitation of the pre-change level of execution. The contemporary models of occupation execution are surveyed. The connections between task execution, logical execution, hierarchical citizenship practices, counter productivity and authoritative appearance are brought up. The estimation issues in developing nonexclusive models pertinent across occupations are talking about.

The suggestions for the human asset the board as a rule, and execution examination of choice and appraisal specifically, are investigated. It is brought up that the various measurements or aspects of individual occupation execution estimated in the writing are emphatically related. This positive complex recommends the presence of an overall factor, which speaks to a typical change shared across all the measurements or aspects. Albeit no agreement exists in the surviving writing on the significance and wellspring of this shared difference, i.e., the overall factor, rater particular corona alone does not clarify this overall factor. The building and the supporting profoundly powerful presentation pathways wherein gifted competitors can learn to create and flourish is a colossally energizing, yet testing task. We realize that effective exhibition pathways require the master instructing, initiative, and care staff, all pursuing a shared vision of distinguishing and affirming the correct competitors, and supporting those people to create an inside an ideal climate.

### **2.1.7. Job performance and Sustainability**

Throughout the most recent many years, there has been a developing interest in building manageable associations. Initially, the idea of manageability was gotten from nature, alluding to the limit of frameworks and cycles to create, to develop, to

mind, and to suffer. Maintainability is likewise characterized as a push to save, use, and reuse regular assets in a productive way. A definitive objective is to guarantee that our entire environment will be protected. Up until now, the greater part of the interest in the idea of manageability has been worried about the consequences for the actual climate.

Pfeiffer presented in this regard the all-encompassing term 'social maintainability' to reflect what authoritative exercises and the board rehearses mean for worker wellbeing, prosperity and execution in a practical way. The sustainability, according to work was first presented by Docherty et al. in 2002. They felt a need to keep moving that the universe of work was moving in a misguided course. The representatives appeared to be trapped in a snare of expanding position requests, diminishing position assets, and diminishing word related prizes. They inferred that surfacing with an option for what has to come was a higher priority than exclusively investigating the past. The creators contended that the fate of the work made way for two focal ideas, that is, escalated and practical work frameworks.

The escalated work frameworks can be viewed as frameworks that keep up profitability by draining human, work, and social assets. They will effect to affect the two workers and the nature of items and administrations over the long haul. Conversely, feasible work frameworks are frameworks where human, work, and social assets are rather recovered and reestablished through the cycle of work while yet looking after profitability. Supportable work frameworks can be viewed as a significant key for feasible work execution and for keeping up the long-haul human maintainability. They endeavor to animate worker imperativeness, improvement and prosperity while, simultaneously, producing positive and suffering socio-environmental results. At the point when the economy not so great, when any of us is

fortunate to have a work not to mention one that is monetarily and mentally fulfilling stressing over whether your representatives are upbeat to may appear to be somewhat ridiculous. Be that as it may, in our examination into what makes for a reliable, high-performing labor force, we've discovered valid justification to mind the happy workers produce more than troubled ones over the long haul? They regularly appear at work. They're more averse to stop, they exceed all expectations, and they draw in individuals who are similarly as focused on the work.

Additionally, they're not runners; they're more similar to long-distance runners, in it for the long stretch. It's not about happiness, which indicates a level of smugness. At the point when our exploration accomplices at the Ross School of Business' Center for Positive Organizational Scholarship and we began investigating the variables engaged with supportable individual and hierarchical execution, we found a superior word: flourishing. We consider a flourishing labor force, one in which workers are fulfilled and gainful as well as occupied with making the future the organizations and their own. The flourishing workers have somewhat of an edge they are exceptionally stimulated; however, they realize how to evade burnout. The flourishing workers are profoundly stimulated, yet they realize how to dodge burnout. The subsequent segment is learning: the development that comes from acquiring new information and abilities. Learning can offer a specialized preferred position and status as a specialist. Learning can likewise put into action an ethical cycle: People who are building up their capacities are probably going to have faith in their potential for additional development.

The two characteristics work in the show; one without the other is probably not going to be feasible and may even harm execution. Learning, for example, makes energy for a period, yet without enthusiasm, it can prompt burnout. Essentialness

alone in any event, when you love the praise you get conveying results can be stifling. The blend of imperativeness and learning prompts workers who convey results and discover approaches to development. Their work is compensating not on the grounds that they effectively play out, what's anticipated from them today, yet in addition, since they know where they and the organization are going. So, they are flourishing, and the energy they make is infectious. A few workers flourish regardless of the unique circumstance.

They normally incorporate imperativeness and learning into their positions, and they motivate the individuals around them. A keen recruiting administrator will search for those individuals. Yet, most representatives are impacted by their current circumstance. Indeed, even those inclined to thrive can overlay under tension. Taking care of your work in a data vacuum is dull and sub-par; there is motivated to search for imaginative arrangements in the event that you cannot see the bigger effect. Individuals can offer even more adequately when they see how their work fits with the association's central goal and methodology.

### **2.1.8. Family Support for Job Involvement**

Employees who are high level of job involvement directly lean towards benefits to the organization. And also high job satisfaction increases the level of performance (Ng, Thomas et al, 2015). A study carried out by the researcher that shown a positive relationship between job involvement and inventive behaviors several researches related the subject fields. Additionally the employee who is more involved and believed in personal competence and communication competence make personal and organizational goals. That type of worker feels it self-more competent

and fully activated for any challenge and also they find out the ways to perform better (Tastan, 2013).

Gosh (2015) daily work load can positively affect WFC; the effect on the workload may be eased in some amount of supervisor work family specific support. The researcher said that in this study that Instrumental, not emotional support which received from family members, may increase the job involvement. Married teachers may be faced substantial effect on the responsibilities of family and take difficulty in taking secessions of career.

### **2.1.9. Individual work Performance Viewpoint**

According to previous studies, it has been indicated that the worker performance is based on their job situation, the organization, reign, and the country (Miller et al., 2004). The researcher in this field concludes by segregating all organizations in one half, perhaps some features analyzed in previous researches in relation to employee effectiveness are based on job performance (Villalonga and Amit 2006). This changes the set of ancient views and attitudes the people hold regarding the non-public relevancy of a job, the way during which their obligate resources including time and energy within the role of the family.

In short, the sources of compressions modify the family role features: family mandate, family struggle, family connection, and family sustenance are known and mentioned within the following Sections. In addition to it enough advanced to describe the salient curses connected with the issue and bring them out the dissimilarity among the people quite different in their behavior, intelligence ability and ethical codes. Moreover, it is true that these different factors affect their performance. (Crozier, 2003).Employee job performance is based on the record of

work, particular activity which he performed on his working time and achieved specific goals at the time period. It can be used to achieve the subsequent quality of output. Quantity of output, make decisions on time show effectiveness, needs supervision in new tasks, interpersonal influence. Lazer & Wikstrom (1977).

Fan (2001) incontestable that parents' instructional aspiration for his or her youngsters well-trying to be powerfully associated. Every organization needs high performing individual in order to realize their goals and achieve his/her best performance provides efforts and fulfill all tasks with honesty. Performance is also vital for employees to accomplish the organization success and job fulfillment. Low performance cannot achieve the goals low performing an employee faced dissatisfaction and consider as a failure. Performance is a major, though, and it is a key of success every individual wants to give better services at the workplace to get an appraisal and rewards for the development of a better future. The individuals, who perform well, get promoted more easily within the organizational setup and have better prospects for career than the low performer (VanScotter, Motowidlo, & Cross, 2000). According to Campbell (1990) specified the construction of job performance has eight measurements which include job specific task expertise, non-job-specific task expertise, in black and white and verbal communication, representing energy, upholding private discipline, enabling peer and team performance, management, administration or management.

### **2.2.1. Job Performance model**

The Job-specific task expertise defined as the notch towards the individual can achieve the essential practical or mechanical responsibilities that are fundamental to a job and differentiate with one job to another. On the other hand, non-job-specific task

ability was used to provide the complete task with a person who is associated with work. According to Campbell, these dimensions can be presumed to be insignificant enough to check to job performance. According to Campbell (1990) explore an idea that truly exist, but unfortunately not active and it is shown in the model that having eight dimensions. (i) Particular skills which required on job (ii) skills that are not related to the task directly (iii) instructions, verbal or in written form (iv) particular effort (v) observe discipline in personal capacity (vi) encouragement of team work for enhanced performance (vii) good administration and (viii) appropriate management, these are the factors which show the true level of performance at any field of job area.

The difference amid task related performance and discourse related performance has grown extensive acceptance in studies investigating behavior at work (Conway, 1999). The phrase task performance relates to the essential procedural behaviors and actions concerned within the job. Similarly, the term "Contextual performance" implies the behaviors that complement the surroundings within which the methodological core functions.

Viswesvaran (1993) projected a pattern aimed at the concept of job performance. In order to certify a complete requirement of the subject area of the job performance and their paradigm, the person who involved the etymological assumption that were major presented in the character valuation sources (Viswesvaran et al. 1996). Ten dimensions were derived by two raters after grouping theoretically comparable methods. These dimensions included the total job perform with productivity, effort, job knowledge, interpersonal competence, administrative competence, communication competence, leadership, and compliance with authority and last indicator of job performance is overall performance. These dimensions can be helpful to measure the job performance of higher level



teachers in Pakistan. These ten dimensions can improve teacher productivity, for example, class results of students that can also promote their job performance. Murphy (1990) conducted that the concept of job performance as a for dimension downtime actions, task performance, interpersonal and destructive behaviors indicates lateness, absence, tardiness or broadly, to the negative extreme time on task. Employee job performance is a positive, way which fulfills work related problems (Bakker et al., 2007) in recent years the investigators paid consideration aspects of task performance. For example, the innovations oriented behavior of the customer becomes gradually important for the organizations lay better emphasizes on clients" facilities (Bowen & Waldman, 1999).

### **2.2.1 Productivity**

Productivity is the hall mark of growth and development of a nation all over the world, an effective and efficient way, a ratio of measures of getting things done. In the university, teachers' productivity may be measure in terms of teachers' performance. Schacter and Thum(2004). Wenlisky (2001) suggest that teachers' productivity may be evaluated in terms of what the teacher control and actually do in organization such as teaching effectiveness and their performance against.

### **2.2.2 Effort**

Although linking effort directly to its likely out- comes is preferable. It stands to reason that attitudes toward exerting effort on the job are influenced by many perceived consequences other than such work- related outcomes as higher pay, promotion, praise, and so forth. Therefore, even if increased effort were perceived to have certain positive work-related outcomes, such as higher pay or promotion, the perceived negative outcomes could cancel or even out-weigh the positive outcomes. According to theory, it is these accessible beliefs that determine their attitudes toward effort and that will influence job performance (see Mitchell & Biglan, 1971).

### **2.2.3 Job knowledge**

Job knowledge is a significant part of job performance when any individual starts their work, they should know the nature of work it will be affected in the performance of the job and this struggle can open the door of success in organizing.

### **2.2.4 Interpersonal competence**

Individuals with high competencies' career tend to achieve a high level of job involvement, because "knowing why" career competency can inspire the internal motivation of employees. Teachers with a high enough internal motivation tend to be involved in their work, because they have the inner desire to devote more effort to their work. In addition, individuals with high job competencies can raise to higher levels of performance work by proposing creative suggestions, develop additional skills, and introducing new practices. Teachers with high scores in performance usually obtain a relatively higher level of assessment performance compared with colleagues from supervisors/managers of them. In turn, high appraisal can encourage teachers to involve more in their job.

### **2.2.5 Administrative competence**

Administrative skills are qualities that help you complete tasks related to managing a business. This might involve responsibilities such as filing paperwork, meeting with internal and external stakeholders, presenting important information, developing processes, answering heads questions and more. There are many administrative skills that help you accomplish these responsibilities in an efficient, quality way.

### **2.2.6 Communication competence**

According to and McJannet (2005) effective communication should be thoroughly investigated in order to improve teachers' outcomes that lead to positive impact on organizational outcomes.

The impact of effective communication by teachers it impacts both the employee experience and organizations. Communication is a "basic function of all teachers' jobs" (Greenberg, 2010, p. 22) because teachers spend 80% of their daily duties communicating with others in order to drive the organization's success (Dasgupta et al., 2012; Lolli, 2013).

### **2.2.7 Quality**

Quality of work accuracy, thoroughness, competence and quantity of work productivity level, time management, ability to meet deadlines Job knowledge skills and understanding of the work. Working relationships with other staff members and ability to work with others in good manners is a quality.

### **2.2.8 Leadership**

Davis and Wilson (2003) research the effects of leadership on the teacher quality of life at work, they revealed that the more principle engage in behavior that were personally empowering, the more teachers saw that they had choices they could make in completing their work and the greater impact they will perceive they were achieve through their efforts. Adeyemi (2006) viewed leadership as a process through which persons or group influence on the attainment of goals. Omolayo (2000) in his own view describe leadership as the ability to get things done with the assistance and corporation of other people within the organization system

### **2.2.9 Compliance with authority**

The term "compliance" can be defined as the act of adhering to or conforming with a law, rule, demand, or request. In a professional environment, conforming to the laws, regulations, rules and policies is the part of business operations often referred to

as "corporate compliance." We define compliance to authority as a willingness to permit one's behavior to be determined by the experimenter.

#### **2.2.10 overall performance**

Overall performance is the fact of life; we play a vibrant role on work place or in a playground, indeed in any activity where we put our efforts, intelligence, with attention to reach the level of achievement in every field of work.

### **2.2.2. Job Knowledge and Interpersonal Competence**

Job knowledge is a significant part of job performance when any individual starts their work, they should know the nature of work it will be affected in the performance of the job and this struggle can open the door of success in organizing.

The inclusive models of teacher analysis include the employment homogeneous forms to compute teacher performance transversely the features being evaluated. These serve as main tools employed in the analysis method that look for capturing performance throughout the variety of fields below evaluation. The evaluation of job-related performance areas have mainly depended upon either purpose which come out after the completing the task. Items or productivity sustained in structure accounts on particular decisions after evaluators though rate is primarily managers.

According to Borman and Motowidlo (1993), general samples of related performance, behaviors embrace serving to colleagues, offering willingly for responsibilities and defend the organization. These behaviors are vital for attaining organizational goals and predominantly for supporting extensive success (Allen & Rush, 1998). Their study further investigated the combined role of duty and discourse performance for accomplishing effective consequences in traffic management. It ranges preceding analysis by exploring features that mediate the relationship between discourse-performance and effectiveness-outcomes. Very diminutive consideration has been paid to the type of situations below that circumstantial performance are a lot of or less helpful for accomplishing organizational outcomes it is further examined two moderated the connection between discourse performance and effectiveness outcome along with task performance and circumstantial problem. Within the following units, we tend to evaluate the key features of discourse performance and make hypotheses concerning the connections between discourse performance,

circumstantial problem, and task performance in traffic management. The former contentions propose that situational imperatives may associate with relevant execution. It is likewise conceivable that errand execution may interface with logical execution. Kiker and Motowidlo (1999) discovered a proof for collaboration between the task and relevant execution in a reproduced administrative basic leadership task.

The connection between logical execution and viability was more grounded when the dependents were making a decision to have elevated stages of errand execution. Present hypotheses of occupation execution (for example Motowidlo et al., 1997) experience issues representing this association, since they accept that people's general adequacy mirrors the commitment of their errand and relevant practices over countless separate scenes. These conduct scenes are thought to be autonomous. In the event that assignment practices are free of logical practices, at that point there ought to be no connection between duty and relevant execution. Kiker and Motowidlo (1999) contended that the association between the task and logical execution can be brought about by raters limiting the impacts of appropriate assignment execution when people play out the relevant parts of their activity inadequately and the other way around. It is conceivable that comparable impacts could happen in airport regulation. Airport regulation chiefs, for instance, may possibly pass judgment on supervisors as compelling, especially when they are seen as performing great at both assignment and relevant execution. Controllers who facilitate their associates might be bound to be bestowed a methodical progression of approaching traffic from these collaborators.

On the off chance that controllers have a significant level of specialized capability, at that point they might have the option to exploit this circumstance and accomplish better results. This would deliver a positive collaboration, wherein the

connection between relevant execution and adequacy is more grounded when controllers have significant levels of assignment execution. In any case, it is conceivable that the connection could work the other way. Directors may set up to neglect the impacts of poor relevant execution if the controller shows a significant level of specialized capability. Controllers with significant levels of specialized capability will not have to do relevant exercises.

This would create a negative connection, wherein the connection between relevant execution and adequacy is more grounded when controllers have low degrees of assignment execution. The current hypothesis gives no premise to foreseeing the conditions under which these various kinds of collaborations may be watched. As of late, the family-work writing has blended, about the opinion that conventional family-work approach appropriation by associations is a significant yet deficient state on which to ease family-work clashes (Eaton, 2013). It has been found, which made a difference most to representative prosperity were discernments viewing issues, for example, adaptability and occupation control (Kossek, Lautsch and Eaton 2006). They further proposed that the view of the worker about working from home practices might be progressively significant indicators of lessening work and family struggle than the unmistakable proportions of procedures and techniques. McDonald and Finch (2005), found that regardless of the work family strategy point of 'expelling hindrances for staff with family duties', representatives who worked low maintenance or in work share circumstances so as to more readily deal with these jobs, saw their advancement and open doors for headway that association as restricted.

The creators propose this could be because of the presumption that time spent in the working environment is a pointer of duty and profitability, paying little heed to express a strategic point. Thus, the recognition or conviction about how the association esteems their representatives is grown giving slight attention to the communicated point of the practices of family matters.

### **2.2.3. Effect of informal Work-Family Support on Job Performance**

Kossek et al. (2006) referred to this as the "fundamental message" (p. 350), as a significant thought regarding worker's impressions of hierarchical support. The connection between family-work practices and occupation dispositions might be tended by concentrating on worker observations identifying with their insight into work-family rehearses (Haar and Spell 2004). So also, Lambert (2000) narrated the handiness of family-work rehearses anticipated apparent hierarchical help and authoritative citizenship practices. Greenhaus and Allen (2001) found that family view of authoritative help proposed that advantage accessibility alone affected occupation dispositions, yet that the worldwide recognitions representatives shaped with the respect to the workplace condition was firmly identified with worker work frames of mind and encounters and recommended that these discoveries underscore the significant job of impression of help. As of late, Behson (2005) contended that solitary associations that invest time and vitality to make societies and the board abilities that are really steady formal work-family practices would profit by the results.



#### **2.2.4. Competence and job performance of Teachers**

In an organization, informal support from friendly family can affect employee behavior such as the effect on their job performance and their attitudes towards the job such as job satisfaction (Coffey, 2002). Social behavior is the result of an exchange process which regulates the norms interchange. The aim of this process is maximum benefits and minimizing the risk, as the social exchange theory said that the individual person risks of this exchange process human relationships. These norms increase the job performance instead of organizational support (Homans, 1961).

Previous studies have shown that informal work-family-support is important not only to manage the employees work, but also manage the work family role (Pottra University teachers are considered the main player in teaching learning process at a higher level because they played an important role in building the career of students. In Pakistan as we are living in underdeveloped countries in which a lot of problems faced by everyone, especially female teachers some time discipline problem, physical resources at institutions, salaries issue and the main thing is support from their families.

If the teachers get full support from their families so they can perform well in the workplace at a higher level the teacher's expectation is very high some time they face the challenging task related to their job knowledge sometimes they provide quality work before time or complete the challenges of work load.

Communicate with other staff members with orally or verbally. And come up with a creative solution to the new problems. Actively participant at any field and collaborate and cooperate with others. Time demands are increase day by day and getting more advanced, science is growing everything become more sophisticated, population is going to increase, need of humans increasing with time to time food,

clothing was growing man will think of new ways in every field than why not teachers will going to more advance with the help of new innovations and use of new tools and enhance their performance. Many factors can influence the value of success or failure in order to improve performance, such as leadership, good working environment and occupation progress of teachers Ulrich (1997). Kostanki and Rocca (2001) describe in their study that classroom size, environment of class, academic performance and encumbrance of teachers donate to increase the work productivity and give a quality work performance.

According to Genzon (2009), in his study, he defines that in order to prepare the students for 21st century life and build with the goals of education have been a part of their tradition which they belong them. Corpuz (2012) stated in his research that teachers must learn relevant and interesting skills to enhance their performance at the workplace. Teachers execute their performance not in the only educational field, but also keep practices for other job related functions as well teacher strengths and calculation which in incorporated in the National professional standards for teachers in Pakistan (NPSTP).

### 2.2.5 Related Researches

Job involvement and job performance are interrelated with each other according to Aswathappa (2005) his study, Job performance can be determined by intrinsic and extrinsic reward. Velnampy (2008) explains in his study that job satisfaction has a positive impact on the employee performance, as well increase the employee job involvement. As strongly discussed by Siu, Oi, Kao, et al. (2010), family support provides love and expectation to motivate employees and enables them to accomplish work-related goals. The finding concerning the relationship between family support and work engagement adds to current knowledge in the work engagement research.

Aminah Ahmed and Zoharah Omer (2012) University of Putra Malaysia carried out in their studies that work-family informal support has a direct effect on job performance. Additionally, this informal support has an indirect effect on job performance through work-family conflict and job satisfaction. The model implies that there is a need to realize the importance of informal work-family support practices, besides formal benefits, and the positive outcomes arising from such supportive practices.

According to Othman and Abdullah (2014), The finding has been proven by the family support of the past studies where it has been stated that there is a significant and negative relationship between job performance, and work-family conflict (Razak et al., 2011; Luk & Shaffer, 2002) Lawrence and Savarimuthu (2013) This result shows the negative relationship between job performance and work-family conflict among the administrative staff in University Utara Malaysia (UUM). Bhatiaand Yogeeta and Srilatha (2016) in their studies Instrumental, not emotional

support from family members, may increase job performance. Married women professionals, especially at the middle management level, may be facing significant impact of family responsibilities on the career decisions. Limitations foreseen during the study included sample size not being representative of all sectors of industry, age groups being different across similar designations/similar work experience, age group of children influencing the responses and findings, the impact of job involvement and family support on WFC not assessed in this research work, and gender comparison not being done for impact of family support on job involvement.

### **2.2.6 Relationship between Family Support and Job Performance**

The solid and huge relationship between the work-life balance and the work family struggle, the family, work strife, the workplace, and the sentiments about work was found. The feeling about work is the most affecting the variable of the work life balance. The perspectives about the work, the favorable workplace, the decreased work, family struggle, and the diminished family, work strife brought about the stable the work life balance and at last on the occupation job performance for the representatives. The instructors and large having a negative disposition towards the pay for execution were seen. The teachers felt that resolve and instructor joint effort would be influenced contrarily just as expanding feelings of anxiety. The instructors and large having a negative disposition towards the pay for execution were seen.

The family support can prompt more elevated levels of the work fulfillment, the hierarchical responsibility and the improved efficiency (Hill, 2005). Gilbert, (2002) expressed that more extended working hours, however, diminishes the general the family support, yet laborers who are more dedicated to their work announced altogether higher the family support when contrasted with the specialists who are less

dedicated to their work. So it is not just the work timings that the influence of the family, however the conduct of the laborers towards their positions that influence their everyday life. The job performance is the term that clarifies singular inclination towards the work. The representative will achieve the high job performance when he or she gets what he or she anticipates from a work. The managers give different advantages to make their workers cheerful and happy with the work. The job performance is influenced generally by the difficulties and openings introduced by the work. The anyway in light of the fact that gatherings will be in general adjusts the appointed work to fit the gathering structure.

The work fulfillment might be influenced. The individuals who are profoundly happy with their work will in general be better specialists (Middlemist and Hitt, 1998). They are more reliable, they agree with organized rules, they have fewer objections, and they are more helpful and show less self-centeredness. The job performance is a pleasurable or positive, enthusiastic state coming about because of the examination of one's professional training (Okumbe, 1998). The job performance must be gathered and not seen on the grounds that it is a passionate reaction to a work circumstance (Okumbe, 1998). It very well may be dictated by how well results meet assumptions (Ondieki, 2005). It happens when one feels powerful taking on and finishing testing errands coordinated instructive achievement and execution (Filak and Sheldon, 2003).

Apparently where the family support and the job performance of educators are positive the instructors will in general perform in a way that is better than where their family support and the job performance are not ideal. It is against this foundation that this examination analyzed family support and job performance as they identify with educators' work execution.

The backing is a vital part of occupation asset. To get support either grinding away or in the family is an asset to produce positive effects in one space that quickens the personal satisfaction in the other and encourages people to their objectives. Accordingly, area upholds is likely an essential forerunner of full of feeling and instrumental advancement. In any case, all in all, the effect of individual steady connections isolated the effect of work-based strong connections; the first has been connected to work results and the last to family results. The work family strife is viewed as a significant issue. (Grandey, 2005). Lately, there has been an expanding interest in the contention among work and everyday life areas, and the new examinations feature the contention experienced by people between their jobs in the family and at work, which is covered under the heading called work family struggle.

Nilgün and Anafarta, (2010) conducted an investigation to discover the relationship between the work family conflict and the job satisfaction. The examination point is to research the connection between the work family struggle, the family, work strife and the job performance utilizing primary condition demonstrating. There is a proportional connection between the work family struggle and the family work strife and that the work family struggle impacts the work fulfillment, though the family work struggle does not influence the work fulfillment. The work based social help may come from the association everywhere, prompt bosses, and colleagues. The studies on associations have compared backing to the work family rehearses and saw it as a component of the family cordiality. At the point when backing is seen along these lines, associations address or sometimes overlook the issue of help for the harmony between work life and everyday life through their strategies, advantages, culture, and profession ways, which indicated a link between work backing and the work life balance.

The notwithstanding their prevalence, formal hierarchical backings, for example, some family accommodating strategy may not be as significant as how steady a representative's chief, collaborators and the authoritative culture is towards the worker the work life balance (Thompson and Prottas, 2005). The nature of work life as a human asset mediation acquired importance in the USA and Scandinavia during the 1960s - 197. Then, during the following decade, the expanded intricacy of the present climate represents a few difficulties to college the executives.

It is for the most part accepted that colleges perform well in the regions of educating and exploration as far as finding and creating ability for the advancement of science and innovation. The every college directs a yearly survey and an assessment of staff work execution. The things for assessment incorporate instructional obligation, scholarly commitment, proficient assistance, collegiality, and polished skill. These territories are utilized for the assurance of compensation expands the capability for advancement and residency, reappointment of non-tenured staff, and workforce grants.

The businesses need representatives to be devoted and faithful to their work. In the event that the businesses give an elevated level of help to their workers, in light of the standard of the correspondence, the representatives are probably going to genuinely focus on their associations with a low probability of the turnover and a significant level of occupation execution. In a meta-examination of 70 investigations, Rhoades et al. Shown that representatives' of family that could build better job performance. Notwithstanding, some past examinations have introduced conflicting outcomes. In addition, past proof has proposed that the family support intervenes various kinds of hierarchical experience factors and may not straightforwardly impact the work execution.

Hence, it is obscure whether the family support is straightforwardly related to the job performance or is interceded by different variables for college employees. In our examination, we explore the connections between the forerunners (two components of authoritative equity and segment qualities) and the family support and among the family support and the job performance. In particular, we consider the interceding jobs of occupation fulfillment, positive affectivity and the emotional responsibility.

Empirical studies have focused on examining the relationship between work-family support practices and organizational performance such as profitability, product quality, ability to grow, ability to attract essential employees, market value, and management-employee relations (Konrad & Mangel, 2000) However, few studies have examined the relationship between work- informal support and job performance. One of these studies is conducted by Brummelhuis and van der Lippe (2010) who examined work-life balance support, including family support and its relationship to job performance using a sample of employees from 24 organizations. Informal support was defined as an organization's positive attitude toward integrating work and family responsibilities and this support was referred to as family responsive culture. The results showed that family responsive culture improved job performance. Several studies have examined the relationship between work-family conflict and job performance with mixed results. Karatepe & Sokmen (2006), in their study on frontline hotel employees in Turkey, found work-family conflict was negatively associated with job performance. Above mentioned researches conducted in different countries in different field/ sectors, but in this research the researcher finds the relationship of family support and the job performance of teachers at university level in the Pakistan in an educational context.



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

The purpose of the present study was to explore the relationship of family support and the job performance of the teacher at university level Islamabad. This study was correlational and concern with the relationship of family support and job performances of teachers at university level. This research methodology consists of research idea such as research design, target population, sample and sampling technique details and its procedure, data collection procedure, data analysis and describes the nature of research. To achieve the objectives differentiation, statistical techniques were applied.

#### **3.1 Research Design**

Research design deals with the overview plan and strategy to incorporate the different components of the research in a logical sequence (Kumar, R. 2014). The design of study was Correlational in nature because it explores the relationship of family support and job performance of teachers at university level. Descriptive research methodology was used. Quantitative approach included in descriptive research design. It is used to test the developed theories and objectives; it also provides the complete understanding of research problems (Cresswell, J.W, 2012). Quantitative research method was used to attain more authentic generalizable results of the study. The conceptual framework was used to find a relationship and gender effect of both variables of family support and the job performance of teachers. Quantitative approach was used because of feasibility of

respondents in data collection was considered. Furthermore, it helped in proper time management and easy to handle in data analysis. Descriptive research study tells the actual existence of any phenomenon.

### 3.2 Population of the Study

Four Public sector universities of Islamabad having social sciences and management sciences departments. Total teachers were 768 including male teachers were 317 and females were 451 for the current study.

Table No: 3.1

The table 3.1 shows the total number of teachers in Public sector University of Islamabad, in the department of social sciences and management sciences.

*Total Number of Population and Sample of the Study*

<b>Group</b>	<b>population</b>	<b>Sample</b>
Male	317	146
Female	451	171
Total	768	317

### 3.3 Sample Size

According to Mugenda and Mugenda (2003), when the study population is less than 10,000 a sample size of between 10 and 30% is a good representation of the target population by considering the above mentioned source sample of the study was selected.

### **3.4 Sampling Technique**

In the present study, simple random sampling technique was employed for the reason it is very common in research examining groups.

### **3.5 Tool Construction**

Researcher used questionnaire as tool for data collection. The scale was about Job Performance which developed by the researcher on the base of job performance model which was given by Viswasvaran (2000). There were ten dimensions to measure the job performance. This model was selected as conceptual framework; the accurate questionnaire was not available which can measure the teachers' job performance in the Pakistani context. That is why researcher developed the Job Performance scale. It contains 49 items according to ten dimensions of job performance model (Viswasvaran) which is included in conceptual framework.

### **3.6 Research Instrument**

The following research instruments were used for this study 2 instruments were used and consisted in three parts, i.e. part (1) single data sheet, part (2) FS questionnaire (14 items) with 2 construct adapted, and part (three) JP questionnaire (49 items) with 10 constructs constructed, developed. Design to measure the family support and JP of the teachers. Responses were solicited using a five point scale.

The first portion of the tool was a demographic section that was included.

#### **a. Gender**

#### **3.6.1 Family Support Questionnaire**

The questionnaire about family support was developed by Scott L. Boyar (2006), for the assessment of family support with reference to emotional support and instrumental support. It consists of fourteen items. The questionnaire was adapted and permission was requested from author, (Appendix I).

### Items of Family Support Questionnaire

Table no 3.2

*Sub scale and item numbers*

S. r #	Sub Scale	Item Number	Total
1.	Emotional Scale	1, 2, 3, 4, 5, 6, 7	7
	Instrumental Scale		7
2.		8,9, 10, 11, 12, 13,14	
	Total		14

### 3.6.2 Job Performance Questionnaire

The questionnaire about job performance is based on the model of job performance having ten dimensions developed by Campbell and then revised by Viswesvaran et.al (2000) and it consist of forty-nine items, and it was used to measure the teacher's job performance at university level. Data was collected through the personal visit to the university teachers. The researcher develops the questionnaire by using these 10 dimensions of job performance in our cultural context.

### Items of Job Performance of Teachers

Table no 3.3

*Sub scales of job performance of teachers and item numbers*

S. r #	Sub Scale	Items Number	Total
1.	Productivity	1,2,3,4,5,6	6
2.	Effort	7,8,9,10,11,12	6
3.	Job knowledge	13,14,15,16,17,18	6
4.	Interpersonal Competence	19,20,21,22,23	5
5.	Administrative Competence	24,25,26,27,28	5
6.	Quality	29,30,31,32,33	5
7.	Communication Competence	34,35,36,37,38	5
8.	Leadership	39,40,41,42	4
9.	Compliance with authority	43,44,45,46	4
10.	Overall performance	47,48,49	3
	Total		49

### 3.6.3 Validation of Instruments

The researcher consulted with the academic supervisor to regulate the validity of the research tool, after getting the opinion of 3 experts to decide the legitimacy of exploration tool validity of research from NUML Islamabad.

### 3.6.4 Instrument Testing

Before distribution the questionnaires first Pilot testing of the questionnaire for final data collection. The pilot testing was conducted at National University of Modern Language, Islamabad In the final collection of data the teachers of this

university were not included as the sample of the present research. The questionnaire was distributed among 50 university teachers.

### 3.6.5 Instruments Reliability

A Reliability of the questionnaire was tested by Cronbach Alpha. The reliability, value is shown below in the tables. In order to calculate the alpha reliability implied the Family Support questionnaire and Job performance of teachers at university level is measured by five point Likert scale with values ranging from 5 to 1. The scale is used to investigate the relationship of FS and the JP of teachers at university level.

Table no 3.4

#### *Reliability of Family Support Scale*

Scale	Major Dimension	Items	Cronbach's Alpha Reliability
<b>Family Support</b>		14	.919
	Emotional Support	07	.834
	Instrumental Support	07	.929

This table 3.4 demonstrates the Cronbach's Alpha coefficient reliability was .919 it was valid and reliable of FS scale in two sub scales for ES (.834) and Instrumental support was (. 929). This is acceptable for the present study.

Table no 3.5

*Reliability of Job Performance Scale*

<b>Scale</b>	<b>Major Dimension</b>	<b>Items</b>	<b>Cronbach's Alpha Reliability</b>
<b>Job Performance</b>		49	.972
	Productivity	06	.869
	Effort	06	.866
	Job Knowledge	06	.841
	Interpersonal competence	05	.883
	Administrative Competence	05	.883
	Quality	05	.841
	Communication Competence	05	.894
	Leadership	04	.841
	Compliance with authority	04	.565
	Overall performance	03	.771

This table 3.5 demonstrates the Cronbach's Alpha reliability .972 of the JP Scale in ten sub variables of job Performance of teachers at university level. After check the reliability of the tool is acceptable for the present study. After checking the reliability it was suggested that this tool was suitable for the collection of data.

Table 3.6

*Reliability of all sub scales*

<b>Scale</b>	<b>Reliability</b>
Emotional Support	.834
Instrumental Support	.929
Productivity	.869
Effort	.866
JK	.841
IPC	.883
AC	.883
Quality	.841
CC	.894
Leadership	.841
CWA	.565
OP	.771

The above table 3.6 shows that all the subscale of the questionnaire reliability values was reliable and acceptable.



Table no 3.7

*Item correlation of family support and job performance Scale (N=50)*

**Family Support** item from Q1 to Q14, **Job performance** item from Q15 to Q65

Items	Correlation	Items	Correlation	Items	Correlation
1.	.525**	23.	.434**	45.	.740**
2.	.600**	24.	.666**	46.	.792**
3.	.578**	25.	.632**	47.	.749**
4.	.590**	26.	.669**	48.	.743**
5.	.451**	27.	.672**	49.	.723**
6.	.584**	28.	.628**	50.	.677**
7.	.473**	29.	.697**	51.	.546**
8.	.023	30.	.640**	52.	.673**
9.	.484**	31.	.684**	53.	.558**
10.	.628**	32.	.466**	54.	.672**
11.	.383**	33.	.627**	55.	.564**
12.	.472**	34.	.746**	56.	.617**
13.	.457**	35.	.789**	57.	.624**
14.	.456**	36.	.740**	58.	.657**
15.	.551**	37.	.750**	59.	.590**
16.	.707**	38.	.584**	60.	.521**
17.	.739**	39.	.661**	61.	.077
18.	.619**	40.	.756**	62.	.137
19.	.660**	41.	.664**	63.	.518**
20.	.836**	42.	.717**	64.	.764**
21.	.587**	43.	.665**	65.	.782**
22.	.654**	44.	.611**		

\*\* . Correlation is significant at the level 0.01 level (2 – tailed).

\* . Correlation is significant at the level 0.05 level (2 – tailed).

The above table 3.7 shows the item Correlation of Family Support (FS) and Job performance (JP) Scale which used to collect the responses of teachers. The highest Correlation was found on item no Q 20 which was (.836\*\*) and the other side lowest item Correlation was found on item no Q 8 (.023), Q 61 (.077) and Q62 (.137).

### **3.7 Data Collection**

The data were collected through questionnaires from university teachers. The researchers visited the universities, and questionnaires were handed over to the respondents with the brief description, the purpose of the study and the way they could respond to the questionnaire. The researcher cannot acquire all of the data for the personal visit; Due to COVID-19 the researcher could not collect complete data remaining data collected through Google form, e-mails and whatsApp to complete the required data from teachers.

### **3.8 Data Analysis**

Information examination is expected to sort out, design, and drive, meaning of exploration information (Eshiwani, 2004). After collecting the data from male and female university teachers the analyst dissected the information by utilizing (SPSS) version 21. Data were analyzed through mean, Pearson correlation and Independent t-test to attain the current objectives.

Table 3.8

*Objectives, Null Hypothesis and statistical techniques*

<b>Sr #</b>	<b>Objectives</b>	<b>Null Hypotheses</b>	<b>Statistical Techniques</b>
1	To explore the level of family support of university teachers.		
2	To assess level of job performance of university teachers.		Mean
3	To investigate the relationship between family support and job performance of teachers at university level.	<b>Ho1</b> There is no significant relationship between family support and job performance of University teachers.	P- correlation
4	To investigate the difference regarding gender on family support of teachers at university level.	<b>Ho2</b> There is no significant difference regarding gender based family support of university teachers.	Independent t. test
5	Investigate the difference regarding gender on the job performance of teachers at university level.	<b>Ho3</b> There is no significant difference regarding gender based on job performance of university teachers.	Independent t. test

### **3.9 Ethical Consideration**

In this research the researcher preserved all ethical consideration. Data was collected after the taking permission from the university department through permission letter (Attached in appendix K). The researcher confirmed that the data which received from respondents were kept private and ensures them the data were only used for research purpose. If the respondent agrees, then the researcher collects data from them to complete the study.

## CHAPTER 4

### DATA ANALYSIS AND PRESENTATION

#### 4.1 Introduction

In this chapter the researcher discussed the data analysis and its interpretation in details. The data were collected by university teachers, and stratified sampling technique was used. In this study the data were properly analyzed by applying SPSS 24th (Statistical Package of Social Sciences). The adapted questionnaire was based on 14 statements of family support, i.e. emotional support and instrumental support. A Second questionnaire about job performance 49 items was developed on the basis of job performance dimensions. Moreover, the questionnaire used in the current study is consisted of five point Likert scale. After collect the data from university teachers of social and management science departments. Data were analyzed and presented in a presentable form to make it easy to understand. Following are the tables through which data were analyzed and interpreted. For the purpose of data analysis, the researcher used statistical techniques such as, Mean, Pearson correlation, Independent t-test were used for the fulfillment of the current objectives. Correlation analysis was used to check the significant relationship of family support and the job performance of the teacher at university level occurs correctly.

## SECTION 1

### 4.2 Descriptive Statistics

**Objective 1:** To explore the level of family support of University teachers

Table 4.1

*Mean of Family Support (N=317)*

S. No	Family support	Means	Remarks
1	Emotional Support	3.30	Sometimes
2	Instrumental Support	3.20	Sometimes
	<b>Overall Family support</b>	3.43	Sometimes

Table 4.1 shows the Emotional support and instrumental support are two subscales of family support. The mean value of emotional support (3.30) and instrumental support is (3.20). The highest mean score was observed against emotional support that is (3.30). So the results conclude that university teachers agreed with sometimes which is not up to a satisfactory level.

**Objective: 2** To assess the level of job performance of university teachers.

Table 4.2

*Mean of Job Performance (N=317).*

S. No	Job Performance	Mean	Remarks
1	Job productivity	3.45	Sometimes
2	Effort	3.50	Often
3	Job knowledge	3.38	Sometimes
4	Interpersonal competence	3.53	Sometimes
5	Administrative competence	3.47	Sometimes
6	Quality	3.38	Sometimes
7	Communication-competence	4.28	Often
8	Leadership	3.16	Sometimes
9	Compliance Authority	3.35	Sometimes
10	Overall Performance	3.23	Sometimes
	<b>Overall</b>	3.47	Sometimes

Table 4.2 shows about Job performance is the second variable of the study and ten subscales of job performance from these dimensions we checked the level of job performance. The mean score of Job productivity was (3.45) effort mean score was (3.50). The mean value of job knowledge is (3.38), interpersonal competence mean score was (3.53) Administration competencies mean value was (3.47) Quality means the score was (3.38) Communication-competence mean score was (4.28) leadership mean value (3.16) Compliance Authority was (3.35) and the last subscale is Overall performance the mean score was (3.23). The highest mean score was observed (4.28)

of communication competence and the lowest score was observed against the leadership (3.16) The overall job performance mean score was 3.47 which shows that job performance of university teachers is not up to satisfactory level.

## SECTION 2

### 4.2 INFRENTIAL DATA ANALYSIS

**Objective 3** To find out the relationship between family support and job performance of teachers at university level

**H<sub>01</sub>** “There is no significant relationship of family support and the job performance of teachers at university level.

Table 4.3

*Relationship of Family Support and Job Performance of teachers (n=317)*

<b>Variables</b>	<b>N</b>	<b>Pearson Correlation</b>	<b>Sig. (2-tailed)</b>
Family Support	317	.555**	.000
Job Performance	317		

Table 4.3 shows that the significant (2 –tailed) value is significant at 0.01 level, so the result indicates that there is a positive significant correlation of family support and job performance. Thus the null hypothesis H<sub>01</sub> there is no significant relationship of family support and job performance of teachers at university level is rejected.



#### 4.4 Inter-scale Correlation of Sub Scale

Table 4.4

*Inter-scale correlation of the subscales of family support and job performance.*

*(n=317)*

	ES	IS	JP	EFT	JK	IC	AC	QTY	CC	LSHP	CWA	OP
Emotional Support	1											
Instrumental support	.763**	1										
Job productivity	.588**	.552**	1									
Effort	.447**	.394**	.727**	1								
Job knowledge	.417**	.433**	.668**	.713**	1							
Interpersonal competence	.596**	.327**	.620**	.650**	.604**	1						
Administration competence	.647**	.587**	.702**	.688**	.694**	.725**	1					
Quality	.493**	.404**	.709**	.698**	.694**	.683**	.751**	1				
Communication competence	.557**	.378**	.663**	.597**	.513**	.626**	.638**	.645**	1			
Leadership	.423**	.384**	.534**	.484**	.568**	.436**	.530**	.510**	.600**	1		
Compliance with authority	.473**	.314**	.550**	.574**	.496**	.600**	.610**	.639**	.571**	.422**	1	
Overall performance	.453**	.439**	.594**	.624**	.528**	.556**	.560**	.546**	.537**	.504**	.581**	1

\*p<0.05\*\*<0.01

Note: Emotional Support (ES), with instrumental support (IS) with family, job productivity (JP) with effort (EFT), Job knowledge (JK) with interpersonal competence (IPC), Administration competence (AC) with Quality (QTY), Communication competence (CC) with Leadership (LSHP), Compliance with authority (CWA) with Overall performance (OP) with job performance.

Table 4.4 shows the intersection correlation of the scale of Family support and Job performance was shown in this table i.e., at 0.01 level of significance, all sub section were considerably positively correlated. A significant positive correlation was found between instrumental support, and emotional support was highly correlated at (.763\*\*). Whereas the least correlation is found between instrumental support and compliance with authority was (.314\*\*).

**Objective 4** To investigate gender based difference regarding family support of university level teachers.

**H<sub>02</sub>:** There is no significant gender based difference regarding Family support of university level teachers

Table 4.5

*Gender based difference with reference to variable of family support (n=317)*

<b>Family Support Dimensions</b>	<b>Males (n=146)</b>	<b>Females (n=171)</b>	<b>t</b>	<b>Sig.</b>
	<b>Mean</b>	<b>Mean</b>		
Family Support Total	3.43	3.52	1.175	.241
Emotional Support	3.24	3.35	1.472	.142
Instrumental Support	3.19	3.25	.774	.440

According to the table 4.5 there is no significant difference existed between male and female university teachers. The result indicates that the mean value of female teachers is (3.43) which is higher than male teachers (3.52) Thus, the null hypothesis H<sub>02</sub>“There is no significance gender based difference regarding family support of university level teachers” is failed to reject.

**Objective 5:** To investigate gender based differences regarding job performance of teachers at university level.

**H<sub>03</sub>:** There is no significant gender based difference regarding the job performance of teachers at university level.

Table: 4.6

*Gender wise difference on job performance (n=317)*

<b>Job Performance Dimensions</b>	<b>Males (n=146)</b>	<b>Females (n=171)</b>	<b>t</b>	<b>Sig.</b>
	<b>Mean</b>	<b>Mean</b>		
<b>Job performance Total</b>	3.78	3.98	3.562	.000
job productivity	3.35	3.53	2.917	.004
Effort	3.37	3.61	4.029	.000
job knowledge	3.19	3.45	2.428	.016
interpersonal competence	3.40	3.64	3.696	.000
Administrative competence	3.38	3.54	2.683	.008
Quality	3.27	3.47	3.500	.001
communication competence	3.31	3.52	3.428	.001
Leadership	3.17	3.16	.247	.805
compliance Authority	3.28	3.40	1.872	.062
Overall performance	3.18	3.26	1.495	.136

According to the table 4.6 the result indicates that the gender based difference of Job performance was found significant in job performance. Significant gender differences were found related to all subscale of job performance. Moreover, leadership, compliance with authority, and overall performance were found not

significant at the level of 0.05. So, it is concluded that significant difference regarding gender base was found to job performance of university teachers, so the null hypothesis,  $H_{03}$  “There is no significant gender based difference regarding Job Performance of teachers at university level” is rejected.

Table 4.7

*Summary of results*

<b>No</b>	<b>Statement of Hypothesis</b>	<b>Results</b>
<b>H:01</b>	There is no significant relationship between family support and job performance of teachers at university level.	<b>Rejected</b>
<b>H:02</b>	There is no significant gender based difference regarding Family support of teachers at university level.	<b>Failed to reject</b>
<b>H:03</b>	There is no significant gender based difference regarding the job performance of teachers at university level.	<b>Rejected</b>

## **CHAPTER 5**

### **SUMMARY, FINDINGS, CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS**

This chapter contains a summary of the study, as well as the findings, discussions and conclusion of the present study. Recommendations for future studies are also given. The detail of this chapter is given below:

#### **5.1 Summary**

The present study was descriptive and correlational in nature. The main aim of this study was to check the relationship of family support and job performance of teachers at university level. The first objective of this study was to explore the level of family support of university teachers. For this purpose, the researcher used the family support theory and two questionnaires. The 2nd objective of this study was to assess the level of job performance of university teachers. The 3rd objective of the study was to find out the relationship of family support and job performance of teachers at university level.

As per the demand of the first and second and objectives, the data analysis designed was descriptive. These results were calculated through mean values. The 3rd objective of this study was to find out the relationship of family support and job performance of teachers at university level. 4<sup>th</sup> objective of the study was on gender based difference regarding the family support of teachers at university level. The 5th objective of this study was to investigate gender based difference regarding job performance of teachers at university level. According to their objectives, the data analysis designed was inferential. According to the study 3 main null hypotheses were

developed to achieve the goals of the current study. All male and female teachers of Public sector universities located in Islamabad city were the population of this study. The sample size for the current study consisted of  $n=317$ . The sample of male  $n= 146$  and female  $n=171$  were obtained after applying the simple random sampling technique. The sample was taken from 4 public sector universities which were located in Islamabad city. Two questionnaires were distributed to university teachers which were working in social sciences and management sciences departments. For data collection purpose the questionnaires were used. The theory of family support by Greenhouse & Powell, (2006), and family support questionnaire developed by Scott L Boyar that was adapted for assessing the family support, and job performance questionnaire was developed by the researcher to used Campbell (1993) model of job performance and revised version given by Viswesvaran et all (2000) to check the performance of teachers. The reliability of the instrument was checked through SPSS 21 version by applying the Cronbach Alpha Coefficient. Data was collected through a questionnaire. The researcher personally visited universities for data collection and also collected the data by using Google forms and WhatsApp due to COVID-19.

## **5.2 Findings**

The section contains findings from descriptive analysis and inferential analysis of the data collection through questionnaires.

Following findings have based been extracted on the data analysis of chapter four.

### **5.2.1 Findings from Descriptive Analysis**

**Objective: 1 ‘To explore the level of family support of University teachers’**

1. Descriptive statistics were used to achieve the objective. The results showed that the mean value of emotional support (3.30) and instrumental support was (3.20). The highest mean score was observed against emotional support is (3.30). So the results conclude that university teachers agreed with sometimes which is not up to a satisfactory level. (Table no 4.1).

**Objective: 2 ‘To access the level of job performance of university teachers’**

2. The results indicate that the highest mean score was found (4.28) in communication competence and lowest mean score was found in leadership (3.16) its mean that a high communication was found in teachers during job activities in university which is not up to satisfactory level. (Table 4.2)

**5.2.2 Findings from Inferential Analysis**

Findings from inferential analysis comprise of Findings of independent t-test, Pearson Correlation.

**Objective: 3 To find out the relationship of family support and job performance of teachers at university level.**

3. Positive significant correlations were found between family support and job performance. (Table no 4.3).

*Interscale correlational*

Positive inter-correlations were found between Subscales of family support and all subsections were considerably positively correlated. A significant positive correlation was found between instrumental support and emotional support was highly correlated. Negative, least correlations were found between instrumental support and compliance with authority was (. 314\*\*). (Table no 4.4)

**Objective: 4 ‘To investigate the gender based difference regarding family support and job performance of teachers at university level’**

4. According to the results indicated that gender difference of FS was found not significant. It means that there is no significant gender difference existed in FS between male and female teachers at university level. This confirmed that both male and female university teachers have similar levels of Family Support. (Table no 4.5).

**Objective: 5 ‘To investigate the gender based difference regarding job performance of teachers at university level’**

5. According to the results indicated in gender, based difference in Job Performance was found significant. It means that there is a significant gender based difference existed in job performance of male and female teachers at university level.

6. The significant gender based difference was found in Subscale of job performance, i.e. productivity, effort, job knowledge, interpersonal competence, administrative competence, quality and communication competence.

7. No significant difference was found regarding subscale of job performance among leadership, compliance with authority and overall performance. So, it is concluded that significant difference gender based was found related to job performance of university teachers. (Table no 4.6).

### **5.3 Discussion**

The present study deals with family support and job performance of teachers at university level. The main theme of this study was based on the exploration of the relationship of family support and job performance with specific reference to emotional support, instrumental support, and job performance based on Campbell model and revised by Viswasvaran et al; dimensions of the model were Productivity,



effort, job knowledge, interpersonal competence, administrative competence, communication competence, leadership, compliance with authority and last overall performance of teachers at university level. The aimed of this study to find out the gender based difference regarding family support and job performance among teachers at university level. The study had five objectives and three main hypotheses.

To explore the level of family support of university teachers, the finding of the present study showed that the family support was the main variable and sub variable of family support, i.e. emotional support and instrumental support emotionally, the support found high in the current study. According to previous research showed in their results that emotional support is high as compare to instrumental support (Adnan and Rasha 2018).

According to Karadas (2014) teachers having emotional and instrumental support in the family domain can concentrate more on their duties and responsibilities. To support this study a previous research conducted in Michigan University by Gary A. Adams, Lynda A. King, and Daniel (1996) Regarding the relationship of family, social support to life satisfaction, the results of their study was emotional sustenance from family had a strong positive relationship with life satisfaction, whereas instrumental assistance from family did not find the significant relationship between family social supports. These results suggest that emotional sustenance from family members plays a role in both life satisfaction and family interfering with work, whereas instrumental assistance was related only to family interfering with work. The effect of providing the worker with advice and guidance regarding work demands may cause emotional sustenance to be positively related to life satisfaction.

To access the level of job performance of university teachers, the highest mean score was observed of communicative competence and the lowest score was observed against leadership. Okoli, Alexander (2017) concludes in their study that teacher communication competence should attract higher credit and run through the levels. A study conducted by Kahn (2011) on the basis of theory job involvement, considering an important aspect by which organization can increase the productivity of the employees. These results were checked and verified by different studies that there is a positive relationship between the construct of job involvement and employee satisfaction and performance.

To find out the relationship between family support and job performance of teachers at university level. The result indicates that there is a positive significant correlation of family support and job performance. The finding of the study represents that if the family supports you, the performance of the individual will increase. So the result indicates that there is a positive significant correlation of family support and job performance. To support the above findings, few studies were showing that (Pamela A. Geller. et al., 2006) Relationship between Optimism and Work Family Enrichment and their Influence on Psychological Well-being. Tuten and Neidermeyer (2004) conducted a study at two call centers in the utilities industry in the southeastern United States and reported that employee job satisfaction has a significant influence on performance. Carmeli (2003) applied correlation and found a significant positive relationship between senior managers' job satisfaction and performance.

A study has been done by Cook (2008), who sought to find whether the relationship between job satisfaction and job performance was found spurious. Performance relationship is partly spurious. Aminah and Zoharah (2012), in their study informal work-family support on job performance found that work- family

support has a direct effect on job performance; additionally this informal support has an indirect effect on job performance through work family conflict and job performance.

According to Imran, Arif, Cheema and Azeem, (2014), in their studies relationship between job satisfaction and job performance towards teaching staff in Pakistan, the results indicate that there was a strong positive relationship between organizational and job performance towards teaching staff. According to O'Driscoll & Colleagues (2004) coworkers have moderated the relationship of the work family conflict and satisfaction, to support this study another study was conducted by Ng & Sorensen, (2008) to determine the work-family conflict using perceived coworkers support as the moderator and estimated that work-family conflict is significantly related to job satisfaction.

A study conducted in (UUM) University Utra Malaysia the results of this study was a negative relationship between job involvement and work-family conflict among the administrative staff. (Razak et al., 2011 & Lawrence, 2013).

To compare the gender based difference regarding family support of university level. According to the results indicated, gender difference for family support was found not significant. It means that there is no significant gender difference existed in FS between male and female university level teachers. This confirmed that both male and female university teachers have the same level of FS. Saeed and Muneer (2012) conducted the study to evaluate the work motivated by male and female teachers in Karachi. They found in their study that female teachers were participating more as compared to male teachers. A study conducted by Yemisi (2013) examines the influence of gender, age, training and experience of secondary school teachers Ekiti

State University Nigeria. The result of the study showed that there was no significant difference in the male and female teachers.

To compare the gender based difference regarding the job performance of teachers at university level. In the study of Dr Sujit Bordhan (2016) concluded that there is no significant difference of job performance of male and female teachers. Ahmed, Raheem and Jamal (2003) studied the job performance of 236 teachers in senior secondary schools. Female teachers enjoyed greater satisfaction than their male counterparts did. Here was no significant change in the job Performance due to changes in the level of Independent variables like gender. Rama (2000) concluded a study of the attitude of teachers towards teachers" centers. It concluded that teachers" centers were useful to the teachers in solving academic problems. The teachers have a positive attitude on the functioning of teachers" centers. Female teachers have a positive attitude in teachers" centers as compared to male teachers.

#### **5.4 Conclusion**

The main aim of this study was to find out the relationship of family support and job performance of teachers at university level. The conclusion of the study is as follows, according to the objectives and the following conclusion made after the interpretation of the data.

1. University teachers sometimes agreed that they got emotional support from their families, which is not up to a satisfactory level.
2. In job performance the highest mean score was observed against communication competence and lowest score was observed against leadership. The overall job performance of university teachers sometimes agreed which is not up to satisfactory level.

3. A positive significant correlation of family support and job performance of teachers at university level. Intersection Correlation was found significant positive emotional support and instrumental support were highly correlated, whereas the least correlation was found between instrumental support and compliance with authority. Teachers had more emotional support from their family members as compared to instrumental support.

4. No significant gender difference was found in emotional support and instrumental support. Female teachers got same emotional support as male teacher. It is concluded that male and female teachers had the same support from their family members.

5. The significant gender difference was found in productivity, effort, job knowledge, interpersonal competence, administrative competence, quality and communication competence in job performance of teachers at university level and no significant gender difference was found related to leadership, compliance with authority and overall performance of teachers at university level. Overall conclusion is that job performance of female teachers is better than male teachers at university level.

## **5.5 Recommendations**

1. Teachers may make the best utilization of the time to set boundaries and maintain flexibility between life and professional life to attain the work life balance. University managers may develop an integrated plan to train teachers emotional support skills to become active support workers in the university community.

2. Seminars and training may be conducted in order to educate the teachers that how they can create stability between their job and domestic life.

3. There may be teachers clubs/ communities to promote job performance with the reference of family support including emotional and instrumental support.

4. It is suggested that the university may be develop family support policies and practices like paying family leaves, weekend trips, and scholarships to visit others countries to engage teachers in the job.

5. Management of universities may provide some free of cost workshop and organize the counseling programs to improve their job performance. To increase leadership, compliance with authority, and overall performance of the male and female staff, the university may provide enough facilities within the university. Universities may conduct team-building exercises for male and female teachers to managed stability between work and family life; they will be more dedicated with their organizations.

## **5.6 Recommendations for Future Researchers**

The Researcher recommended following as for the future research suggestions;

1. Further research (es) may be conducted on the family support and job performance at elementary and secondary level educational institutions of Pakistan to see if it helps build positive relationships with family support and enhances the job performance of teachers.

2. This study may be used in public sector schools in Pakistan to check the emotional and instrumental support of parents with their children to improve their studies skills and performance.

3. Further research (es) may be conducted in special child care to see their emotional support or instrumental support received from their families" or teachers/gardeners of schools.

4. This research may be useful in administering the educational field to improve the performance of employees.

5. This research study can be useful for school or college teachers to check the teacher performance and also provide training to school/college teachers to enhance the ability of their work quality, communication competence, etc.
6. This study may be helpful for hospital patients to check that how doctors will provide emotional/instrumental support to their patients to improve their health and also medical professionals.
7. It is suggested that, for the future study a large sample of respondents needed to a better result or finding, so that the result can be acknowledged as accurate values. Future similar research should be conducted in any other public university in Pakistan.

### **5.7 Limitations of the Research Study**

1. Border sample may be taken for generalization of the study. The sample was only taken from 4 public sector universities teachers in Islamabad.
2. The study faced the limitation of inability to reach as many respondents as possible due to their tight work schedules and the inability to get back all the questionnaires from the respondents.
3. Mixed method may be used in descriptive research studies for getting clearer picture of the survey.

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## APPENDIX A

## TOPIC APPROVAL LETTER



NATIONAL UNIVERSITY OF MODERN LANGUAGES  
FACULTY OF SOCIAL SCIENCES  
DEPARTMENT OF EDUCATION

ML.1-4/2020/Edu

Dated: 20-01-2020

To: **Humaira Tajamul,**  
1496-MPhil/Edu/S18

Subject: **APPROVAL OF MPhil THESIS TOPIC AND SUPERVISOR**

1. Reference to Minute Sheet No. ML.1-2/2020-Edu dated 02-1 -2020, the Higher Authority has approved your topic and supervisor/s on the recommendation of Faculty Board of Studies vide its meeting held on 15<sup>th</sup> Oct 2019.

a. **Supervisor's Name & Designation**

Dr. Shazia Zamir,  
Assistant Professor, Department of Education  
NUML, Islamabad.

b. **Co-Supervisor's Name & Designation**

Dr. Farkhanda Tabbassum  
Contract Assistant Professor, Department of Education  
NUML, Islamabad.

c. **Topic of Thesis**


**Relationship of Family Support and Job Performance of Teachers at University Level**

2. You may carry out research on the given topic under the guidance of your Supervisor/s and submit the thesis for further evaluation within the stipulated time. It is to inform you that your thesis should be submitted within the prescribed period by **31<sup>st</sup> Jan 2021** positively for further necessary action please.

3. As per policy of NUML, all MPhil/PhD theses are to be run through Turnitin by QEC of NUML before being sent for evaluation. The university shall not take any responsibility for high similarity resulting due to thesis prior run by any other individual.

4. Thesis is to be prepared strictly on NUML's format that can be taken from the MPhil & PhD Coordinator, Department of Education.

Telephone No: 051-9265100-110 Ext: 2090  
E-mail: mdin@numl.edu.pk

  
**Dr. Hukam Dad Malik**  
Head,  
Department of Education

Cc to:  
Dr. Shazia Zamir  
Dr. Farkhanda Tabbassum



**APPENDIX B****COVER LETTER OF QUESTIONNAIRE****Family Support and Job Performance****Informed Consent****Respected Teachers,**

I am M. Phil scholar (Education) working on my research work on the above mentioned topic. You are requested to fill in the questionnaire attached. The first part of the questionnaire consists of demographic information. The remaining questionnaire is about Family support and Job Performance of university level teachers.

It is assured that your response will be kept confidential. The questionnaire is developed to collect data for my research work only. If you agree, then please sign the informed consent.

[Humaira\\_91@hotmail.com](mailto:Humaira_91@hotmail.com)

Research student: Humaira Tajamul

---

Participant Signature

## APPENDIX C

### QUESTIONNAIRE OF FAMILY SUPPORT

#### DEMOGRAPHIC INFORMATION

**Instruction:** please tick (√) your response in the boxes provided.

**Gender:**

1-Male

2-Female

#### Operational Definition

**Family Support:** Family support is defined as a community of parents, children and other family members who supports you in all matters.

S.#	Statements	Never	Rarely	Sometimes	Often	Alwa ys
<b><u>Emotional Support</u></b>						
<b>The Support received from family members</b>						
1	My family members try to cheer me when I have a stressful day at the job.	1	2	3	4	5
2	Family members share family-related ideas and advice with me.	1	2	3	4	5
3	My family provides advice if I am having problems at home.	1	2	3	4	5
4	I can depend on my family for help if I really need it.	1	2	3	4	5
5	My family members do their fair share in household chores.	1	2	3	4	5
6	My family supports me with my routine household tasks.	1	2	3	4	5
7	My family is willing to sort out the housework when it needs.	1	2	3	4	5
<b><u>Instrument Support</u></b>						
<b>Work related support from family members</b>						

		<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Alwa ys</b>
8	My family is willing to hear me when I talk about my job.	1	2	3	4	5
9	My family understands that my job is important to me.	1	2	3	4	5
10	My family asks me regularly about my workday.	1	2	3	4	5
11	My family takes on extra household duties If my job gets very demanding sometimes.	1	2	3	4	5
12	My family takes care of everything at home If I have to work late.	1	2	3	4	5
13	My family tries to do more work around the house if I am overburden of my work place.	1	2	3	4	5
14	Family members adjust their schedules to meet my work.	1	2	3	4	5

## APPENDIX D

### QUESTIONNAIRE OF JOB PERFORMANCE

**Operational Definition:** Job performance is defined as observable behaviors that people do in their job that are relevant to the goals of the organization.

S.#	Statements	Never 1	Rarely 2	Sometimes 3	Often 4	Alwa ys 5
<b>1</b>	<b>Productivity:</b> It implies the amount of workload which you produced at the time and fulfill your responsibilities properly					
15	I am able to plan my work so that it is done in time.	1	2	3	4	5
16	I keep in mind the results that I have to achieve in my workplace.	1	2	3	4	5
17	I produce quality work with less input.	1	2	3	4	5
18	I can increase the output of my work.	1	2	3	4	5
19	I look for different ways to improve my performance.	1	2	3	4	5
20	I think Collaboration is essential for job productivity.	1	2	3	4	5
<b>2</b>	<b>Effort:</b> A heavy Workload that is effectively complete by an individual effort in determined to do a job.					
21	I know how to set right priorities.	1	2	3	4	5
22	I do more than is expected of me at my job.	1	2	3	4	5
23	I actively participate in my work with enthusiasm and alertness.	1	2	3	4	5
24	I am persistent in seeking goals of my job.	1	2	3	4	5
25	I invest my energy on the job.	1	2	3	4	5
26	I am able to perform my work well with minimal time and effort.	1	2	3	4	5
<b>3</b>	<b>Job Knowledge:</b> A person who is willing to do his/her job and have full knowledge about their work.					
27	I work at keeping my job knowledge up to date.	1	2	3	4	5

28	I come up with creative solution to new problems in my workplace.	1	2	3	4	5
29	I know how to tackle difficult situations in my workplace.	1	2	3	4	5
30	I take on challenging work tasks when available.	1	2	3	4	5
31	I take on extra responsibilities in the workplace.	1	2	3	4	5
32	I actively participate in meetings at my workplace.	1	2	3	4	5
<b>4</b>	<b>Interpersonal competence:</b> To do work with others staff members and show respect to them and recognition via others employees.					
33	I cooperate with others on my job.	1	2	3	4	5
34	I do agree to collaborate with others.	1	2	3	4	5
35	I am good at making relations with my colleagues.	1	2	3	4	5
36	I am good at making relations with my students.	1	2	3	4	5
37	I like to work with my colleagues.	1	2	3	4	5
<b>5</b>	<b>Administrative Competence:</b> Ability to conduct the direction of diverse role in the workplace					
38	I am proficient in performing different roles assigned by my organization.	1	2	3	4	5
39	I am good in organizing and scheduling my work.	1	2	3	4	5
40	I am good at maintaining administrative records.	1	2	3	4	5
41	I am clear about my job duties.	1	2	3	4	5
42	I am clear about the job responsibilities of my colleagues.	1	2	3	4	5
<b>6</b>	<b>Quality:</b> To measure how the work was complete in time with quality.					

S. #	Statements	Never	Rarely	Sometimes	Often	Alwa ys
43	I avoid errors during my work.	1	2	3	4	5
44	I perform my tasks effectively with in due time.	1	2	3	4	5
45	I complete my each task with accuracy	1	2	3	4	5
46	I know how to solve difficult situations on the job.	1	2	3	4	5
47	I keep in my mind the results that I have to achieve in my work.	1	2	3	4	5
<b>7</b>	<b>`Communication competence:</b> Oral and verbal communicating skills to convey the information with others.					
48	I am good at transferring knowledge to my students.	1	2	3	4	5
49	I communicate with others effectively and productively.	1	2	3	4	5
50	I am very good at making appraisal statements.	1	2	3	4	5
51	I can easily convey my point of view at my job.	1	2	3	4	5
52	I am good at providing oral feedback.	1	2	3	4	5
<b>8</b>	<b>Leadership:</b> To bring out the ability of motivation and level of inspiration in others, the person who maintains authority roles in good manners.					
53	I take challenges at my workplace	1	2	3	4	5
54	I have ability to elicit high performance from my colleagues.	1	2	3	4	5
55	I am good at getting subordinates to work efficiently.	1	2	3	4	5
56	I can come up with creative solutions to new problems.	1	2	3	4	5
<b>9</b>	<b>Compliance with authority:</b> Scores on general viewpoint about rules and regulations. Submitting to rules, compliant to principles in the workplace, a positive attitude toward management, adhering to organizational rules and culture, not complaining against the organizational policies, and following instructions.					

57	I keep my attitude positive towards higher authorities.	1	2	3	4	5
58	I follow organizational policies with heart and soul.	1	2	3	4	5
59	I admit and respect organizational norms and culture.	1	2	3	4	5
60	I focus on negative aspects of work situation instead of positive aspects.	1	2	3	4	5
<b>10</b>	<b>Overall performance:</b> Overall work performance has always looked ways to enhance the working activities.					
61	I actively look for ways to improve my performance at work.	1	2	3	4	5
62	I keep looking for new challenges in my job to improve my overall performance.	1	2	3	4	5
63	I start a new task myself when my old ones are finished.	1	2	3	4	5

*Thank you very much for cooperation!*

## APPENDIX E

### LETTER OF REQUEST FOR VALIDITY



#### RELATIONSHIP OF FAMILY SUPPORT AND JOB PERFORMANCE OF TEACHERS AT UNIVERSITY LEVEL.

**Subject:** Request for Validity Certificate

**Respected Sir/ Madam**

I am Humaira Tajamul scholar of M.Phil Education at National University of Modern Languages, Islamabad and conducting a research on “Relationship of family support and job performance of teachers at university level”.

**Objectives of the study**

1. To explore the level of family support of university teachers.
2. To find out the relationship between family support and job performance of teachers at university level.
3. To investigate the difference regarding demographic factors, i.e., gender, qualification, teaching experience, age, and marital status with family support of university teachers.
4. To investigate the gender based difference regarding family support of teachers at university teachers.
5. To investigate the gender based difference regarding Job Performance of teachers at university teachers.

The questionnaire has been adapted in the light of review of related literature by the researcher, having two parts, one is consisted of demographic data and other includes statements related to family support and job performance. Questionnaire about job performance has ten dimensions is developed/ semi constructed by the researcher.

Kindly evaluate my questionnaire in terms of its content and construction, provide your valuable suggestions for its improvement and certify its validity by filing the certificate attached at the end of the document.

**Humaira Tajamul**  
**M.Phil Scholar**  
**National University of Modern**  
**Languages, Islamabad**



## APPENDIX F

### VALIDITY CERTIFICATE



#### Certificate of Validity


#### RELATIONSHIP OF FAMILY SUPPORT AND JOB PERFORMANCE OF TEACHERS AT UNIVERSITY LEVEL

By Ms Humaira Tajamul

M.Phil Scholar, Faculty of Social Sciences, National University of Modern Languages, H-9,  
Islamabad, Pakistan

This is to clarify that the questionnaire adapted by the scholar towards her thesis has been assessed by me and I find it to have been designed adequately to explore the relationship of Family support and job performance of teachers at university level. The questionnaire has been organized in one major parts exploring respondent's demographic data and one construct of family support and second is job performance.

It is considered that the research instrument, adopted for the research above titled is according to the objectives and hypotheses of the research and can be used for data collection by the researcher with fair amount of confidence.

Name	<u>Dr. Wajceha Shahid</u>
Designation	<u>Assistant Professor</u>
Institute	<u>NUML, Islamabad.</u>
Signature	<u></u>

## APPENDIX G

### VALIDITY CERTIFICATE



#### Certificate of Validity

#### RELATIONSHIP OF FAMILY SUPPORT AND JOB PERFORMANCE OF TEACHERS AT UNIVERSITY LEVEL

By Ms Humaira Tajamul

M.Phil Scholar, Faculty of Social Sciences, National University of Modern Languages, H-9,  
Islamabad, Pakistan

This is to clarify that the questionnaire adapted by the scholar towards her thesis has been assessed by me and I find it to have been designed adequately to explore the relationship of Family support and job performance of teachers at university level. The questionnaire has been organized in one major parts exploring respondent's demographic data and one construct of family support and second is job performance.

It is considered that the research instrument, adopted for the research above titled is according to the objectives and hypotheses of the research and can be used for data collection by the researcher with fair amount of confidence.

Name Dr. Saira Nudrat  
 Designation AP  
 Institute NUML  
 Signature [Signature]

## APPENDIX H

### VALIDITY CERTIFICATE



#### Certificate of Validity

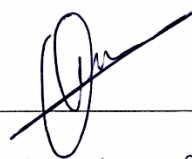
#### RELATIONSHIP OF FAMILY SUPPORT AND JOB PERFORMANCE OF TEACHERS AT UNIVERSITY LEVEL.

By Ms Humaira Tajamul

M.Phil Scholar, Faculty of Social Sciences, National University of Modern Languages, H-9,  
Islamabad, Pakistan

This is to clarify that the questionnaire adapted by the scholar towards her thesis has been assessed by me and I find it to have been designed adequately to explore and compare the Family support and job performance of teachers at university level. The questionnaire has been organized in one major parts exploring respondent's demographic data and one construct of family support and second part about job performance. A questionnaire about job performance developed on the basis of ten dimensions. It is considered that the research instrument, developed for the research above titled is according to the objectives and hypotheses of the research and can be used for data collection by the researcher with fair amount of confidence.

Name



Designation

*Assistant Professor*

Institute

*NUML, Islamabad.*

Signature

\_\_\_\_\_

## APPENDIX I

### PERMISSION LETTER FOR FAMILY SUPPORT QUESTIONNAIRE

The screenshot shows an Outlook email window titled "Mail - humaira tajamul - Outlook". The interface includes a navigation pane on the left with folders like "Inbox" (5), "Junk Email" (3), "Drafts" (38), "Deleted Items" (86), and "Groups". The main pane displays an email from "Boyar, Scott L" with the subject "RE: Permission / Need Questionnaire".

**From:** humaira tajamul <humaira\_91@hotmail.com>  
**Sent:** Tuesday, September 3, 2019 5:02 AM  
**To:** Boyar, Scott L <slboyar@uab.edu>  
**Subject:** Permission / Need Questionnaire

Dear Sir,

Good Day,  
 I am Humaira Tajamul and i am a student of M.phi (Edu), From National University of Modern Languages, Islamabad, Pakistan. i have seen your questionnaire which is related my research area, the questionnaire is attached.My topic is (Relationship of Family Support and Job Satisfaction of University Teacher). please allow me to adapt your questionnaire which is according to my cultural context. waiting for your response.

i will be thankful to you.

Regards

Humaira

## APPENDIX J

### LIST OF HEC RECOGNIZED UNIVERSITIES IN ISLAMABAD

Sr #	Universities	Male Teachers	Female Teachers
1.	International Islamic University, Islamabad.	65	77
		42	45
2.	Quaid -e- Azam University, Islamabad.	48	53
		33	45
3.	Bahria University, Islamabad.	52	50
		38	28
4.	Air University, Islamabad.	30	40
		35	35
5.	Allama Iqbal opens University, Isd.	30	58
		15	08
6.	Air University, Islamabad.	15	35
		41	12
7.	Federal Urdu University of Arts, Science & Technology, Islamabad.	22	57
		07	19
8.	COMSATS Institute of Information Technology, Islamabad.	31	57
		12	11
9.	National University of Science & Technology, Islamabad.	30	41
		33	13

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10.	Pakistan Institute of Development Economics (PIDE)	13	19
		26	12
11.	Shaheed Zulfiqar Ali Bhutto Medical University, Islamabad.	34	40
		21	18
12.	National University of Modern Languages, Islamabad.	68	93
		32	31
13.	Institute of Space Technology, Islamabad.	22	26
		12	08
14.	National University of Technology (NUTECH), Islamabad.	10	15
		11	12
15.	Pakistan institute of Engineering & Applied Sciences, Islamabad.	07	18
		11	14
		846	990

---

**APPENDIX K**  
**PERMISSION LETTER FOR DATA**



**DEPARTMENT OF EDUCATION**  
**SCIENCES**  
Languages  
Islamabad  
Ext: 2090

ML.1-3/2020-Edu

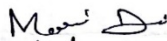
14-10-2020

**WHOM SO EVER IT MAY CONCERN**

Ms. Humaira Tajamul D/O Tajamul Hussain Siddiqui student of M.Phil (Edu) Department of Education of National University of Modern Languages is engaged in project of Research Work.

She may please be allowed to visit your Institution / Library to obtain the required information for her Research Work.

This information shall not be divulged to any unauthorized person or agency. It shall be kept confidential.

  
14/10/2020  
Dr Mariam Didi  
A/Head,  
Department of Education.