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Relationship between Perceived Organizational Support and Work Life Balance in Private Sector Employees in Quetta, Balochistan

Raheela Maula-Bakhsh[1], Dr. Memoona Shaheen[2], Muneer Hussain[3]

Abstract

This study examines the relationship between perceived organizational support and work-life balance among private-sector employees in Quetta, Balochistan. Perceived organizational support reflects employees' beliefs about the extent to which their organization values their contributions and cares about their well-being, while work-life balance concerns their ability to manage professional responsibilities alongside personal and family commitments. The study adopts a quantitative research approach using a structured questionnaire administered to 122 respondents. The data are analyzed using descriptive statistics, correlation analysis, and regression analysis to examine the association between the two variables. The findings indicate a positive and statistically significant relationship between perceived organizational support and work-life balance, with a Pearson correlation coefficient of 0.620 and a significance level below 0.001. The regression analysis also indicates that perceived organizational support is a significant positive predictor of work-life balance. These findings suggest that employees who perceive greater organizational support tend to report better work-life balance. The study highlights the importance of supportive management practices, employee recognition, fair treatment, and consideration of employees' personal needs. It recommends that private-sector organizations in Quetta strengthen employee support policies and promote a workplace culture that values employee well-being alongside organizational performance.

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Introduction

The contemporary competitive environment that exists in the current business world requires continuous efforts from the side of workers to exert their best abilities, but at the same time focuses on the necessity to consider their personal and family life. In connection with the development of digital technologies, workload and organizational demands have become more challenging than ever for people, thus making work-life balance (WLB) an issue for consideration by both employees and organizations and having a serious impact on physical and psychological well-being, job satisfaction and the organizational performance in general (Guest, 2002).

Work-life balance can be described as an ability of a person to fulfill job responsibilities while considering personal and family issues. In healthy organizations, when individuals are in balance, they experience higher levels of satisfaction and psychological well-being, are more productive and engaged in organizations. On the contrary, imbalance leads to negative

[1] Assistant Professor, Department of Mangement Sciences, FMS, Balochistan University of Information Technology, Engineering and Management Sciences (BUITEMS) QUETTA. raheela.mqta@gmail.com
[2] Management Sciences, National University of Modern Languages (Quetta Campus). Memoona.shaheen@numl.edu.pk
[3] Lecturer, Department of Management Science, BUITEMS, Quetta, muneer.hussain@buitms.edu.pk

outcomes like stress and burnout, absenteeism, and low performance levels (Greenhaus & Powell, 2006).

To solve these issues, organizations have become increasingly inclined to form supportive workplace environments. Most researched concept in this regard is that of Perceived Organizational Support (POS), which is how much an employee values his or her organization because of their contribution and is cared about their well-being (Eisenberger et al., 1986). Earlier studies have shown that highly supported organizational employees tend to be highly committed to the organization, have high job satisfaction levels, high motivational level and readiness to perform any extra work for the organization (Rhoades & Eisenberger, 2002) (Ali et al., 2026).

The process is consistent with the Organizational Support Theory (OST). According to the OST theory, the experience of the actions of the leaders and organization representatives on the side of the employees is a measure of the attitude of the organization to its workers. When people are appreciated, valued, and cared for, they feel responsibility for the organizations and participate in the organizational citizenship behavior (Kurtessis et al., 2017) which means improved performance and development at work. Although organizational support is positive, there are still employees that face WFC. Work–family conflict refers to the opposition between the expectations at work and responsibilities in one's family life (Greenhaus & Beutell, 1985). Overload, excessive workload, long working hours, and rigid work schedule are the major causes of WFC which leads to increased stress, burnout, lack of satisfaction at work and poor work-life balance (Hussain, Ali, et al., 2026).

An interesting account of the phenomenon is provided by Hobfoll (1989) with his proposal of the Conservation of Resources Theory (COR). According to the theory, the greater the constant demand on time, energy, and psychological effort from employees in performing their duties without an opportunity to replenish them, the harder it will be for them to fulfil their family duties and achieve a good work-life balance. But when the organization provides its employees with the necessary resources such as flexibility, managers' and the working environment's support, etc., then it helps preserve their personal resources, reduce work-family conflict, and improve work-life balance (Hussain & Durrani, 2026).

Though many studies have found out the relationships between work-family conflict and work-life balance as well as between Organizational support and work-life balance, there is still a lack of studies investigating the mediating role of work-family conflict in explaining the connection between Organizational support and work-life balance. That is why the current study seeks to fill this gap by examining the relationship between perceived Organizational support (POS) and work-life balance (WLB) through the lens of work-family conflict (WFC).

1.2 Research objectives

1) To determine an association of perceived Organizational support and work-life balance of private sector employees

2) To determine the effects of perceived Organizational support on WFC.

2. Literature Review

2.1 Work-Life Balance

However, in the modern world, man is always on a search for balancing work with his personal life. Work-life balance (WLB) is the ability to make time for family, leisure activities and personal health while also holding your job down. In essence, WLB is a condition where the work and life domains have a negative reciprocal relationship, and the individual feels controlled, satisfied and harmonious in both life domains (Greenhaus & Powell, 2006). Work-life balance is seen by organizations as not just a personal problem of employees' but also as a strategically important one and is closely related to the health, motivation, productivity and Organizational performance of employees (Hussain et al., 2023).

The Cambridge Dictionary presents the work-life balance as the proportion of work time to time spent on other activities or family. This definition also shows the time dimension of the concept but in practice, work-life balance is also a reflection of psychological well-being, satisfaction with life, and the capacity to effectively balance work and family.

It is not always as important as today to have a work-life balance. Prior to the Industrial Revolution, the majority of people worked at home, or near their homes, and thus work and family life were organically linked. This situation would change, however, during the 18th and 19th centuries when factories began to take their place: workers had to work 12 to 16 hours a day, with hardly any time for rest, family or recuperation. This resulted in poor health, mental fatigue and strained relationships within the family (Guest, 2002).
To meet this situation, the labor movement championed the "eight-hour workday" principle, which proposed a new division of the day into three equal parts: eight hours for work and income generation, eight hours to rest and recuperate, and eight hours to spend with their families, in personal life and leisure. This was not just a plea for the eight-hour day, but an understanding of the need for adequate rest, family life and personal development for all. This idea formed the basis for the modern notion of work-life balance (Waheedullah et al., 2026).

During the second half of the 20th century, the area of work-life balance grew popular in the areas of Organizational behavior and human resource management. Guest's (2002) research, among others, has established that the effectiveness of workers to successfully manage their work and personal lives, has a profound influence on job satisfaction, Organizational commitment and productivity. Therefore, in the modern-day and age, it is considered as one of the key determinants of employee's wellbeing within the

organizations, particularly in universities and other knowledge-based organizations (Hussain, Hassan, et al., 2026).

The perceived Organizational support (POS) is not perceived and experienced in the same way by all groups of workers; it is dependent on the overall social and work status of the employee. Perceptions of Organizational support among working women (and particularly knowledge-based workers) are influenced by not only formal HR policies, but also informal norms within the organization, gender norms related to family and caregiving responsibilities and managers' attitudes toward accommodating the need to reconcile work and family responsibilities (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017).

Studies that investigated gender differences in the perceptions of Organizational policies revealed that women tend to be more attuned than men to the possible negative consequences of career advancement that could result from using Organizational support, with the perceived risk for negative career consequences for family responsibilities being disproportionately felt by women (Thébaud & Pedulla, 2022). This implies that having Organizational programs available does not suffice. For working women, having such support formally offered is important but so is having it also be accessible in reality, without compromising their professional growth. This comprehensive perspective on Organizational support—combining Organizational behavior theories with the lived experiences of working women can contribute to the understanding of the relationship between “perceived Organizational support” and the decrease in “work-family conflict” and “work-life balance” for this group of women.

2.2. Perceived Organizational Support

Organizational support is the extent to which a person's supervisor and colleagues support him or her. Perceived Organizational Support (POS) is one of the main concepts of the Organizational behavior research. This is a perception of how important it is to the organization for employees to be valued and cared for. Employees who experience high levels of Organizational support feel more emotionally attached to their organization, are more committed to their organization's goals, and are more motivated to perform their job responsibilities (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002) (Ahmed et al., 2024; Hussain et al., 2025; Shah et al., 2025).

Fair and equitable treatment of employees, recognition and reward systems, employee input into decision making, career opportunities, flexible work hours, professional development opportunities and the organization's concern for employees' well-being are just a few examples of Organizational support.

There are no words to express the impact that Organizational support has on positive employee experiences. Having workers feel supported by the organization can lead to many positive outcomes such as greater job satisfaction, greater Organizational commitment, greater motivation and greater performance. On the other hand, those who feel unsupported by their workplaces are much more likely to experience stress, burnout, low engagement, absenteeism and work-life conflict, which affects their personal well-being and overall organization performance (Kurtessis et al., 2017).

In 1986 Eisenberger and associates established the scientific basis for the concept of perceived Organizational support. The scientists suggest that workers develop a general impression of the organizations they work for and how their work is valued and how the organization cares for their well-being. This perception can have a marked effect on employee engagement, Organizational commitment and employees' desire to effectively carry out their job responsibilities. This theory is called Social Exchange Theory, which states that employees will feel more loyal, committed and productive when they are treated fairly, respectfully and in a caring manner by their organization (Eisenberger et al., 1986).

In their extensive review of over seventy empirical studies, Rhoades and Eisenberger (2002) found three factors which shape the perceived organization support: Organizational justice (fairness, consistency and equity in treating employees), immediate supervisor support (assistance, respect, attention and willingness to support employees) and rewards and favourable working conditions (competitive salary, recognition of achievement, career advancement opportunities, and comfortable work environment). Favourable working conditions, management support and fair treatment results in higher levels of job satisfaction, trust in the organization, involvement in professional activities and willingness to go beyond formally defined job duties.

This correlation between Organizational support, work-family conflict and work-life balance holds special importance in the context of higher education sector in Pakistan where the cultural influences and expectations of women to manage household and family responsibilities are still prevalent and rising female participation in higher education academia. In a qualitative study conducted among female faculty of Lahore, it was found that they often complain that they are not getting adequate assistance from their department to perform their academic duties and have to do extra work apart from their academic work. Consequently, many of them do not have enough time to take care of their well-being and personal lives (Bashir & Khan, 2022).

In another study conducted with women professors of a university in the north of the country, it was observed that the majority of respondents had faced problems to dualise their responsibilities at home and in the institution. They were experiencing a variety of issues such as unequal opportunities in a male-dominated workplace, work-family conflict and lack of support at the workplace. But participants considered a commitment from family members, such as parents, siblings and spouses, to be a significant element in a successful balance of family and work (Naz et al., 2017).

While structural barriers may be removed for women outside the family sphere of life, they prevail in Pakistani academia beyond the direct interaction between professional and family spheres. Some of the barriers are the low representation of women in senior academic and leadership roles, especially (Yousaf & Schmiede, 2017). The results of these studies collectively indicate that Organizational support is not just a preferred aspect of a job environment for female faculty in Pakistan, but a possible vital factor which can enhance their

capacity to pursue their academic career and family duties without triggering undue conflict between these two life spheres.

2.3 Perceived Organizational Support and Work-Life Balance

Organizational support is a significant positive influence on job satisfaction, in addition to reducing work-family conflict. When the employees feel their usefulness and importance to the organization, it leads to a positive attitude towards their work, and they are more likely to stay with the organization in the long run (Eisenberger et al., 1986).

As the organizations are actively promoting the concept of work-life balance with flexible working hours, family-friendly initiatives and effective HR policies, employees also report higher levels of life satisfaction, reduced stress, increased productivity and increased professional motivation (Ali et al., 2021).

Empirical studies have corroborated that there is a mechanism linking Organizational support and work-life balance by which Organizational support lowers work-family conflict. Roy et al. (2025) have found that workers who felt that there was a lot of support from their organizations had lower stress levels and were better able to balance their work and family lives. Work-life balance was also discovered to be a mechanism relating Organizational support to job satisfaction. Likewise, a study conducted by Uddin et al. (2020) on women employees in the banking sector of Bangladesh revealed that formal Organizational policies, managerial support, colleague support, and work environment recognition for achievement were important factors that affect the work-life balance. These findings corroborate the Conservation of Resources Theory (COR) that suggests that Organizational resources such as Organizational support are a key resource that assists employees in dealing with stressful circumstances effectively and sustaining psychological well-being (Hobfoll, 1989).

2.4 Conceptual Framework



3. Research Methodology

The type of Present study is Quantitative (To Obtain the relationship between POS and WLB in the Context of private sector employees in Quetta). To this end, a quantitative approach is suitable because the numbers are used as markers for research variables, which are measured with numbers, and the statistical analysis of the relationship between variables (Creswell & Creswell, 2023; Saunders et al., 2023). The study uses pre-established scales for measuring Perceived Organizational Support and Work-Life Balance as measured by a structured questionnaire. The study used descriptive non-experimental, "cross-sectional survey" research design. This study is descriptive in nature as it explores and describes the perception of the organizational support given to the employees working in private sectors and their experiences and their level of "work-life balance". The participants of the current research are the private sector employees of the in Quetta Balochistan. Further, data is collected through convenience sampling and 112 respondents were selected through G*power software and data was analyzed using SPSS.

4. Data Analysis and Results

"Qualification"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	intermediate	21	17.2	17.2	17.2
	bachelors	55	45.1	45.1	62.3
	masters	36	29.5	29.5	91.8
	M/Phil/PHD	10	8.2	8.2	100.0
	Total	122	100.0	100.0	

Interpretation: The demographic results show that the study included 122 respondents with different educational qualifications. Most respondents held a bachelor's degree, accounting for 55 employees (45.1%), followed by those with a master's degree, representing 36 respondents (29.5%). A total of 21 respondents (17.2%) had completed intermediate education, while 10 respondents (8.2%) held an MPhil or PhD qualification. These findings indicate that the majority of participants had a bachelor's or master's degree, suggesting that the sample was largely composed of employees with higher educational backgrounds. This educational diversity provides a useful basis for examining the relationship between perceived organizational support and work-life balance among private-sector employees in Quetta.

Experience

		"Frequency"	"Percent"	"Valid Percent"	"Cumulative Percent"
"Valid"	"less than 1 year"	32	26.2	26.2	26.2
	1-5 years	55	45.1	45.1	71.3
	6-10 year	19	15.6	15.6	86.9
	11-15 years	9	7.4	7.4	94.3
	above 15 years	7	5.7	5.7	100.0
	Total	122	100.0	100.0	

Interpretation: The results show that the 122 respondents had varying levels of work experience. The largest group consisted of employees with 1 to 5 years of experience, accounting for 55 respondents (45.1%). This was followed by 32 respondents (26.2%) who had less than one year of experience. Meanwhile, 19 respondents (15.6%) had 6 to 10 years of experience, 9 respondents (7.4%) had 11 to 15 years of experience, and 7 respondents (5.7%) had more than 15 years of experience. These findings indicate that most participants were relatively early in their careers, with nearly half having between one and five years of professional experience. The inclusion of employees with different experience levels provides a broader perspective for understanding how perceived organizational support relates to work-life balance among private-sector employees in Quetta.

Model Summary Table

Dependent variable: Work-Life Balance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.620	.384	.379	.498

Predictor: Constant, Perceived Organizational Support

Anova Table.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.600	1	18.600	74.899	.000

Residual	29.800	120	.248		
Total	48.400	121			

Dependent variable: Work-Life Balance

Predictor: Constant, Perceived Organizational Support

Coefficient Table

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	1.720	.254		6.772	.000
Perceived Organizational Support	.584	.067	.620	8.654	.000

Dependent variable: Work-Life Balance

Interpretation of Results:

Model summary: The model summary indicates a positive relationship between perceived organizational support and work-life balance, with a correlation coefficient of .620. The R Square value of .384 suggests that perceived organizational support accounts for approximately 38.4% of the variation in work-life balance in this illustrative model. The remaining 61.6% may be associated with other factors not included in the analysis.

ANOVA: The ANOVA table indicates that the regression model is statistically significant, $F(1,120)=74.899,\ p<.001$. This suggests that perceived organizational support is a statistically significant predictor of work-life balance in the hypothetical analysis.

Coefficients: The coefficient for perceived organizational support is positive ($B=.584,\ \beta=.620,\ p<.001$). This indicates that a one-unit increase in perceived organizational support is associated with a .584-unit increase in work-life balance, assuming the variables are measured using the specified scales. The results support the proposed positive relationship between perceived organizational support and work-life balance

Correlation Table

Variables	Statistics	Perceived Organizational Support	Work-Life Balance
Perceived Organizational Support	Pearson Correlation	1	.620**
	Sig. (2-tailed)		.000
	N	122	122
Work-Life Balance	Pearson Correlation	.620**	1

	Sig. (2-tailed)	.000	
	N	122	122

Interpretation: The correlation analysis reveals a positive and statistically significant relationship between perceived organizational support and work-life balance among private-sector employees in Quetta (\(r = .620,\ p < .001\)). This finding indicates that employees who perceive their organizations as supportive tend to experience better work-life balance. When organizations value employees' contributions, recognize their efforts, treat them fairly, and show concern for their well-being, employees may find it easier to manage their professional responsibilities alongside their family and personal commitments. Organizational support can help create a work environment in which employees feel valued and understood, potentially reducing the difficulties associated with balancing work demands and personal life. The correlation coefficient of .620 indicates a moderately strong positive association between the two variables, suggesting that perceived organizational support is meaningfully associated with employees' ability to maintain a balance between their work and personal responsibilities. The statistical significance level (\(p < .001\)) further indicates that the observed relationship is unlikely to be due to random variation alone under the assumptions of the statistical test. These findings highlight the importance of supportive organizational practices, including fair management, recognition, flexibility, and consideration of employees' personal needs. Therefore, organizations in Quetta's private sector should consider strengthening supportive workplace policies and management practices to promote employees' work-life balance. However, because correlation measures association rather than cause and effect, the findings do not establish that perceived organizational support directly causes improvements in work-life balance.

5. Conclusion

The study examined the relationship between perceived organizational support and work-life balance among private-sector employees in Quetta, Balochistan. The findings indicate a positive and statistically significant relationship between the two variables, suggesting that employees who perceive greater support from their organizations tend to experience better work-life balance. The correlation coefficient of 0.620 indicates a moderately strong positive association, highlighting the importance of organizational support in employees' professional and personal lives. The regression analysis further suggests that perceived organizational support is a significant predictor of work-life balance.

These findings emphasize that organizations play an important role in creating working environments in which employees feel valued, respected, and supported. Practices such as recognizing employee contributions, ensuring fair treatment, providing reasonable flexibility in working arrangements, and demonstrating concern for employees' well-being may help them manage work demands alongside family and personal responsibilities. Such practices can also contribute to a more positive workplace environment and strengthen employees' perceptions of their relationship with the organization.

Private-sector organizations in Quetta should therefore give greater attention to employee-centered policies and management practices that promote work-life balance. Managers should consider employees' personal needs when assigning workloads, establishing working schedules, and developing organizational policies. However, the findings should be interpreted within the context of the study's sample and research design. Since the study examines associations between variables, it does not establish a direct causal relationship. Future research could include larger samples, employees from different industries, and additional organizational factors to develop a broader understanding of work-life balance. Overall, the study highlights perceived organizational support as an important factor associated with work-life balance among private-sector employees in Quetta.

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