

Impact of work design and work-family conflict on professional gratification and life satisfaction. Insight from Nyamasheke District

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Abstract

Work-Family Conflict (WFC) is a prevalent challenge in modern workplaces, significantly impacting employee well-being. This study explores WFC dynamics and their effects on professional gratification and life satisfaction among Nyamasheke, Rwanda, employees. Investigating the interplay of work and family stressors, the study finds WFC insignificantly influences job and life satisfaction. The model used to understand the relationship between job and life satisfaction lacks efficacy, emphasizing the need for further context-specific exploration.

Implications highlight the necessity for future studies to delve into unexplored facets of WFC, especially its connection with self-efficacy. The findings advocate for targeted employer policies addressing WFC challenges. The study recommends expanding research to diverse Nyamasheke groups for a comprehensive understanding of work-family dynamics. This pursuit of knowledge informs interventions and policies to enhance employee well-being amid the pervasive challenges of work-family conflict.

Keywords: Work-Family Conflict (WFC), Professional Gratification, life satisfaction.

1. Introduction

1.1 Background

Work-family conflict represents a significant contemporary challenge, encompassing the intricate interplay between job satisfaction, work-family conflict, and life satisfaction within the framework of modern organizations. The convergence of responsibilities stemming from employees' work and family obligations underscores the salience of these concepts. Conflict, in this context, pertains to the contention arising when multiple groups or individuals vie for acknowledgment and concurrence (Thakore, 2013). The emergence of work-family conflict assumes pivotal prominence in contemporary organizations due to the confluence of work and family commitments, coupled with the onerous demands of professional engagements (Afzal & Farroqi, 2014).

Within the operational landscape of modern organizations, job satisfaction assumes an integral role, signifying a vital determinant of organizational efficacy. The paradigm shifts in management ideologies, advocating for a primary focus on employees' requisites, aspirations, and personal predilections, underscores the cardinality of job satisfaction in contemporary organizational frameworks. Underpinning this perspective is the conviction that contented employees invariably translate into felicitous and productive workforce, thereby fortifying organizational achievements (Aziri, 2011).

The capacity to navigate conflicts possesses an intrinsic linkage with job satisfaction and, by extension, overall life contentment. Extant studies consistently corroborate this association. Work-family conflict, alongside its reciprocal, family-work conflict, constitutes a psychological phenomenon exerting significant ramifications in contemporary society. Individuals enmeshed in work-family conflict encounter inherent contradictions between job satisfaction and life satisfaction. This predicament is particularly pronounced

among those sustaining concurrent work and family obligations. Consequently, the present study undertakes an inquiry into the intricate nexus between work-family conflict, job satisfaction, and life satisfaction.

The realms of work and family, often perceived as discrete domains, exhibit profound interdependence, contrary to initial assumptions (Ford, Heinen, & Langkamer, 2007). Defined as a manifestation of inter-role strife wherein the demands of work and familial spheres prove mutually incongruous, work-family conflict finds delineation Greenhaus & Beutell, cited in (Ibrahim & Ohtsuka, 2012).

The challenge of harmonizing the competing demands of professional and familial obligations has witnessed heightened prevalence among women. The past decade has witnessed a substantial surge in women's engagement in the labor force (Bakker & Demerouti, 2009). This global phenomenon has engendered an escalating confluence of responsibilities, necessitating a delicate balance (Opie & Henn, 2013). Evidenced by a multinational inquiry, women worldwide grapple with work-family conflict (Korabik, 2013). The issue attained considerable recognition when the Obama administration convened the inaugural White House Forum on Workplace Flexibility, a testament to the significance of work-family conflict in the American workforce (Aumann & Galinsky, 2011).

Across Europe, from 1992 to 2012, female labor force participation burgeoned from 50% to 60%, inducing work-family conflict (Eurostat, 2013). Analogously, Germany witnessed a rise from 58% to 72% in female labor force participation, thereby fomenting conflict between family and occupational roles (Christoph, 2014). Taiwan underwent a transformation precipitated by rapid sociotechnical modernization, resulting in discord between work and family paradigms (Lu, Gilmour, Kao, & Huang, 2013). In South Africa, the intersection of protracted work hours, workload excesses, operational rigidity, and stringent organizational policies vis-à-vis holidays and office hours engenders a complex challenge for men and women in juggling familial and professional duties (Maqsood, Muhammed, & Sallem, 2012).

Within the East African Community, notably in Rwanda, female labor force participation was quantified at 54.1% during 2011-2015, as reported by the World Bank. This facet reflects the extent of women's involvement in the labor force, invariably fostering conflict between work and familial roles (Worldbank, 2015). Data from the Inter-parliament Union indicate an escalating trend of family-work conflict in Rwanda, stemming from the ascendancy of women, accounting for 63.8% in the single house and 38.5% in the upper house of parliament (Inter-parliament union, 2016). Furthermore, (Ouko, 2010) underscores that government personnel, predominantly within the Kenya Revenue Authority, grapple with work-family conflict due to exhaustive schedules, extensive travel, protracted office hours, and occasional overtime, even during weekends and public holidays.

1.2 The Problem statement

Job satisfaction encapsulates a diverse array of determinants, spanning individual, social, cultural, organizational, and environmental dimensions. These determinants encompass attributes such as personality traits, educational attainment, cognitive aptitude, competencies, age, marital status, and vocational orientation. Employee discontentment reflects a predisposition to sever ties with the organization. Similarly, the absence of reciprocation and trust on the part of employers contributes to employee discontent, thereby fostering attrition.

The pursuit of personal aspirations amplifies individual life satisfaction, with job satisfaction operating as a conduit to this contentment. Consequently, life satisfaction and job satisfaction form interwoven constructs rather than distinct entities. Life satisfaction rests upon an emotive foundation, entwined with material acquisitions and personal ambitions. It is contingent on an individual's sociocultural affiliations, familial dynamics, psychological attributes, temperamental traits, anticipations, convictions, and lived experiences. Of note, the researcher is attuned to the dual objective of upholding familial obligations while maintaining professional rapport. However, organizations grapple with the challenge of harmonizing these competing roles, underscoring the exigency of a harmonized work-family framework.

3.1 Objective of Study

The primary goal of this study is to comprehensively understand the relationships between Work-Family Conflict (WFC), job satisfaction, and life satisfaction within the private sector in Nyamasheke District. This involves assessing the impact of WFC on job satisfaction, examining the influence of WFC on overall life satisfaction, and investigating the correlation between job satisfaction and life satisfaction, considering demographic factors, social support, and individual motivational structures.

3.2 Specific objectives

Specific objectives for the study can be outlined as follows:

Objective 1: To assess the impact of Work-Family Conflict (WFC) on job satisfaction within the private sector in Nyamasheke District, taking into account demographic factors and the role of social support.

Objective 2: To examine the influence of Work-Family Conflict (WFC) on overall life satisfaction in the Nyamasheke context, considering factors such as pay scale and the stress experienced by individuals in dual-career families.

Objective 3: To investigate the correlation between job satisfaction and life satisfaction and explore the role of social support and individual motivational structures in enhancing overall life satisfaction.

3.3 Hypotheses

This investigation employs a relational framework to explore connections among various variables. The primary aim is to examine the influence of job design and the conflict between work and family in the Nyamasheke District. As a result, the subsequent hypotheses are developed:

Hypothesis 1: In private sector in Nyamasheke, Work-Family Conflict (WFC) have a negligible impact on job satisfaction, as previous research suggests a negative and insignificant relationship, considering demographic factors and social support.

Hypothesis 2: Within the Nyamasheke context, the influence of WFC on overall life satisfaction remains statistically insignificant, as it is overshadowed by other factors like pay scale and the inter-role stress and strain in dual-career families.

Hypothesis 3: Job satisfaction is be positively correlated with life satisfaction, reflecting the role of social support and individual motivational structures, ultimately leading to enhanced overall life satisfaction

The theoretical framework for the three hypotheses:

Hypothesis	Context	Key Factors and Relationships	Expected Outcomes
Hypothesis 1	Private Sector in Nyamasheke	WFC → Job Satisfaction	Negligible Impact of WFC on Job Satisfaction
Hypothesis 2	Nyamasheke Context	WFC → Life Satisfaction	Statistically Insignificant Impact of WFC on Life Satisfaction
Hypothesis 3	General	Job Satisfaction → Life Satisfaction	Positive Correlation, Enhanced Life Satisfaction with Higher Job Satisfaction
Demographic Factors and Social Support as Moderating Variables			

In this theoretical framework is interpreted as:

- Hypothesis 1 suggests that in the private sector in Nyamasheke, Work-Family Conflict (WFC) is minimally affect job satisfaction.

- Hypothesis 2 in the Nyamasheke context proposes that the influence of WFC on overall life satisfaction will be statistically insignificant.
- Hypothesis 3 suggests a positive correlation between job satisfaction and life satisfaction in general. And Demographic factors and social support may moderate these relationships

4. Significance of the Study

This research carries significant implications with far-reaching consequences for various stakeholders, encompassing governmental bodies, labor unions, human resource practitioners, individuals, and organizations. Its primary contribution lies in serving as a basis for the development of policies and programs aimed at improving employees' quality of life, particularly in alleviating the negative impact of work-family conflict. Governmental entities, labor unions, and human resource professionals can utilize the findings to shape policies fostering a work environment that addresses familial needs and enhances life satisfaction.

The research also provides valuable insights for individuals and organizations dealing with employees facing substantial work-family conflict. Understanding the diverse manifestations of this conflict empowers working individuals to strive for balance between their professional and familial roles, fostering receptivity to the concerns of subordinates dealing with work-family issues.

A notable aspect of the study is its potential benefit for women, contributing to the enhancement of their physical, psychological, and emotional well-being in the context of work-family responsibilities. The research community stands to gain insights into the complex interplay of organizational and individual factors contributing to work-family conflict, enabling researchers to formulate recommendations for overcoming these challenges and offering a roadmap for achieving a more enriched work-family equilibrium.

Furthermore, the research adds to the discourse on work-family conflict within the specific context of Rwanda, particularly in Nyamasheke District, thereby expanding the existing knowledge in this field. The study's findings can serve as a foundational reference for future investigations, contributing to the ongoing enrichment of literature on the subject of work-family conflict.

2. Literature Review

2.0 Introduction

In the realm of understanding job satisfaction, the widely embraced methodology in literature is Hackman and Oldham's Job Characteristics Theory (1976), positing that intrinsic motivation tied to specific job traits enhances job satisfaction. This theory encompasses five distinct job characteristics integral to the work context.

2.1 Work-Family Conflict

The contemporary corporate landscape is characterized by demanding working conditions, including extended work hours, tight schedules, heightened competition, limited vacation time, frequent job rotations, and occupational transitions (Aboobaker, Edward, & Pramatha, 2017). These conditions contribute to heightened stress levels, with excessive daily workloads leading to employee fatigue and subsequent work-family conflicts. The resulting exhaustion from strenuous work diminishes individuals' engagement in familial activities, consequently triggering conflicts at home (Pluut et al., 2018).

Work-family conflicts also stem from the intricate task of harmonizing divergent roles in the realms of work and family (Turgut, 2011). Individuals face the challenge of balancing these contrasting obligations, leading to a sense of entrapment as they grapple with simultaneous and conflicting responsibilities.

The concept of work-family conflict finds its roots in role-theoretical studies conducted by Kahn, Wolfe, Quinn, Snoek, and Rosenthal in 1964. This conflict arises from incongruities between role expectations within professional and familial domains, forming the basis for the conflict (Greenhaus & Beutell, 1985). (Kiburz, Allen, & French, 2017) elaborate on the bidirectional manifestation of work-family conflict, where family demands encroach upon work or vice versa. For instance, family encroachment may involve a parent

missing a business meeting due to a sick child, while work intrusion could occur when professional concerns take precedence over familial engagements.

2.2 Job control

Job control, as conceptualized by Hackman and Oldham, involves the discretion and freedom an employee has in managing tasks, as referenced in (Claartje & Zoonen, 2015). Drawing on Jackson and colleagues, cited in (Humphrey, Nahrgang, & Morgeson, 2007) autonomy is further detailed into work scheduling, methods, and decision-making autonomy. Synonymous with autonomy, job control allows greater latitude in managing work, as proposed by Dee, Henkin, and Chen, cited in (Shaharruddin & Ahmand, 2015). Typically assessed through decision latitude, job control involves an individual's authority over decision-making, per Karasek, Baker, Marxer, Ahlbom, and Theorell, cited in (Peng, Lok-Sin, & Ka-Fei, 2013) Greater job control implies more autonomy in work scheduling, as suggested by (Kelly, Moen, & Tranby, 2011), defining control as the ability to exert influence over the work environment.

2.3 Interruption of task

Interruptions are commonly perceived as bothersome and vexing since they disrupt people from their tasks. Nevertheless, interruptions can also serve as welcome diversions in tedious and repetitive work settings, potentially influencing employee well-being. In many cases, such situation creates unfavorable working conditions that prompt employees to exert extra effort to compensate for time spent in conversation or on the phone, leaving them with limited time for non-work obligations (Nutzi, Koch, Baur, & Elfering, 2015). Employees often experience interruptions arising from the intricate technologies integrated into their work processes (Fonner & Roloff, 2012) These technologies give rise to disruptions in the workflow, and when not well managed, they can impact employees' roles within their families and their daily work tasks.

2.4 Job stressors

Work-life conflict is significantly influenced by job demands or stressors within the work domain, as emphasized by (Wong & Lin, 2007) Job demands, according to (Schaufeli & Bakker, 2008) encompass various dimensions, requiring sustained cognitive and emotional strength to handle long working hours, challenging environments, and high-pressure situations. (Schaufeli, Bakker, & van Rhenen, 2009) further define job demands/stressors as facets of the job that demand sustained effort, associated with physiological and psychological costs. Examples include work overload, heavy lifting, interpersonal conflict, job insecurity, unfavorable conditions, and hostile shift schedules. Recognizing and addressing these factors is crucial for mitigating their impact on individual well-being and work-life balance.

3. Research Methods

3.1 Research Design

The research design for this study in Nyamasheke District involves a systematic approach to explore the relationships among work design, work-family conflict, professional gratification, and life satisfaction. It includes well-defined objectives, research questions, and hypotheses, supported by an extensive literature review and a conceptual framework. The study will use both quantitative and qualitative methods, such as surveys, interviews, and possibly focus groups. Variables will be carefully defined and measured, with data analysis employing appropriate statistical or analytical methods. Ethical considerations, data validation, reliability measures, and a timeline for data collection are integral components of the design. The study acknowledges potential limitations and delimitations and outlines plans for reporting and disseminating findings. Overall, the design aims to offer valuable insights into the impact of work-related factors on professional satisfaction and life satisfaction in Nyamasheke District.

3.2 Population, Setting and Sampling Technique

This study targets residents of Nyamasheke District actively engaged in employment during the study's duration. Grinnell et al. (1990) emphasized the significance of sampling as the act of strategically choosing individuals to be included in a research study. The primary objective of sampling is to enhance the ability to generalize study outcomes to the broader population, ensuring the inclusion of all relevant units of interest. To ascertain the appropriate number of respondents for a study, researchers often turn to Cochran's formula. According to William Gemmelle (2015), Cochran's formula is a widely employed method for determining sample size, particularly in estimating proportions within a population. The formula is instrumental in

maintaining statistical validity and precision in research endeavors, providing a systematic approach to ensure that the chosen sample effectively represents the entire population of interest.

$$n = \frac{Z^2 \times p(1-p)}{E^2} \quad \text{Where,}$$

n is the required sample size.

Z is the Z-score corresponding to the desired level of confidence.

p is the estimated proportion of the population with the characteristic of interest.

E is the desired margin of error.

The confidence level of 95% and a margin of error of 5% were used.

$$n = \frac{1.96^2 \times 5(1-0.5)}{0.05^2} = 384.16$$

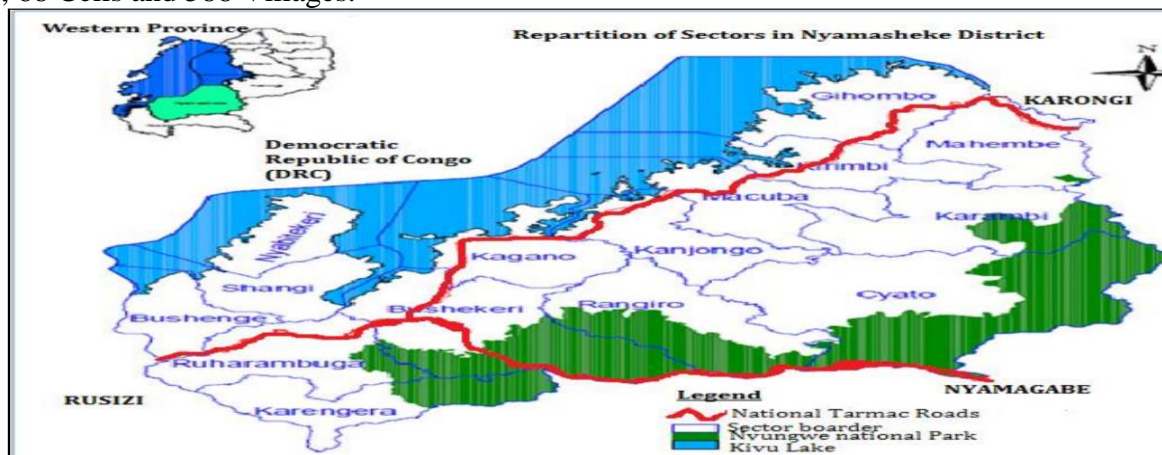
Therefore, the required sample size using Cochran's formula is approximately 385 respondents.

3.3 Sampling techniques

According to William et al (2000), sampling techniques will be used in the scientific research will be based on target population and number of respondents. In this study Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher (Kothari, 2008). Researcher will use convenience sampling, which provides for selection of any member of the target population. Convenience sampling has been used because local community who will be available at the company during the study will be given questionnaires.

3.3 Nyamasheke research area map District Profile

Nyamasheke District is one of the seven districts of the Western Province of Rwanda. It borders Karongi District in the North, Rusizi District in the South, Nyamagabe District in the East and the Democratic Republic of Congo (DRC) in the West. It has a surface area of 1,174 km² including 225.85 km² as part of Nyungwe National Park and 346.53 km² as part of Lake Kivu (Nyamasheke DDP, 2013-2018). The district is subdivided into fifteen (15) administrative Sectors (Ruharambuga, Bushekeri, Bushenge, Cyato, Gihombo, Kagano, Kanjongo, Karambi, Karengera, Kirimbi, Macuba, Nyabitekeri, Mahembe, Rangiro and Shangi.), 68 Cells and 588 Villages.



Source: Researcher, 2023

1.4 Instruments

The assessment instrument utilized to measure multidimensional Work-Family Conflict (WFC) was adapted from a questionnaire originally developed by Carlson and colleagues in the year 2000. This questionnaire, comprising 18 items, was meticulously designed to explore various dimensions of Work-Family Conflict, encompassing facets related to time, strain, and behavior-based conflicts. The intention was to comprehensively capture the intricate interplay between work and family life. The questionnaire presented participants in the survey with a series of statements or questions, each strategically crafted to investigate

different aspects of how an individual's work might impact their family life and vice versa. The items covered diverse situations and scenarios, providing a nuanced understanding of the complexities associated with work-family dynamics.

Participants were tasked with expressing their agreement or disagreement with these statements, and to facilitate this, response options were structured on a 5-point Likert scale. This scale allowed participants to articulate the extent to which they concurred or dissented with each statement, offering a gradation of responses. The Likert scale ranged from 1) "strongly disagree" to 5) "strongly agree," enabling respondents to convey the degree of agreement or disagreement with precision. This nuanced approach not only facilitated the collection of rich and detailed data but also allowed for a thorough examination of the multifaceted nature of Work-Family Conflict as experienced by the study participants.

1.5 Data analysis

To assess life satisfaction, a 5-item scale developed by Diener et al. (1985) was employed in the survey. Respondents provided their answers on a 7-point Likert scale, and the SWL scale exhibited a robust Cronbach's alpha reliability coefficient of .87. For evaluating job satisfaction, a subset of 6 items was drawn from the well-established 18-item index by Brayfield and Rothe (1951). Respondents used a 5-point scale to convey their responses, and the JSI scale demonstrated strong reliability with a Cronbach's alpha coefficient of .95. Data analysis was performed using the Statistical Package for Social Sciences (SPSS) version 24.

3.6 Evaluation of Correlation

Correction coefficient Positive/Negative	Label: Positive/Negative
$r=1$	Perfect linear correlation
$0.9 < r < 1$	Positive strong correlation
$0.7 < r < 0.9$	Positive high correlation
$0.5 < r < 0.7$	Positive moderate correlation
$0 < r < 0.5$	Weak correlation
$r = 0$	No correlation (no relationship)

Description of Descriptive Statistics

$1.0 < \mu < 1.8$: very low mean (the fact not appears)

$1.9 < \mu < 2.6$: low mean (the fact appears less)

$2.7 < \mu < 3.4$: neutrality

$3.5 < \mu < 4.2$: high mean (the fact appears more)

$4.3 < \mu < 5.0$: very high mean (strong evidence of existence of the fact)

$\sigma < 0.5$: homogeneity of respondents

$\sigma > 0.5$: heterogeneity of respondents

3.7 Ethical Consideration

The research has demonstrated a clear commitment to ethical considerations by obtaining formal written consent from the Nyamasheke District authorities. This step ensures that the study, focused on the Impact of Work Design and Work-Family Conflict on Professional Gratification and Life Satisfaction in Nyamasheke District, has received explicit approval and authorization to be conducted within the specified scope of the district. This adherence to proper consent protocols not only upholds ethical standards but also reflects a respect for the autonomy and jurisdiction of the local authorities.

4.Data results

The following tables showing demographic profile of respondent

Demographic Variable	Study Participants
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Gender	25 %Men, 75% Women
Professional Category	66.7% (Government staff), 33.3% (Private sector Staff)
Age Range	22-50 years
Average Age	37 years old
Parenthood Status	80.55% have children
Education Level	Completed secondary education or vocational training: 14% Intermediate level courses (diploma students or similar): 12% Higher degree courses (university degree or post-graduate): 36% Doctorate and/or Master's degree: 38%
Average Work Hours	40 hours per week

The gender distribution in our study revealed a participation of 25% men and 75% women. In terms of professional categories, government sector constituted 66.7%, while administration and services staff (PAS) from private's sector made up 33.3% of the participants. The age characteristics exhibited a range from 22 to 50 years, with an average age of 37 years. When it comes to parenthood status, a significant 80.55% of participants reported having children. In terms of education level, 14% completed secondary education or vocational training, 12% attended intermediate level courses, 36% pursued higher degree courses, and 38% obtained a doctorate and/or master's degree. Regarding work hours, participants reported an average of 40 hours spent at work per week.

In Table 2, the outcomes related to the first research question, which examines the impact of Work-Family Conflict (WFC) on job satisfaction (Hypothesis 1), are presented. The regression model demonstrates that it fails to significantly predict job satisfaction ($P \geq 0.0005$), surpassing the conventional threshold of 0.05. This suggests that the model lacks the capacity to effectively predict job satisfaction. Table 3 displays the R and R2 values, with an R-value of 0.011 indicating a negligible correlation between the variables. The R2 value quantifies the proportion of job satisfaction explained by WFC.

Table 4 outlines the findings for the second research question, exploring the influence of WFC on life satisfaction (Hypothesis 2). The regression model indicates that it cannot effectively predict life satisfaction ($P \geq 0.0005$), exceeding the customary threshold of 0.05. This implies a lack of efficacy in predicting life satisfaction. Table 6 provides the R and R2 values, with an R-value of 0.10 signifying a weak correlation between the variables, while the R2 value quantifies the proportion of life satisfaction explained by WFC.

For the third research question, investigating the impact of job satisfaction on life satisfaction (Hypothesis 3), Table 7 presents the results. The regression model insignificantly predicts the dependent variable ($P \geq 0.0005$), with the level of significance surpassing the conventional threshold of 0.05. This suggests that the model cannot effectively predict the dependent variable. Moving to Table 9, the R and R2 values are depicted, with an R-value of 0.106 indicating a negligible correlation between the variables. The R2 value quantifies the proportion of life satisfaction that can be attributed to job satisfaction.

Table 2: Analysis of Variance for Linear Regression with Work-Family Conflict as a Predictor of Job Satisfaction

Model	SS	Df	MS	F	Sig
Regression	0.460	1	0.460	0.024	0.876
Residual	3744.160	198	18.910		
Total	3744.620	199			

- Predictors: (Constant), Work-Family Conflict
- Dependent Variable: Job Satisfaction

Table 3: Coefficients for Linear Regression with Work-Family Conflict as a Predictor of Job Satisfaction

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig
	B	Std. Error	Beta	
(Constant)	19.847	1.423		13.951
Work-Family Conflict	-0.004	0.27	-0.11	-0.156

- Dependent Variable: Job Satisfaction

Table 4: Summary of Linear Regression with Work-Family Conflict as a Predictor of Job Satisfaction

Model	R	R2	Adjusted R2
1	0.011	0.000	-0.005

Table 4: Analysis of Variance for Linear Regression with Life Satisfaction as a Predictor of Work-Family Conflict

Model	SS	Df	MS	F	Sig
Regression	254.655	1	254.655	1.987	0.160
Residual	25379.425	198	128.179		
Total	25634.080	199			

- Predictors: (Constant), Life Satisfaction
- Dependent Variable: Work-Family Conflict

Table 5: Coefficients for Linear Regression with Life Satisfaction as a Predictor of Work-Family Conflict

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig
	B	Std. Error	Beta	
(Constant)	47.564	2.660		17.880
Life Satisfaction	0.207	0.147	0.100	1.410

- Dependent Variable: Work-Family Conflict

Table 6: Summary of Linear Regression with Life Satisfaction as a Predictor of Work-Family Conflict

Model	R	R2	Adjusted R2
1	0.100	0.010	0.005

Table 7: Analysis of Variance for Linear Regression with Life Satisfaction as a Predictor of Job Satisfaction

Model	SS	Df	MS	F	Sig
Regression	42.001	1	42.001	2.246	0.136
Residual	3702.619	198	18.700		
Total	3744.620	199			

- Predictors: (Constant), Life Satisfaction

- Dependent Variable: Job Satisfaction

Table 8: Coefficients for Linear Regression with Life Satisfaction as a Predictor of Job Satisfaction

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig
	B	Std. Error	Beta	
(Constant)	21.082	20.749		0.000
Life Satisfaction	-0.084	0.056	-1.06	-1.499

- Dependent Variable: Job Satisfaction

Table 9: Summary of Linear Regression with Life Satisfaction as a Predictor of Job Satisfaction

Model	R	R2	Adjusted R2
1	0.106	0.011	0.006

5. Discussion

The study's findings on Question 1 and Hypothesis 1, examining the impact of Work-Family Conflict (WFC) on job satisfaction, align with previous research in public sector universities in Pakistan, revealing a negative and insignificant relationship. This consensus echoes similar conclusions from various studies, including those by Waheed (2014), Boles (2001), French et al. (2018), and Kossek and Ozeki (1998). However, conflicting results emerge from studies by Bedeian (1988), Carlson & Kacmar (2000), and Netemeyer (2004), indicating the diverse impact of WFC on job satisfaction, influenced by contextual and demographic factors.

For Question 2 and Hypothesis 2, investigating the effect of WFC on life satisfaction, the results indicate insignificance. This aligns with a study in Nyamasheke, suggesting that the pay scale is a more significant indicator of job satisfaction than WFC (Maqsood et al., 2014). Contrary to the hypothesis, studies by Lu et al. (2005, 2008) suggest that WFC does not lead to a lack of job satisfaction and overall happiness. Additionally, Zhao et al.'s (2009) study in the hotel business implies that Human Resource policies to reduce WFC-related stress may have insignificant impacts. Treistman's (2004) study in Nyamasheke supports these findings, emphasizing the limited impact of WFC on life satisfaction and highlighting the positive role of social support.

Demographic factors, particularly the study's focus on young, educated women in private sector universities in Pakistan, contribute to these results. Strong family support, access to household help, and minimal inter-role stress were prevalent, aligning with the suggestion that social support mitigates the impact of WFC on job and life satisfaction. Variances in results may also be attributed to individual interpretations of stress, influenced by values, priorities, and motivational structures. Societal perceptions in Pakistan, where males are often viewed as 'breadwinners,' may downplay female stress, relying on males for workplace support (Shockley et al., 2017).

This study, unique in its focus on female executive graduate students, suggests avenues for future research, including exploring the relationship between WFC and self-efficacy, providing insights into employer policy guidelines. Moreover, incorporating additional variables and diverse samples from Nyamasheke could enhance the generalizability of findings in the context of work-family dynamics.

6. Conclusion and Policy Implication

6.1 Conclusion

Job satisfaction. There is a consistent pattern of negative and insignificant relationships between WFC and job satisfaction, as observed in prior studies conducted in public sector and in works by various researchers. However, the results also reveal the complex and multifaceted nature of this relationship, with some studies

showing mixed or low significant impacts. For life satisfaction, this study suggests an insignificance in predicting the outcome variable, and a study in the Nyamasheke underscores the significance of factors like pay scale in job satisfaction. The inter-role stress and strain between family and work domains, especially in dual-career families, were found to impact both job satisfaction and life satisfaction. Demographic factors, including age, marital status, and family structure, may play a pivotal role in shaping the impact of WFC. The influence of social support was also noted, highlighting its positive role in global life satisfaction.

6.2 Policy Implication:

Understanding the diverse impact of WFC on job and life satisfaction necessitates the development of context-specific policies and interventions. Organizations should consider the demographic composition of their workforce and tailor their support systems accordingly, taking into account the needs of different age groups and family structures. Moreover, employers should acknowledge the significance of factors beyond WFC, such as pay scale and job stability, in determining employee satisfaction. Policies aimed at reducing WFC-related stress should be implemented with care, as they may not always yield significant impacts and may even require adjustment based on the specific context. In sum, this study emphasizes the importance of individualized approaches and the role of social support in mitigating the effects of WFC. Future research should continue to explore additional variables and include diverse participant groups to provide a more comprehensive understanding of the interplay between work, family, and overall satisfaction. Such insights can inform the development of more effective policies and practices in the workplace.

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