

**EFFECTS OF WORK-FAMILY CONFLICT ON JOB AND LIFE
SATISFACTION AMONG STAFF OF THE STATE DEPARTMENT OF
COORDINATION, MINISTRY OF INTERIOR AND COORDINATION OF
NATIONAL GOVERNMENT**

By

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Declaration

DECLARATION BY THE STUDENT

I declare that this is my original work and has not been submitted to any institution of higher learning for the award of any degree.

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Signature.....
Date.....

DECLARATION BY THE SUPERVISOR

This project has been submitted with my approval as the University of Nairobi Supervisor.

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Signature.....Date.....
..

Dedication

To my children for the great commitment and for seeing me through the entire masters course

Acknowledgement

I wish to thank my family who have encouraged and supported me throughout this entire process. Particularly, special thanks to my late Dad who encouraged me and my children for understandings and dealing with my absence. I wish also to thank most sincerely my supervisor Prof. Michael M. Ndurumo, for his encouragement, support and excellent guidance throughout the writing of this project. I also wish to thank the State Department of Correctional Services for financial support and my friends and colleagues who in different ways supported me during this period and made it possible for me to successfully juggle my professional life with other correspondingly important responsibilities. Finally, I would like to thank all colleagues who participated in the study.

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Abstract

Work-family conflict has adverse effects on behaviour, emotions, and health. Underestimating the importance of helping workers to reduce the impacts, to date, few authors have examined work-family conflict among employees in public sector. This research, therefore, aimed to examine the association between work-family conflict and job and life satisfactions, as well as how gender influenced the associations. The research employed descriptive research design to examine the work-family conflict among the employees of the State Department of Coordination, Ministry of Interior and Coordination of National Government. Data was collected using questionnaires targeting different employee levels in the ministry. The researcher used chi-square tests and analysis of variance (ANOVA) to obtain the relationship between work-family conflict, and job and life satisfaction. The researcher also compared men to women individual experiences at different levels of work relating to the work-family conflict, and job and life satisfactions. Current research helped to understand work and family roles including working women with children in job and life satisfaction, giving a consolidated overview of the current work and family theories within a conceptual and unifying manner.

CHAPTER ONE

1.0. Introduction

The chapter presents the background, statement of the problem, purpose, objectives, research questions, hypothesis, scope, and significance of the study.

1.1 Background to the study

Work-family conflict is becoming an issue in the contemporary organizations. That follows the reason that both work and family lives of employees have continued to overlap due to the individual's increased commitment to work (Burke, Allen, & Spector, 2002). Smith & Willis, O'Conner (2008), defines "work-family conflict, as "the consequence of inconsistent demands between the roles at work and in the family". In work-family conflict, job duties conflict with the family functions, while in family-work conflict, family roles conflict with responsibilities at the workplace (Bloom, kretschmer, & Reenen, 2006). There exists an increase in studies, which target conflict between family and work; most of these studies existing in western countries with theoretical base mainly focus on work demands, as well as work-family conflict (Spector, et al., 2007). According to Boyar, Maertz, & Carr (2008) there exists a relationship between lengthy working periods, obligation, and heavy labor on work-family conflict. Thus, there is need to ensure a balance between the two domains to facilitate efficiency and job satisfaction.

Smith and Willis (2008) define work-family conflict as challenges that exist owing to inconsistent demands between the work and family roles. Work-family conflict are said to prevail when the requirements of work functions clash with the requirements of the family role and vice versa (Greenhaus, Tammy, & Spector, 2005). For instance, a

study carried out by Byron (2005) reported an association between excessive and numerous roles to psychological stress. Hence, the point driven is that work and family conflicts are inter-related and family life is influenced by factors in employment, whereas, the contrary is true.

Work-family issues are quite challenging to balance due to priorities for both work and life. According to Bass, Butler, Grzywacz, & Linney D (2008), married people face work-family issues more than the unmarried does. A study conducted by Korabik, Lero, & Whitehead (2008) further found out that there was a higher likelihood of men encountering work-family issues than women. However, Baron (2005) study contradicted Korabik, et al. findings, claiming that work-family conflict was not dependent on gender. Ahmed (2007) in her study on female production operators in manufacturing companies, however, suggested a relationship between job satisfaction and child care arrangement, as to work on family conflict and the magnitude of conflict. A survey of American work and life index of 2008 indicated that women, who worked as full-time employees were not satisfied with work-family balance, increased from 15.9% to 27.5 % in the year of 2012.

Although research points out that married people are more likely to face work-family conflicts, a study in Nigeria carried out by Nikandrou, Panayotopoulou, & Apospori (2008) found out that female participation, and the number of couples with a second job had increased in the two previous decades. Statistics in Nigeria recorded an increase in the women's participation rate from 20.3% in the year 2004 to 20.8% in the year 2011 (Nikandrou, Panayotopoulou, & Apospori, 2008). Studies have also shown changes in demographic, the transformation of traditional roles, gender issues that

concern male and female and work-family experience, as well as their psychological well-being, having increased remarkably in the recent years (Baral & Bhargava, 2010; Bedeian, Burke, & Morfett, 1998).

Balancing family and work also remains a challenge for many adults. The escalating single-parent households, dual-couples, and the decrease in traditional family set-up are even worsening the situation. Byron (2005) argues that single-earner families are faced with responsibilities for work, housework, and childcare unlike in traditional gender role. Given the importance of work in providing livelihood, and shaping organizational structures policies or practices, in which the trends keep on changing, the workforce has become critical for the employer and the business. Therefore, businesses are places high demands on their employees, which require efforts, time, attractions and priorities for them to maintain a competitive edge in the dynamic world. The accomplishment in their role demand in one area affects the other one, and the employee irrespective of their marital status suffer the consequences. These conflicts give rise to varying attitudes (at both family and work life): attitudes for life satisfaction and job satisfaction (Bass, Butler, Grzywacz, & Linney D, 2008).

For some people provision of money is taken as social support and an individual who provides to the family and beneficiaries is held in high esteem. An individual who manages to do both, that is, provide for the family, at the same time give ample time to the family, is given high respect in the society. As a result, employees are under pressure to achieve both, working for long hours to make more, which translates to a better pay and even a promotion. Besides, they are supposed to make time for family at the end of

the day. These can be quite tasking, physically or mentally, especially for those working in demanding jobs (O'Laughlin & Bischoff, 2005).

Work-family conflict (WFC) has negative effects on both individuals and organization. Previous studies have argued that work-family conflicts negatively affect the employees by way of exhaustion, physical problems, alcohol consumption, work anxiety and work depression, (Ballout, 2008; Warner & Hausdorf, 2009). Another study conducted by Byron, (2005) noted that when an individual has difficulty in balancing work and family role, he/she is likely to experience low job satisfaction, higher turnover intentions, general mental strain, physical symptoms, hopelessness, and increased exhaustion. Willis et al. (2008), supports the claims, as they observed that work-family conflict is the root of various organizational challenges, such as work frustration, organizational commitment, low performance, high turnover rate and irregular attendance at work. Alimarion (2011) observed that when family and work roles conflicts; it results in an imbalance between family and work life affecting the outcomes of organizational commitment, job satisfaction, and the turnover rates. Bedeian, Burke, & Morfett (1998) argues that over time implicates time cost on family life and when the work becomes demanding one is likely to experience adverse family outcomes and the opposite is true. Another study also confirms findings of Greenhaus, Tammy, & Spector (2005) that work-family conflict has a diminishing value return that leads to low level of job satisfaction.

In today's world where working has become a thing of every gender, the relationship between job satisfaction and WFC and FWC cannot be overlooked in the current society. Spector, et al.(2007) argued that the WFC consequence alters the

individual level of satisfaction from his/her job, family, and life in general. Traditionally, women responsibilities remained mainly as a mother and wife, the changing trends however have led to duplication of roles, working women serving as mother and as wives. Since each duty requires time devotion, the outcome of time pressure impacted by each position leads to burdens, which translate to role conflict. In many traditional African societies, women are expected to take up social roles as mother and wife while success in the job comes second. Allan, Loudoun, & Peetz (2007) however, believed that each gender should spare some extra time to housekeeping duties and family commitment upon getting married, as opposed to when they were single. Nonetheless, they noted that even though husbands should share the responsibilities of housekeeping and chores, the workload remains to be the responsibility of the women.

The increase in single households, dual-job couples and a decline in traditional systems of work is the key contributors of work-family conflict in the modern society. Single-earner families are an implication that responsibilities for work, household, and children care are left to a single parent. O’Laughlin and Bischoff (2005) argued that dissatisfaction with work results from pressures and insufficient free time. Scholars have reported excessive working hours as an element that is related to the work-family conflict. Working hours for full-time employees have also remained to be 42 hours from 1991 to 2012, and that of part-time employees have decreased from 20 hours to 18 hours. It is worth noting that the reason why most people work for part time, is to create free time (Koekemoer & Mostert, 2010). The study also noted that most employees work for long hours, for instance in the year 2011, 13% of employees reported to work for 48

hours per week. According to Michel, Mitchelson, Pichler & Cullen (2010), long working hours claims time for family and individual time of the employees. They further noted a correlation between working hours and work-family conflict (Michel, Mitchelson, Pichler, & Cullen, 2010).

Job satisfaction, in its definition is the contentment employees feel concerning their work and the level they are at in their jobs (Abbas, Raja, Darr, & Bouckennooghe, 2014). Individuals work hard, and spend a lot of time at their workplaces and stations, while some go back to school to gather more knowledge and training. That is all in the hope that it will result in better work delivery, pay or promotion. Consequently, this would translate, though not always, to a better life for them and their beneficiaries. Studies have shown that work-family conflicts is negatively associated with job performance and job satisfaction (Carlson, Grzywacz, & Kacmar, 2010). For example, Greenhaus, Tammy, & Spector (2005), in particular, noted that work-family conflict is correlated with diminishing value attainment. According to Cleveland, et al. (2007), people have the tendency to be pleased with their jobs when it enables them to meet the family or personal commitments, which gives the implication of a satisfying job or life.

However, achieving an optimal job satisfaction can be problematic when combined with family roles. Job satisfaction is often brought about by many factors such as achievement of set targets within the workplace, recognition by the management or even better work. Employers bank on this to improve work output from the employees. Companies seek to make job satisfaction one of their top priorities, which in turn, translate to better quality of work; consequently, it translates to bigger profits for the

company (Baral & Bhargava, 2010). The supply and productivity of firms are high when the employees are willing and highly motivated on their work. The workers end up putting in a lot of effort to achieve this while foregoing other important life activities and roles, such as spending time with the family members (Brough & Kalliath, 2009). The latter refers to job salience, where the individuals place so much importance on work and job. To fight this, the employees try to balance this out (work-family conflict). Nonetheless, the question remains on the consequences of the struggle: whether it leads to improved or diminishing output from the workforce or whether gender plays a part in the relationship at different levels of work.

Life satisfaction is the employees' overall well-being emanating from the evaluation of their life in general (Kothari, 2004), and is often considered as a family domain consequence strongly influenced by WFC (Allen, et al., 2000). Greater levels of WFC linked to lower levels of life satisfaction play a central role in the damaging association between WFC and life satisfaction (Aslam, Shumaila, Azhar, & Sadaqat, 2011). However, three studies (Greenhaus, Tammy, & Spector, 2005; Ballout, 2008; Korabik, Lero, & Whitehead, 2008) found non-significant relationships between WFC and life satisfaction.

Work-family conflict is bi-directional in nature (Boyar, Maertz Jr, Pearson, & Keough, 2003). Greenhaus, Tammy, & Spector (2005) observed that work could interfere with family roles and vice versa. Interpersonal and intrapersonal conflicts occur, as one tries to attain balance between work domain and family domains resulting into conflict in employment and family (Rathi & Barath, 2013). According to Behan & Drobic (2010),

Organizations need to pay sufficient attention to the associations of work and family roles giving possible solutions to help employees in striking a desirable balance between work and family obligations. The results noted a strong relationship between employee's self-worth and the satisfaction result, a weak negative correlation between work-family conflict and satisfaction implications, and a negative association between self-worth and work-family issues (Behan & Drobic, 2010). Thus, the interaction between work and family together with life and job satisfaction cannot be understated.

Employers can choose to avoid the spillover effects of work-family conflict by providing emotional and instrumental support. Recent studies have shown a decline in employee's work satisfactions, for instance, a study by Clay (2011) suggested a 12% decline in employee satisfaction in the United States from 42% observed in the year of 2009 (Bryman & Cramer, 2011). The challenges surrounding the work-family environment have been found to outperform the efforts given towards addressing work-family conflict. Therefore, the study aim was to investigate the effect of the work-family and family-work conflicts on life and job satisfaction. That is with the intent to provide data that would help inform on the proper decision-making for striking a parity between work and family roles to attain optimal life and job satisfaction among employees.

1.2 Statement of the Problem

The relationships between work-family conflict, together with job satisfaction and life satisfaction have become important issues in modern organizations. The reason stands that both work and family lives of the employees overlap, resulting in conflict between the two. The organizational structures, guidelines, and procedure are so

dynamic, and the workforce has become vital in the organizations. The companies are asking a lot from the workforces including, priorities, time, efforts, attention, and among other commitments to attain competitive advantage in the current turbulent and ever-changing business settings. On the other hand, family structure has also; changed of late, from the traditional setting, in which gender roles were applicable, to the dual-couple role and single parenting apparent in modern households. Previously, especially in an African setting such as Kenya, women were expected to stay at home and conduct domestic duties such as taking care of the children. However, there have been changes brought about by education and civilization. Nowadays a woman goes to work and still, performs her other duties. Notwithstanding, men are also expected to chip their effort in the household duties.

Previous studies have shown a negative association between work-family conflict and family work conflict with job satisfaction and individual life (Carlson, Grzywacz, & Kacmar, 2010; Allen, et al., 2000). However, these studies are mainly from western countries whose work environment may be different from the Kenyan working context. While the situation may be similar to the Kenyan working individuals, it remains unclear, as there is little literature on the association between work-family conflict and job and life satisfaction in the Kenyan perspective. So, the study seeks to establish the impacts of work-family conflict and family work on the job and life satisfaction in the State Department of Coordination, Ministry of Interior, and Coordination of National Government to provide valuable data for informing on gender-specific interventions for work-family conflicts at the workplace.

1.3 Purpose of the study

The study was to investigate the effects of work-family conflict on job and life satisfaction among the employees of the State Department of Coordination, Ministry of Interior and Coordination of the National Government in Kenya.

1.4 Objective of the study

The objectives of the study were to:

1. Determine the impact of work-family conflict on job satisfaction in the state Department of Coordination, Ministry of Interior and Coordination of National Government.
2. Examine the impact of work-family conflict on life satisfaction in the state Department of Coordination, Ministry of Interior and Coordination of National Government.
3. To establish the extent to which family-work conflict on job satisfaction in the state Department of Coordination, Ministry of Interior and Coordination of National Government.
4. To explore the extent to which family-work conflict on life satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government.
5. To find out how men and women compare relating to the effects of work-family and family work conflict on job satisfaction among the employees of the State Department of Coordination, Ministry of Interior and Coordination of National Government.
6. To find out how men and women compare in relationship with the effects of work-family and family work conflict on life satisfaction among the employees of the State

Department of Coordination, Ministry of Interior and Coordination of National Government.

1.5. Research Questions

The study sought to answer the following questions:

1. What is the impact of work family conflict on job satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government?
2. What is the impact of work family conflict on life satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government?
3. What is the extent of family work conflict on job satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government?
4. What is the extent of family work conflict on life satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government?
5. How do men and women compare relating to the effects of work-family and family work conflict on job satisfaction among the employees of the State Department of Coordination, Ministry of Interior and Coordination of National Government?
6. How do men and women compare in relationship with the effects of work-family and family work conflict on life satisfaction among the employees of the State Department of Coordination, Ministry of Interior and Coordination of National Government?

1.6. Hypotheses

The following were hypotheses of the study:

- 1 There is no association between work-family conflict on job satisfaction in the State Department of Coordination, Ministry of Interior and the National Government Coordination.
- 2 No association exists between work-family conflict on life satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government.
- 3 There is no association between family-work conflict on job satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government.
- 4 There is no correlation between family-work conflict on life satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government.
- 5 Men are not likely to experience the effects of work-family and family work conflict on job satisfaction than women among the employees of the State Department of Coordination, Ministry of Interior and Coordination of National Government.
- 6 Men are not likely to experience the effects of work-family and family work conflict on life satisfaction than women among the employees of the State Department of Coordination, Ministry of Interior and Coordination of National Government

1.7 Justification of the Study

In government ministries, every cadre has a system of service that enables job progression to staff (Human Resource Development Policy, 2015). In most cases, the schemes often indicate the trends and requirements for promotion to next grade. With

such systems in place, the employees, both men, and women strive to work hard with an effort to balance work and family to avoid stagnation. Employees spend most of their time in promotional training offered by the governments (Hassan, Dollard, & Winefield, 2010); straining to bring satisfaction in their job, mainly influenced by the upward trend. The staff also works beyond regular working hours to meet the deadlines, which also determine their job and life satisfaction.

Apart from the government initiatives to train their employees, both men and women have developed self-motivation (intrusive) by attending evening classes to acquire right qualifications according to the schemes. Work-family and family-work conflict are two phenomena affecting organizational leadership today. Life satisfaction relates to joy, pleasure, essentialness, good faith, enthusiasm, and self-actualization, which in turn, translates to one's productivity in various domains of life including job. When people experience work-family conflict, they are less likely to attain job and life satisfaction (Calvo-Salguero, Carrasco-Gonzalez, & Salinas Martinez, 2010). As such, an appreciation of triggers of conflict between the domains is the primary step to addressing their incompatibility. While the conflict between work and family could be unavoidable, research can provide alternative methods for the management of work-family conflict stress.

1.8 Significance of the Study

This study was to help provide data vital for establishing alternative methods on the management of work-family conflict. To be precise the study was to benefit in the following ways:

- 1 Provide findings that would be used by the Ministry of Interior and Coordination of National Government to help its workers to embrace holistic approaches, which can help individuals to reduce work-family conflict.
- 2 Provide findings that would be used by counselors on addressing work-family conflicting issues, and human resource managers in addressing the employee's needs and individual experiencing WFC in outsourcing solutions.
- 3 The findings and information generated would contribute towards filling the knowledge gap on the subject of concern, which is work-family conflict.

1.9 Scope of the Study

The study focused on work-family conflicts in the Ministry of Interior and Coordination of National Government and their effects on employees' job and life satisfaction. It sought to establish and determine the interaction between work family conflict on job satisfaction and life satisfaction. The study examined how work domain roles and family domains roles conflict through competition for available time. To be specific the study examined the family factors such demand from spouse and family members, excessive family roles, and family strains. The study examined the work related challenges such as conflicting work schedule, work related issues, work demands, strenuous work procedures, and constant changes of work routine. The study also used feeling of love, ability to draw meaning of life from work and family, contentment, complaints and sense of security to measure life satisfaction. Finally job satisfaction was

rated based on respondent feelings about the job such as time wastage, undesirability, worthiness and acceptability.

1.12 Assumptions of the Study

The study assumed that that family-work conflicts and work-family conflict affect the employees' job and life satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government.

1.13. Limitations of the study

This study was constrained to public offices and can be generalize in other ministries of the Government of Kenya. This is because the government offices have similar governance structures in which employees are subjected. The study findings therefore cannot be used to reflect the situation in the private industry.

1.14. Operational definition of the terms

Work-Family Conflict: is form of role based conflict in which the responsibility pressures from the family domain and work domains are mutually incompatible in that involvement in one role (home) is made more complicated by involvement in another role (work) (Greenhaus, Tammy, & Spector, 2005). To say it differently, it is contended that work-family conflict takes place when the expectations set for one role (home) provides no room, for meeting the expectations, for other functions (work). That gives the implication that work-family role is bidirectional so that whereas factors of work affect the elements of family, the reverse is also true. According to Carlson, Grzywacz, and Kacmar there exists three types of work-family conflict

including time-based, strain-based, and conduct based (Carlson, Grzywacz, & Kacmar, 2010). Therefore, the study specifically focuses on working hours, work-schedule flexibility, and task autonomy, as it pertains to the three forms of work-family conflicts respectively.

Time-Based Conflict: Time-based conflict transpires, when the time involved on a part makes it difficult to take an interest in another part. It takes two unique forms. The primary structure happens when time weights connected with the duty to a particular part makes it troublesome, if not unimaginable, to satisfy desires from another part (Santos & Cabral-Cardoso, 2008). The second form occurs when requests make a distraction to a particular part, regardless of when an individual is physically attempting to fulfil the requests of another part (Dyne, Kossek, & Lobel, 2009).

Strain Based Conflict: This is conflict that often takes place when manifestations of fatigue and tension made by the requests of one part impede another part, subsequently keeping the needs of that part from being satisfied (Korabik, Lero, & Whitehead, 2008).

Job Satisfaction: According to Bowen & Cattell, (2008) job satisfaction is the sense of achievement and salary solidness. There are two arrangements of variables for determining job satisfaction. First, intrinsic components, for example, instruction, work volume, work demands, and family requirements. Second, business related elements, such as employer ability assortment, stability, director bolster and part over-burden and struggle (Michel, Mitchelson, Pichler, & Cullen, 2010). The assumption in this study is

that job satisfaction goes hand in hand with work satisfaction, and work satisfaction is measured through utilizing passionate and subjective assessments made by people with a specific end goal to decide impacts of work-struggle on job satisfaction (Sjöberg, 2008).

Life satisfaction: Life-satisfaction is the level, to which a person positively appraises the overall quality of his/her life as a whole (Saris Veenhoven, Scherpenzeel & Bunting, 1996). Allen et al. consider life satisfaction, as a family domain consequence strongly influenced by WFC (Allen, et al., 2000). As such, advanced work-family conflict linked to low life satisfaction levels play a central role in the damaging association between life satisfaction and work-family conflict. Life satisfaction relates to joy, pleasure, essentialness, good faith, enthusiasm, and self-actualization, which in turn, translates to one's productivity in various domains of life including the job. However, the study did not focus on each of the elements but look at the general happiness of the employees to gauge the influence of work-family conflict on life satisfaction.

Ministry of Interior and Coordination of National Government: This Ministry was formulated through executive order No. 2/2013. It is charged with mandates, including; National government coordination at counties; "Internal State functions; National Cohesion and Reconciliation Management; Government Printer; Disasters and Emergency Response Coordination; National Disaster and Operation Centre; Policy on Training of Security Personnel; Citizenship and Immigration Policy and Service; Border control Point Management; Registration of Persons Services; Registration of Births and Deaths Services; Management of Refugee policy; Internal Security Affairs; Drug and Narcotic Substance Control; Security of Airstrips and Roads;

Small arms and Light Weapons Management; Kenya Prisons Service; Directorate of Criminal Investigations; Civilian oversight over police; Management of Correctional services (Supervision, reintegration and rehabilitation of offenders); and Control and Regulation of the Gaming Industry”.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter examines the scholarly work by various authors and scholars on the subject “work-family and family work conflict”, the various forms of conflict, life satisfaction, job satisfaction and the association that exists between work-family conflict, job satisfaction and life satisfaction.

2.1. Theoretical Framework

The complex dynamics associated to the work-family domains has significant implication regarding theory and research. Various theories have been suggested to account for the roles and duties surrounding work and family domains.

2.1.1 Spillover Theory

Work life equalization refers to the compelling administration of various obligations at work, at home, and in other parts of life. It is an issue that is essential both to the organizations and to their representatives. In the current economic situation, firms are hard squeezed for higher efficiency and require employees with enhanced work-life equalization, as staff with better work-life relation will contribute more genuinely to the hierarchical development and achievement of the businesses (Mbweza, 2006). The concern has gone to the fore due to the increased changes in the workplace, employee demographics, and in the family circle.

Clark (2000) exhibited a work/family fringe hypothesis: another theory about work-family adjustment. The relationship between work and family has been further advanced by spillover theory (Mbweza, 2006). The Spillover Theory was initially utilized, as a part of writing, and interpreted into complex examination outline. A theory is an arrangement of articulations that are touched based through a procedure of proceeding with reflections. In turn, a theory is a purposeful representation of reality. The Spillover theory is applied in psychological studies to study how work domain on the home field, and the transference of work-related sentiments from the employee to family setting. Kalliath et al. (2011) argued that workers often carry their emotions, skill behavior, and attitude related to work to their families. Spillover can impact work-family relationship negatively or positively. For a positive spillover, satisfaction and achievement in one domain can lead to satisfaction and success in the other sphere. In the case of a negative spillover, dissatisfaction in one area leads to dissatisfaction in the other domain (Xiao & O'Neill, 2010). In this study, the researcher used spillover theory to explain the negative effects in dealing with contending roles in family and work domain.

2.1.2 Conservation of Resource Theory (COR)

Hopeful (2002) suggested the Conservation of Resources theory (COR), and described resources as “the entities, which are primarily valued in their own right, or act as a means to attain centrally valued end” (Hobfoll, 2002, p. 307). As suggested by the COR theory, individuals endeavor to attain, sustain, and safe their own resources. That requires that individuals must capitalize in their resources to guard from resource loss,

recover from losses, and repossess the resources. Resources can be categorized into four groups: energies, conditions, objects, and personal features.

The theory proposes, "Bury part strife prompts stress, since assets are lost during the time, spent juggling both work and family part" (Hobfoll, 2002, p. 352). The previous can prompt sorrow, disappointment, uneasiness, or physiological strain.

2.1.3 Spillover Model

As showed by the model, each of individual's part takes place in a precise space of life, isolated by fringes, which might be physical, fleeting, or psychological. The theory is concerned with the issue of "intersection fringes" between areas of life, particularly the spaces of home and work (Galvin, Byland, and Brommel, 2001). According to the theory, the adaptability and absorptivity of the limits between persons' work and family lives affect the degree of reconciliation, the effortlessness of changes, and the degree of argument between these spaces.

In a study of employees in a grocery store (Kalliath & Monroe, 2009) demonstrated the significance of supervisory work-family on reducing work-family conflict among workers, in particular for the ones perceiving high levels of conflict. Fundamental to the Spillover models is the idea of the more elevated border of permeability of different. Among the concepts put forward to examine the association between work and family domains, the Spillover model is one of the extensively used models in the work-family conflict studies. That is for the reason that the model harbors a

comprehensive conceptual framework and empirical support for the work-family interface research.

2.1.4. Role Conflict Model

Role conflict model bases its argument on the fact that experiencing ambiguity or conflicting roles in the family and work domains creates an undesirable environment. Increasing pressure from one area function, such as time, extra energy, lack of compatibility in behavior, and multiple roles leads to personal conflict since the situation becomes demanding to execute each task successfully (Erikson, Martinengo, & Hill, 2010). The capacity of the present-day spouses, parents, employees, and organizations to achieve evenness between work and family domains is becoming a major concern, particularly with the growing evidence connecting work-family conflict to declined health and happiness (Singh, Goolsby, & Rhoads, 1994).

In academic research, work-family conflict is defined as: a type of balance between part strife, where the part weights from family and work areas are commonly contrary in some appreciation. That is, cooperation in the family (work) part is made more troublesome by the righteousness of support in the work (family) part (Kalliath 2011). Burke, Allen, & Spector (2002) grouped the types of work-family strife into three comprising time-based, conduct-based, and strain-based clashes. Time-based conflict happens when time requested by one part seem to stifle the other space part. On the contrary, conduct based work-family conflict comes about when unseemly practices move in the other part, and lastly, strain-based clash transpires with the involvement in one area encroaching and meddling with the other space part.

According to Kalliath et al., (2011), work-family conflict leads to psychological tension, unsatisfactory family satisfaction, reduced marital contentment and compromised job satisfaction. Kalliath et al., (2011) argue that empirical evidence are consistent with the notion that improved levels of work-family conflict increases psychological stress. Low performances, poor marital changes, and decreased verbal communication have been recorded due to conflicts between contradicting work and family roles.

2.1 Work-Family Conflict

According to Bryman, & Cramer, (2011), work-family conflict occurs when work interferes with family duties, and vice versa, family-work struggle occurs when family roles interfere with work roles. Struggle amongst work and other life spaces has been a theme of incredible enthusiasm to analysts, experts, and society all in all. Likewise, the scrutiny and the examination of the correlation amongst family and work has subsequently increased in the previous decades (Collis & Hussey, 2009). Most literature has concentrated on examining the relationship, showing that the association has significant effects on job and life satisfaction. For example, work-family conflict can lead to truancy, burnout, and execution, which consequently will affect the employees' job satisfaction (Bass, Butler, Grzywacz, & Linney D, 2008). Besides, it might interfere with conjugal fulfilment and quality, misery, physical problem, and substance misuse that may influence the employees' life satisfaction (Ahmad, 2008).

Research demonstrated that work-family conflict and family-work contention are a consequence of pressure resulting differently from work and family parts contending that investment in the workspace is more worrying because of attention to the family

area, and the other way around (Ballout, 2008). Ergeneli, Ilsev, & Karapınar (2009) describes work-family and family-work clashes as "a type of contact in which part weights from work and family areas are commonly incongruent in some regards." Subsequently, work–life conflict is usually described as a form of busy part struggle in which part weights from one space (e.g., work, family or life) are contrary with part weights from another area (Collis & Hussey, 2009).

Role theory sets out that different life parts result from the desires of others and personal convictions on appropriate conduct for a particular part (e.g., subordinate, associate, companion, and mother (McNall, Masuda, & Nicklin J, 2010). In this way, part hypothesis recommends that life spaces involve various parts where different requests are put on the individual, regularly bringing about the conflict.

Besides, conservation resource theory proposes that an expansion of resources (time and energy) spent in one-part causes a reduction of resources accessible in the other (Livingston, B,A; Judge, T,A, 2008). Established in part and resource channel speculations, conflict theory proposes that life spaces can be contrary, coming about because of various standards and necessities (Santos & Cabral-Cardoso, 2008). Hence, expanded part execution in one area results in diminished part execution in the other space.

2.1.1. Forms of work-family conflict

Work-family literature are demonstrated through three forms of work-family conflict: time-based; strain-based; and conduct based clash. Strain-based and time-based, clashes

have been broadly measured and examined in the family and work writing (Carlson, Grzywacz, & Kacmar, 2010).

Time-based conflict transpires, when the time focused on a part makes it hard to take an interest in another part. For instance, an unyielding work routine is prone to go after time that a mother would have gone through with her youngsters at home (Behan & Drobnic, 2010). Strain-based clash happens when strain experienced in a particular part influences execution in another part. For instance, lessened levels of social support got from work (managers or associates), or from family (mate or accomplice) can prompt strain-based clash (Karimi, 2008). Behavior-based conflict, however, happens when a certain arrangement of practices in a particular field is conflicting with practices needed in another field. For instance, inert and disconnected enthusiastic conduct might be in the middle of the road at work, yet not appropriate in child rearing (Bhargava, & Baral, 2009). Any part of a particular domain that causes time, strain, or influences conduct in that part creates the struggle with another part. Whenever work or family areas are remarkable to the self-idea of an individual, one can anticipate that part to outweigh the other part, allowing work-family strife to be experienced (O'Connell, Russell, Watson, & Byrne, 2010).

2.1.2 Time-based conflict

Time-based conflict is manifested in two forms. The primary structure happens when time weights connected with the duty to a particular part makes it troublesome, if not unimaginable, to satisfy desires from another part (Santos & Cabral-Cardoso, 2008). The second form occurs when requests make a distraction to a particular part, regardless

of when an individual is physically attempting to fulfill the requests of another part (Dyne, Kossek, & Lobel, 2009). Requests might be left unfulfilled if a person is either rationally distracted with another part or physically missing from that particular part. For instance, a mother might be present at work, yet persistently distracted and agonized over a wiped out tyke at home (Ford, Heinem, & Langkamer, 2007). Time-based clash in this manner includes the exchange of restricted individual assets, for example, time, consideration, and vitality starting with one part then onto the next. The ramification of this is the exchange of time or consideration from one part, which at last results in the requests of that part being unfulfilled (Cohen, 2009).

Wellsprings of time-based clash might be family related or business related. Work-related wellsprings of contention incorporate requests of working hours, work timetables, inflexible working plans and additional working time (Santos & Cabral-Cardoso, 2008). Past exploration and meta-analytic surveys indicate that those people who have more noteworthy independence over their working hours and work routines encounter minimum work-family conflict (Mazerolle, Bruening, & Casa, 2008).

People often use a few versatile methodologies to decrease the work-family strife they face. Such methods diminish their working hours or lessen the working hours of their spouses. These systems regularly fortify sexual orientation imbalance, since women are by and largely anticipated to either reduce working hours or leave work for all time (O'Connell, Russell, Watson, & Byrne, 2010). Changes in hierarchical arrangements or working hours would ostensibly accomplish more than techniques to reduce the

contention and the divergence in regards to gender reactions to work-family struggle (Kelley, Moen, & Tranby, 2011).

2.1.3 Strain-based conflict

The strain-based clash often takes place when manifestations of fatigue and tension made by the requests of one part interfere with another part, subsequently keeping the demands of that part from being satisfied (Korabik, Lero, & Whitehead, 2008). Work stressors can make strain side effects of tiredness, despairing, tension, and peevishness. Such strain side effects have been found to identify with physical and mental illnesses (Perrone, Webb, & Blalock, 2008). The experience of burnout, tension, or exhaustion brought about by negative passionate overflow from work-to-family parts proposes that specific traumatic events, for example, another employment, can make it hard to seek for an all-around adjusted family life (Macky, & Boxall, 2008).

2.1.4 Behavior-based conflict

Conduct based clash alludes to a specific examples of part conduct that is inconsistent with the requirements of the other part (Behan, & Drobnic, 2010). For instance, practices to be taken by a family domain, for example, being touchy and passionate, are viewed as unseemly practices when connected to the work part. Conduct based work-family struggle is not quite the same as strain-based and time based clash in that it shows a confusion between the practices expected inside every part (Dixon & Sagas, 2007). People may accuse their associations of exhausting the time and vitality they require for sharing in family exercises, and subsequently be dissatisfied in their

occupations (Livingston, B,A; Judge, T,A, 2008). One can accept that an individual puts additional time and vitality into the part that is more striking to him or her.

Usually, men act different, when they are grinding away contrasted to when they are investing energy at home with their kids (Garies, Barnett, Ertel, & Berkman, 2009). While at home, men are required to be, sustaining, warm and enthusiastic, whereas they are relied upon to be more forceful and self-assured at work. On the off chance that an individual can't adjust the conduct needed for a specific task, the probability of contention occurring between various parts is high (Knecht, Bauer, Gutzwiller, & Hammig, 2011).

Conduct-based clash may conceivably have more effects among women than the men on account of the various alternatives available for women in the different sectors. For instance, women should make progress from the representative part at work to the subservient spouse, as well as the minding mother-part at home (Rashid, Nordin, Omar, & Ismail, 2011). By dissecting the distinctive types of work-family conflict, it gives the idea that working women with youngsters may be influenced by strain, time and conduct based clashes in the accompanying ways (Saunders, Lewis, & Thornhill, 2012).

Work-family conflict varies significantly with gender. In females, it is more conspicuous than in the male experts (Korabik, Lero, & Whitehead, 2008). That is the reason that in the women, mental and the physical illnesses are more conspicuous than the overweight has the negative impact on the females in light of male, they have the much home commitments than the men. Adolescents are unequivocal brought up with work-life strife with women than the men (Baral & Bhargava, 2010).

The work-family struggle also relies upon the demographic patterns. Work power forms diversely by demographic patterns. Demographics influence the family parts and the work (Gill, & Johnson, 2010). Time based Work-family conflict is high in lives of those representatives who have high family bolster than the individuals who have the less residential backing (Deery, Jago, & Stewart, 2008).

Research stipulates the relationship between work-family struggle and lower life satisfaction, lower family work, lower job satisfaction, poor physical and mental wellbeing, pain, sorrow and liquor misuse (Greenhaus, Tammy, & Spector, 2005). Representatives encountering increased anxiety brought about by work-family conflict appear not to be adequately fulfilled by their jobs, less satisfied, and less dedicated to the relationship. Therefore, representatives with low work-family conflict levels attain higher job satisfaction. Likewise, those people who invest more energy with their families appreciate a higher life satisfaction (Kalliath & Monroe, 2009).

2.2 Job Satisfaction

An obvious basis for job satisfaction being vital for the representatives, as well as for the businesses is that, at the appropriate time, hierarchical achievement is an after effect of individual accomplishment of every worker (Baral & Bhargava, 2010). Job satisfaction is characterized as, regarding positive mental and business related results aggregated as a consequence of one's work encounters (Aslam, Shumaila, Azhar, & Sadaqat, 2011). It is operationalized firstly, through target profession achievement that is assessments by huge others and its markers are pay or pay, number of advancements word related status (O'Connell, Russell, Watson, & Byrne, 2010).

Job satisfaction is operationalized further through individual professional achievement alluding to individual's idea or judgment of accomplishments in the profession (Belsky, 1985) or individual's reaction to his/her vocation encounters. Bloom, kretschmer, & Reenen (2006), have finished some striking work in regards to conceptualizations of job satisfaction through their subjective meetings with English managers: they recognized four primary classifications of conceptualizations communicated by chiefs at various ages.

The four classes are:

1. The Climbers – This kind of directors' idea of job satisfaction was nearest to the conventional idea of vocation achievement that is progression through advancements and expansion in the level of pay, social and hierarchical status.
2. The Experts – This kind of administrators' job satisfaction was to wind up progressively skilled in their work range and to perform well as per their self-desire. Getting a positive input, acknowledgment from associates or chiefs were wellsprings of achievement.
3. The Influencers – This kind of administrators portrayed job satisfaction as their work affecting the association. Their progressive position was vital to their idea of achievement. They put stock in by one means or another leaving a positive impression of their work.
4. The Self-Realizers – This kind of chiefs disguised the idea of job satisfaction. The accomplishment or achievement was implied for themselves instead of for the others. This idea was the nearest to individual satisfaction.

Numerous specialists show a solid positive association between job and life satisfaction (Tranchtenberg, Anderson, & Sabatelli, 2009). Job satisfaction can be

separated into the full feeling of job satisfaction given the general feeling of individuals about their jobs and job satisfaction. That takes into consideration the coherent assessment the individuals occupation conditions (e.g. pay, working hours, and annuity arranges), results and opportunities (Gunlu, Aksarayli, & Percin, 2010).

Tim (2009) studied job satisfaction and employment equity in South Africa. The study sought to determine, how earning, racial groups and relative earning affected job satisfaction of the employees in post post-Apartheid South Africa. The study found income and relative income contributed to better job satisfaction. Malo (2017) did a study in the South African university of technology to examine how job satisfaction was influenced by organizational culture among intellectual specialists. The South African higher education sector presented organizational revolutions that led in the establishment of universities of technology. Nevertheless, there exist studies that examined job satisfaction and organizational culture among educational specialists in the country. Malo's study therefore wanted to examine the organizational culture perceptions analysing how job satisfaction was influenced by organisational culture within the university. The study showed there existed positive organizational culture perceptions among academic professionals. The study also noted satisfaction with co-worker relationships, management support and duties as had moderate satisfaction. Academic specialists were, however, dissatisfied with the remunerations offered. The study found a significant association between job satisfaction and the overall organizational culture.

Bashayreh's (2009) conducted a study to establish an association between the dimensions of organizational values and job satisfaction with respect Malaysia's higher education. The study found no significant relationship between remuneration and the

performance-oriented dimension of organizational values and job satisfaction. Nonetheless, organizational-value factors such as employees supportiveness, invention and firmness, and communication was found to have significant effects on job satisfaction.

2.3 Life Satisfaction

This is a vital segment of a happy, decent quality life (Karimi, 2008). Life satisfaction is connected to joy, happiness, essentialness, good faith, enthusiasm, and self-actualisation. Life satisfaction is the comprehension of a man that his will progress nicely and confidence about being content with one's own particular life (Karimi, 2008). High occupation requests and absence of employment assets results in weariness and separation individually. Burnout assumes an interceding part between working conditions and life satisfaction (Lowe, 2007). Social contacts and family have more impact on life satisfaction than employment and day-by-day exercises, and salary does have minimal effect.

Biswas-Diener, and Diener, (2001) studied Life satisfaction among poor Indians. Life satisfaction Index was created subjecting well-being on the basis of health wealth, and access to primary education (Adrian, 2007). Tremblay et al. (2006) studied the role of subjective liveliness and the perception of pressure as link between overall life satisfaction and post-traumatic physiological and psychological health. Biswas-Diener, and Diener found satisfaction with life positively predict subjective liveliness and adversely predicted alleged pressure.

Gender and Life Satisfaction is another interesting line of study with disparities that have emerged showing differences on life satisfaction between men and women becoming of great interest. The study suggests that women have regular level of life satisfaction in their life. The study further noted that with women increase in age, decreases life satisfaction; whereas, with a rise in individual earnings, the overall life satisfaction increases. Additionally, women overall life satisfaction was seen to increase with increase in family income. (Calasanti, 2009; CarmeTraid, 2009; Machinov & Fernandez 2012. Muzamil & TasiaMasood, 2008; Saundra HS, Hughey, 2003).

Rode (2002), conducted a study to examine job and life satisfaction model that incorporated both environmental conditions and temperament measures within a longitudinal context and state representative sample to better appreciate the association between job satisfaction and life satisfaction over certain period of time. Satisfaction with Life Index was created computing, subjective well-being on the basis of health, wealth and access to primary education.

Ash and Huebner (1998), presented a reports on life satisfaction of talented middle-school children. The study analysed 61 gifted and 61 no gifted middle-school scholars' reports of their subjective well-being using a positive indicator of life satisfaction. The findings maintained a close relation on life satisfaction with both sets of students. A similar contrast of average levels of satisfaction showed insignificant variances between the sets on reports across both domain-specific and universal life-satisfaction indexes. Gifted students' quality of their school involvements was highly associated with bigger percentages of unique variance in the construction of their general or life satisfaction reports compared to non-gifted counterparts.

2.4 Individuals' Strategies for Reduction of Work-Family Conflict

People receive strategies, for example, convenience, the transaction to upgrade their work life adjust or decrease work-family conflict. Ballout (2008), in his subjective study utilized 'work/life outskirts theory' to investigate how British and Swedish administrators managed to contend the responsibilities. A specimen of 35 supervisors (17 British; 18 Swedish, 17 females and 18 males) extending from chiefs to venture administrators, matured between 28 to 59 years, was picked and semi-organized meetings were hung nearby in Sweden and UK. The study demonstrated a strain between chiefs' requirements for more adjusted work lives and corporate states of mind to adjust - seekers and profession decisions (Ballout, 2008).

Discoveries recommended that the administrators for keeping up work life equalization utilized four sorts of systems. These included obliging family terms, arranging with the family, pleasing the association and stunning duties. The study demonstrated that chiefs order their work-life equalization methodologies with both their boss and their family, especially their accomplice, who likewise authorizes limits amongst home and business, so there are four gatherings to the arrangement or convenience of requirements. A few directors utilize their perspectives, as reference focuses on managing subordinates' demand for work-life parity.

Bryman, & Cramer (2011) analysed how people oversee episodes of work-family conflict that stance troublesome decisions for them. The study looked at two interrelated procedures: a) the moves that people make to maintain a strategic distance from the struggle in such episodes, and b) the decisions they make when the contention can't be dodged. To begin with, they may attempt to assemble substantial backing from a part

sender in either the work or family area to reschedule one of the exercises. If fruitful, this methodology evades work– family struggle by empowering people to take an interest entirely in both practices. On the off chance that bolsters activation is unsuccessful or not endeavoured; people choose whether to participate incompletely in some blend of both activities or to take an interest exclusively in either the work or family movement. It was found that people utilize different signals in choosing how to react to circumstances of potential work-family conflict (Grandey, Cordeino, & Crouter, 2005).

2.5 Organizations' Strategies for Reduction of Work-Life Conflict

Organizations often receive procedures, for example, "detachment" and "coordination" as reactions to non-work. Kelley, Moen, & Tranby, (2011) recognized three sorts of authoritative reactions to non-work (detachment, combination, regard) and utilized the information gathered from 221 administrators, dynamic in numerous areas, to evaluate the adequacy of these hierarchical reactions. "Detachment" was a reaction where businesses were concerned predominantly with labourers' satisfying their work obligations, and saw specialists' non-work lives as exclusively the worry of specialists themselves (McKnight et al., 2009).

On the account of "reconciliation" reaction, businesses regarded work and non-work as related universes that influenced each other and acted to diminish the crevice between them with an end goal to help specialists deal with their different areas. "Regard" alluded to the business recognizing and esteeming the non-work interest of labourers, and resolving to bolster it. The adequacy of these reactions was surveyed as far as their capacity to decrease the negative overflow from non-work and to upgrade both

hierarchical responsibility and the positive side of overflow (Lovhoiden, Yap, & Ineson, 2011). Mix and regard reactions uncovered positive connections with authoritative responsibility, while division response demonstrated a negative relationship. It was found that the sort that improved the adaptability of the work-non-work limit and included the business in giving assets to labourers to satisfy non-work obligations themselves demonstrated best (Sultana, 2012).

2.6 Organizations' Initiatives and Programmes for Reduction of the Effects of Work-Family Conflict

The associations have embraced numerous work family equalization activities and different specialists like Milliken et al., (2008). Newman & Mathews, (2009) have endeavoured to recognize these projects and to study explanations behind procurement of these projects, advantages accumulating to representatives and associations as an after effect of these projects and obstructions in the usage of these projects.

Organizations often make a wide assortment of work life courses of action to reduce work-family conflicts, and often recognize various work life courses of action. These include parental leave, appropriation leave, vacations, and flexible work timings, work sharing, packed working weeks, yearly hours' framework, keeping the money, working from home, and supervisory preparing in work-family affectability, on location day care, crisis tyke care, senior consideration plans. Various studies have highlighted the purposes behind the procurement of work life programs by different associations. Trout (2012), for example, sent three explanations behind the acquisition of business supported youngster care. It was contended that childcare issues meddling with work proficiency

could be wiped out by procurement of youngster consideration projects and it upgraded administration's control over the workforce. Another reason was to take after the activities of other fruitful associations and give a sign that the organization is dynamic and thinks about workers' needs. However, another reason was the coercive weights from the legislature or society.

Olorunfemi, (2009) clarified variety crosswise over firms in the execution of work/family programs by analyzing how these are identified with the job technique of associations. The information was gathered from a unique study of American private division foundations and its work power. The survey collected information on the nearness or non-appearance of an assortment of work/family programs, and additionally on a broad scope of qualities of the foundation and its work power. It was found that associations whose centre representatives were skilled or specialized labourers were essentially more prone to give work/family programs than the organizations with administration labourers or manual workers. The outcomes additionally demonstrated that the organizations that needed to execute elite or high responsibility work frameworks would probably embrace work/family programs.

Drukpa (2010) investigated why associations shift in the extent to which they adopt arrangements intended to help representatives deal with their work and family lives. The information was gathered from 175 HR officials of organizations all through the United States. It was found that associations would probably offer advantages when work and family issues were striking to senior human asset staff and were thought to affect the organization's execution. It was further found that the rate of women in an

association's workforce did not clarify the difference in work-family responsiveness. Once more, the nearness of women or individuals having knowledge with senior care or double vocation families, in the top administration was likewise found not to have any critical consequences for the organization's work-family responsiveness.

Iverson & Maguire (2009) in an investigation of ten little and medium-sized endeavours and four long associations reported the reasons/thought processes in presenting adaptable working courses of action. These incorporated the need to stay up to date with the enactment, business advantages, and contemplations of worker prosperity. It was found that the intentions fluctuated by the sort of game plans; besides, the measure of the association and the way worker relations were organized (Iverson & Maguire, 2009).

Nikandrou, Panayotopoulou, & Apospori (2008) directed seven contextual analyses (five in broad daylight segment and two in the intentional area). They found out that parental leave, study leave, flexitime, low maintenance working, work sharing, crisis leave, and additional maternity leave were the most every now and again accumulating types of adaptability offered by these contextual investigation associations. Further, two bases for presenting work life equalization were observed to be steady over all the contextual investigations. In the first place was to enhance the enlistment of the best individuals and second was to improve maintenance of staff (Nikandrou, Panayotopoulou, & Apospori, 2008).

Williams & Boushey (2010) examined the appropriation of work life programs and the effect of work-life programs on firm profitability. The discoveries proposed that

the profitability effect of work life programs relied on upon the kind of specialists utilized by the enterprise. It was found that organizations using the higher rate of experts and a higher rate of women demonstrated a more grounded relationship between the procurement of broad work life advantages and efficiency (Williams & Boushey, 2010).

Xiao & O'Neill (2010) led a study of 1187 representatives of associations in New Zealand and found that workers' discernment that businesses were giving backing to work life parity enhanced their job satisfaction and decreased work weights. Hence, lessening their goals to clear out. The study proved that activities, which staffs translate, as supporting their work life equalization can have results for the association, staff turnover is prone to lessen as an outcome of decreased expectation to take off (Xiao & O'Neill, 2010).

Dyne et al. (2009) built up across level model determining encouraging work rehearses that upgrade bunch procedures and adequacy. The model recommended that work hones, which bolster work life adaptability: communitarian time administration, the redefinition of work commitments, proactive accessibility and essential self-presentation upgrade widespread attention to others need in the gathering and general thinking about gathering objectives, decrease process misfortunes and improve bunch-level association citizenship conduct (OCB).

2.7 Relationship between Work Family Conflict, Life Satisfaction and Job Satisfaction

There is a noteworthy adverse connection between work-family conflict with job satisfaction and life satisfaction while no association exists between work-family struggle and Life Satisfaction (Willis, Smith & O'Conner, 2008). Family-work struggle fundamentally and adversely corresponded with job satisfaction, family life satisfaction. The occupation, life and family satisfaction can be enhanced by decreasing conflict amongst family and work (Karimi, 2008).

In the investigation of 200 Michigan rudimentary and auxiliary government funded teachers, McNall, Masuda, & Nicklin (2010) hypothesized that the stressors are decidedly identified with the mental strain indications of employment and life disappointment and physical stress side effects. The busy part strife record comprised of two items with reactions going from 1 (low clash) to 4 (high clash). The main question was "What amount carries out your occupation and leisure time exercises meddle with each other?" The Inter part struggle record likewise included two variables that were produced in light of every member's reaction to an open-ended inquiry "Would you be able to let me know what issues or challenges you keep running into concerning the hours you work, your work routine, or extra minutes?" Work or non-work independent variable and a family issue variable were created (McNall, Masuda, & Nicklin J, 2010). Concerning making the work-non-work obstruction variable, members who specified some impediment amongst work and non-work were relegated a 4 and the individuals who did not say any impediment were appointed a 1. As to making a family issue variable, members who said any household concerns (e.g., with their life partner, youngsters,

guardian) because of their work hours were relegated and the individuals who didn't specify any family matters relating to their working hours were doled out. The average of the four factors was then utilized for the bury part struggle score.

McNall, Masuda, & Nicklin J (2010) found no notable positive connection between Inter part struggle and life disappointment. Lack of a positive association between entomb part struggle and life disappointment can be attributed to the negligible unwavering quality assessments of the scales or other issues with other scale indices used to gauge entomb part strife and life disappointment. For instance, Cronbach's 1971 alpha for the entomb part struggle measure was .69 and forever disappointment, it was .70 (Cronbach, 1971). Since an unwavering quality appraisal of 80 or higher is regularly suggested, the consistent quality of both measures could be of worry in the study directed by McNall, Masuda, & Nicklin J (2010).

Moreover, legitimate information on the entomb part struggle measure were not examined. Macky & Boxall (2008) led into more insight on the association between spouses' business and the occupation of the husband and life satisfaction. They utilized information from the National specimen of 1,515 American specialists chosen from 1977 quality of employment survey (Staines & Quinn, 1979). A study carried out by Macky & Boxall, (2008) investigated two groups of utilized spouses more youthful exceeding 65 years from the national specimen. The spouses whose wives worked for no less than 20 hours per week (N = 208) and utilized husbands whose wives didn't participate in the paid employment (N = 408).

Requests in workspace have a remarkable effect on WFC. Two elements of the work area, that is, work self-rule and benevolent family policies assume a crucial part in

overseeing and fulfilling the requests of both non-work and work areas (Iqbal & Nawab, 2013). Work-family struggle and family-work conflict are adversely identified with job satisfaction, in addition to life satisfaction where social support from colleagues acts as an arbiter between FWC, WFC and family satisfaction (Rathi & Barath, 2013).

There is a major association between work-family conflict and stress responses, as anxiety responses acts, as an arbitrator between business related stress (WFC and FWC) and work states of mind (turnover goals and job satisfaction). Wang F and Gao Y (2014) indicated that according to survey conducted in Liaoning Province, China indicated that 41% of physician employees intended to leave their work place because of high work stress.

Behavioural anxiety directs the impact of WFC on job satisfaction (Badri, Yusof and Panatic, 2012). The workers need to assume different parts in the families despite their professions. At the point when these parts or obligations are not fulfilled proficiently, it results in the work-family struggle. Job satisfaction and life satisfaction comes about when work-family conflict is mitigated with the assistance of more prominent companion support and adaptable work routine (Ballout, 2008).

The association between work-life conflict and enthusiastic insight has additionally been concentrated on, and a significant connection has been found between the two variables. Behan, & Drobic, (2010) inspected the degree, to which senior directors with high enthusiastic knowledge utilized in broad daylight segment associations; create positive work dispositions, conduct, and results. Information was gathered by sending surveys to 262 senior supervisors. The outcomes demonstrated that

top directors, who had deep passionate knowledge, would probably control work-family strife than the individuals who had minimal enthusiastic insight.

In a study of 153 respondents (94 men and 59 women), Scherer (2009) estimated passionate insight to be a component in fruitful life alteration, including the efficient accomplishment of an existence satisfaction. It was found that both the measurements of equalization that is, family or relaxation obstruction with work and work impedance with family or recreation were unequivocally adversely associated with enthusiastic knowledge. Results, in this manner, demonstrated that great enthusiastic insight was connected with a superior life satisfaction and job satisfaction (Scherer, 2009).

Various studies have reported the relationship between work centrality, work quality, work inclusion, and work-life equalization and work-family conflict. Koekemoer & Mostert (2010) looked at some employment striking nature to be a solid indicator of work-family conflict for women; however, they observed it, to be irrelevant on account of men. Xiao, & O'Neill (2010), in an investigation of 41 all day working guardians (13 males and 28 females) likewise, found that the degree, to which work meddled with family issues for a given day, identified with self-reported employment association for that day. In her study, Wiley (2007) inspected different sorts of work and non-work part struggles such as, family-to-work and work-to-family conflicts. She anticipated that contention amongst work and non-work parts would be contrarily identified with life satisfaction, job satisfaction, work association, and authoritative responsibility.

The study examined 191 MBA understudies and graduate understudies (90 male and 101 females), who took evening classes at the Southeast. Struggle amongst work and non-work parts was tabulated against 22 elements using the Likert-scale. The elements

were browsed for a 50-item work-family conflict scale, and were chosen depending on the degree, to which they evaluated the work part meddling with both family and individual parts (Burke & El-kot, 2010). A few elements were additionally revamped to gauge non-work parts interfering with the work part. Reactions to the 22 factors were then variably dissected (Mauno, Kinnunen & Feldt, 2012).

Carlson, Grzywacz, & Kacmar (2010) found that work centrality made a distinction to the way work-family struggle was experienced. It was found that when work was profoundly fundamental to the individual, precursors from the family space significantly affected family obstruction with work, and when the family was esteemed more, the work area predecessors greatly affected work impediment with family. Martins, Eddleston, & Veiga (2008), analysed the proof for augmentations of work into the family unit and family life in two developing business areas: call focuses and programming improvement. The test comprised of 1131 respondents. Augmentations were distinguished, as unmistakable, for example, unpaid extra time or immaterial, and for example, depletion and anxiety. The study found that authoritative weights consolidated with the absence of work centrality, result in work interfering into non-work regions of representative lives; however, interruptions show themselves in various routes, as per the kind of work, levels of the specialist self-rule and hierarchical support.

2.8 Consequences of Work-Family Conflict on Job and Life Satisfaction

Job outcomes allude to adverse results that the employees need to confront for committing time to their family and or utilizing the work-family advantages, which are accessible in the association. It might happen that the staffs are assessed contrarily for

their work execution, or saw the business, as less dedicated to the association since they make use of the work-family advantages (Lovhoiden, Yap & Ineson, 2011).

Research led by Martins, Eddleston, & Veiga (2008) demonstrated that work-family struggle created by expanded work demands prompts increased anxiety. Stress brought by higher demands from work results in family-work and work-family clashes. That has adverse effects on the prosperity of specialists as well as on their families as it expands tension of people at work and at home (McKnight, Phillips, & Hardgrave, 2009) and prompts lower quality associations with relatives (e.g. life partner or youngsters).Bagger & Gutek (2008) also found out that job stress and job dissatisfaction, and was experienced more in women than in men. On the contrary, Alimario (2011) noted a negative association between family to work conflict and job satisfaction and identified it to be stronger in men than in women. However, he found no significant relationship between gender and job satisfaction. Such contradicting finding leaves the question, as to whether gender has a role in job satisfaction, answered and worth exploring further.

Expanded work demands, for example, extra time and movement work may contribute to work-family strife, which can bring about diminished job satisfaction. Subsequently, business related anxiety negatively affects workers, associations, families, and society (Nadeem & Abbas, 2009). As opposed to the Martins, Eddleston, and Veiga research, Ryan& Kossek (2008) utilized a differential notability tantamount remarkable quality way to deal with analysing the impacts of work pressures and assets on work to family conflict and support. The model incorporates inside area work demands, assets, limits, crossing assets, as well as the sources of work to family struggle and support. The

outcomes demonstrated that time-based requests (work hours and additional work without notification) and strain-based requests (work unreliability and time weight) are decidedly connected with work-family struggle. Nonetheless, they also failed to determine how gender played a role in the relationship.

Additionally, Bagger & Gutek (2008) reviewed 91 guardians utilized in non-proficient occupations for 14 days about their employment qualities and work-family struggle. Results demonstrated that there was critical day by day variety in work to family struggle (WFC) and work to family help (WFF) that was unsurprising from common work attributes. More prominent day by day requests was connected with expansion in day by day levels of WFC and more elevated amounts of day by day control at work were connected with lessening in day by day levels of WFC. Every day expertise levels utilized at work were not identified with day by day WFC. It was further seen that more unusual requests at work were connected with the reduction in everyday levels of WFF and more prominent day by day control and ability level at work were related to expansion in day by day levels of WFF (Alam, Biswas & Hassan 2009). Having identified in the previous paragraph that Bagger and Gutek found a gender relation in the relationship, the study, however, was conducted within a very short period, which could not be sufficient to provide reliable results because the employees stressed today might not be the same tomorrow. Therefore, longer studies going up to a yearlong or so may be required to establish a more stable result. In other words, there is the need for longitudinal studies in the study of work and life family conflict in its relationship to life and job satisfaction.

Berger and Gutek also Macky & Boxall (2008) reported that representatives working longer hours are somewhat more inclined to have reported a more prominent awkwardness in the work-life relationship. The five high contribution variables (i.e. energy to settle on choice and act self-sufficiently, data procurement, rewards, information of the occupation and group working) were observed to be contrarily corresponded to work life unevenness. It was additionally found that expanding the accessibility of work life equalization strategies for representatives did not enhance the connections when weight to work longer hours was higher, and workers felt more noteworthy work life awkwardness.

Steiber (2009) observed that time-based work requests were firmly connected with the experience of work-family struggle among both women and men. Long working hours, working non-day plans or at weekends and working additional time on short notice ('eccentric work hours') demonstrated an exasperating impact on strife, with long and unsocial hours being more firmly identified with time-based clash than to strain-based conflict. Strain-based work requests were additionally observed to be instrumental in the production of contention (Masuda, Poelmans, Spector, Allen, 2008).

The more individuals felt the need to buckle down in their employments ('work weight'); the higher was their apparent level of contention. It evident that a high degree of control over how one's everyday work is sorted out ('employment self-rule') inhabited to co-ordinate better the time requests of their work and family parts, however, such an impact was discovered just for women(Williams & Boushey, 2010). Seligman (2011) analyzed the effect of five forerunner sets of work and family area variables on three sorts of work-family conflict (work life partner, work parent and occupation homemaker) and

the effect of these types of work-family struggle on prosperity and work result measures. Precursors examined life part remarkable quality, family stressors (parental requests, obligation regarding family unit errands, the absence of mate bolster), and work stressors (assignment assortment, undertaking intricacy, errand independence, part strife, part overburden, part uncertainty). They also included work routine stressors (hours worked every week, work plan resoluteness). Results demonstrated that wedded expert women in the study experienced reasonable measures of every kind of work-family struggle, further suggesting that gender plays in the relationship.

It was found that the number of hours worked every week instead of work routine adaptability influences work-family conflict. Part stressors clarified the most difference in employment life partner and occupation homemaker clashes while assignment attributes explained the most fluctuation in work guardian strife. Undertaking self-rule rose as a negative and critical indicator of every one of the three sorts of contention. Carrying out assortment was decidedly and altogether identified with employment parent and occupation homemaker clashes. Life partner support demonstrated a significant negative connection with work mate struggle and parental requests were fundamentally emphatically identified with occupation guardian conflict.

Be it as it may, the family unit obligation was not observed to be identified with a contention. The three sorts of work-family conflict clarified just unobtrusive measure of the difference in the prosperity and work result measures. Korabik, Lero, & Whitehead (2008) inspected the pervasiveness, predecessors, and results of work-family strife. Family space variables (nearness of youngsters and business status of the life partner) substantially disclosed the family to work struggle and clarified 22% for women and 9%

of change for men. Work area variables (all day work, poor initiative relations and low levels of employer stability) were observed to be the best indicators of work to family strife, however just for women. Family to work struggle was found to have adverse results on family prosperity and work to family conflict on the success at home, in addition to work.

Beham, Drobnič & Präg (2011) found that connections amongst work and family can importantly affect job and life satisfaction and the extent of contribution the specialist allocates to work and family parts is connected with this association. Cohen (2009) analysed the impacts of three sorts of work-family strife – part over-burden (having a lot to do), work to family obstruction and family to work impedance on the hierarchical execution and personal satisfaction of representatives. It was found that work-life strife negatively affected hierarchical implementation and on representatives. Representatives who are overburden or whose work meddled with family (the other way around) were exceptionally focused, experienced burnout, communicated disappointment with life, and were in poor mental/physical wellbeing.

Calvo-Salguero, Carrasco-Gonzalez, & Salinas Martinez (2010) inspected the connection between representatives' convictions about having a harmony amongst work and individual life, and the sentiment work stress, job satisfaction, and reasons why one may stop his/her occupation. The information was gathered from two autonomous, heterogeneous examples of workers. The primary example contained 603 wellness experts while the second comprised of 545 administrators utilized in an assortment of associations traversing numerous commercial enterprises and practical offices. The discoveries demonstrated that having an absence of work/life parity was a word related

stressor that prompts strains, including sentiment general work strain, work disappointment, non-business related purposes behind leaving and turnover goals.

Burke, Allen, & Spector (2002) contemplated the impacts of work-family struggle and work-family help on emotional well-being among working grown-ups. The more elevated amounts of both family to work and work to family conflict were observed to be connected with poor emotional wellness. The outcomes likewise demonstrated the rehashed defensive effects of work-family help, especially family to work assistance. The work-family support added to "work-family fit" by wiping out or balancing the negative capability of work-family strife. Thus, it was proposed that work-family fit is more than the non-appearance of contention.

Haar & Bardoel (2008) utilized fundamental condition displaying to test positive overflow on 420 Australian open and private division workers. They looked for some employment family positive overflow was contrarily connected with mental trouble and turnover aims, while family work positive overflow was adversely relating to mental misery, and decidedly related to family satisfaction. Space particular positive overflow was found to have the most grounded consequences for results connected with the same area (e.g. work family overflow to turnover aims and family work overflow to family satisfaction). While the research appears entirely plausible, one cannot be sure to think that the work-family conflict may be the only reason behind the mental misery. Hence, more direct research design such as the case studies, which applies random sampling, may be required to determine further that work-family conflict results in job and life dissatisfaction that may be directly related to the mental problems.

Bagger et al. (2008) analysed the profound impacts of family character notability, family impedance with work and sexual orientation on two result variables-work satisfaction and employment trouble. Information was gotten from 160 representatives at a little national design firm. The outcomes proposed that family personality striking nature goes about as a cradle between family impedance with work and job satisfaction and occupation trouble. It was found that increment in family impedance with work was identified with more occupation pain and less job satisfaction, yet just for the individuals who were low on family personality notability. It was further seen that the buffering impact of family personality remarkable quality on the adverse part of family impedance with work on job satisfaction was more grounded for women than for men.

Different studies led in the United Kingdom and United States demonstrate that a standout amongst the most widely recognized outcomes of work-life conflict is wretchedness, bringing about diminished profitability and higher non-appearance (Layous, Chancellor, Lyubomirsky, Wang, & Doraiswamy, 2011); Seligman, 2011). Increased work-life conflict can likewise prompt representatives encountering reduced confidence and higher non-attendance and associations facing higher staff turnover, lower efficiency and poorer work quality (Boyar, Maertz, & Carr, 2008).

Research directed by Malik et al. (2010) indicate that uneven work-family life due to advanced work requests creates more anxiety. Stress due to higher work demands from work results in work-family clashes This has adverse impacts on the prosperity of specialists on their families as it creates tension among people at work and at home and triggers lower quality links with relatives (e.g. life partner or kids)

2.9 Summary

Work to family conflict is one of the most contentious issues in the current business settings. Recently, there has been rising interest in conflicts related to work and family, and research points out conflicts experienced by employees between their work and home roles (Bloom, kretschmer, & Reenen, 2006; Shimazu, Bakker, Demerouti, & Peters, 2010). Despite the fact that most of the finding are in the context of the Western cultures, as well as the related models gives the opinions to the obvious connection between work demands and household duties, it is evident that longer working hours, increased workload, and heavy duty directly influence work-family influence (Burke & El-kot, 2010). As such, it is vital for the employees, with the help of the employers to find a balance between work and family roles to meet sufficiently the demands that come with both duties. Therefore, it is worth investigating the relationship between work-family conflict and life and job satisfaction, within the Kenyan context in the attempts to provide vital grounds for drawing conclusions on the best strategy to manage work and family roles.

In its definition, life satisfaction is the appreciation of people's lives to ensure that they are on the right track and good faith concerning being happy with their individual lives (Aslam, Shumaila, Azhar, & Sadaqat, 2011). From the discussions, it is evident that increased job demands, coupled with the changing family roles result in the employees' adverse effects such of the exhaustion, disengagement in family roles among other impacts (Bass, Butler, Grzywacz, & Linney D, 2008). Besides, it has become apparent that family and the increasing job demands have a considerable impact on the

employees' life satisfaction (Collis & Hussey, 2009). However, the situation mostly alludes to the Western countries, and little is known in the Kenyan setting. Hence, an inquiry into the association between conflicts arising so as to strike a balance between work family and life satisfaction in the Ministry of the Interior and Coordination of National Government will help give a clue on the view of the real situation in Kenya.

Alternatively, job satisfaction speaks of to the collective positive and negative feelings that the employees hold towards their jobs. Job satisfaction is crucial for the cognitive, behavioural, and affective understanding of the employees. Job satisfaction is, in turn, fundamental to the organizations, not to mention, the well-being of the employees (Behan & Drobnic, 2010). Again, from the review, it has been manifested that most managers often find it quite difficult to manage the employees' job satisfaction (Ballout, 2008). That follows the reason that job satisfaction often contributes to unique challenges, which affects the staff motivation, which sequentially influences their productivity and performance of the firms. Hence, it is important that the organizations find the best strategies that would help in the management of the workers' job satisfaction. Since work-family conflict has been confirmed to influence job satisfaction in other regions negatively, an investigation into the association between work-family issues and job satisfaction within the Kenyan perspective would help provide data that would guide in the decision-making process.

In the course of the discussions, it has become apparent that there is a conflict on the role of gender in the association between work-family conflict and life and job satisfaction (Bedeian, Burke, & Morfett, 1998). While some studies suggest that the

association between work-family conflict and job and life satisfaction is dependent on gender (Belsky, 1985), other scholars refute the claim. The supporters of gender role argue that despite the fact that women are increasing participation in the professional development, the household functions remain to be their dominant positions (Bedeian, Burke, & Morfett, 1998; Ahmad M. , 2012). The opponents, however, argue that the increasing participation of women in the professional setting is changing the family structures and roles. As such, men are expected to perform the household duties just as with the women. Be that as it many, while it might be true that gender plays or does not play an integral role in the relationships, most of the studies have been based on outside the Kenyan realm. Therefore, the research compared how women and men differ in the association between work and family conflict and life and job satisfaction. That would help reinforce on the effective decision-making in dealing with the work-family conflicts and the employees' job and life satisfaction.

1.10. Conceptual Framework

Many studies have also tried to review different models on work-family and family work conflict (2006; O'Driscoll et al., 2006; Rothbard & Dumas; Poelmans, Beham & O'Driscoll, 2005). These models include prevalence, compensation, instrumentality, managing conflicts strategies, spill over, and enrichment role identity.

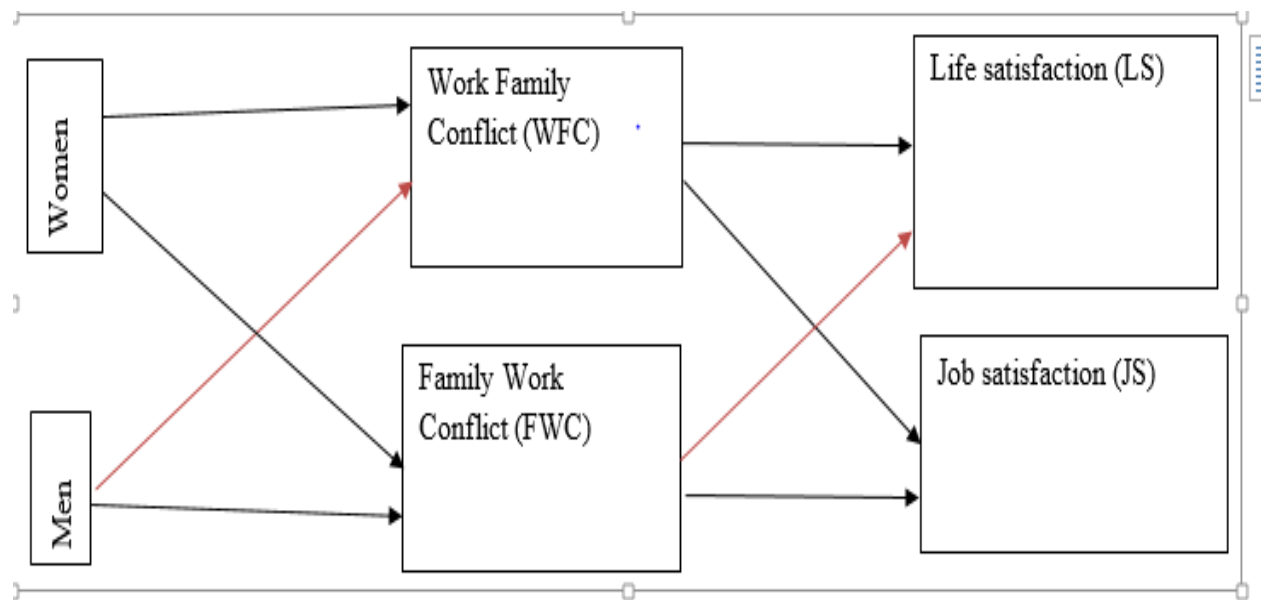


Figure 2. 1: Conceptual Framework

Work-Family Conflict is a form of role based conflict in which the responsibility pressures from the family domain and work domains are mutually incompatible in that involvement in one role (home) is made more complicated by involvement in another role (work) (Greenhaus, Tammy, & Spector, 2005). To say it differently, it is contended that work-family conflict takes place when the expectations set for one role (home) provides no room, for meeting the expectations, for other functions (work). That gives the implication that work-family role is bidirectional so that whereas factors of work affect

the elements of family, the reverse is also true. According to Carlson, Grzywacz, and Kacmar there exists three types of work-family conflict

According to Bowen & Cattell, (2008) job satisfaction is the sense of achievement and salary solidness. There are two arrangements of variables for determining job satisfaction. First, intrinsic components, for example, instruction, work volume, work demands, and family requirements. Second, business related elements, such as employer ability assortment, stability, director bolster and part over-burden and struggle (Michel, Mitchelson, Pichler, & Cullen, 2010).

Life-satisfaction is the level, to which a person positively appraises the overall quality of his/her life as a whole (Saris Veenhoven, Scherpenzeel & Bunting, 1996). As such, advanced work-family conflict linked to low life satisfaction levels play a central role in the damaging association between life satisfaction and work-family conflict. Life satisfaction relates to joy, pleasure, essentialness, good faith, enthusiasm, and self-actualization, which in turn, translates to one's productivity in various domains of life including the job.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The chapter explains the appropriate procedures to be employed in attaining the main objective of the study. The methodology covers research design, sampling design, target population, data collection instruments, data collection procedure, and data analysis and presentation. The methodology serves to utilize proposed approach and methods to determine the effects work-family conflict on job satisfaction in the State Department of Coordination, Ministry of Interior, and Coordination of National Government.

3.1 Research Design

The descriptive survey research design was adopted in this study since it was perceived as the most suitable in describing the variables articulated in the preceding chapters. This consideration is grounded on the Babbie and Mouton (2007) findings, which argued that the survey method presents the most effective paradigm for collecting data in defining a population that is too large to examine directly. In the same breath, Kerlinger & Lee (2000) contended that a survey is suitable to collect information systematically at a specific point in time, with the intention of describing existing situations.

3.2 Target Population

According to Kothari (2004) population is the total of items about which information is acquired. According to Mbwesa (2006), target population is defined, as an entire group of events, people or things that are of interest to the researcher. The target

population of the study comprises of the staff in the State Department of Coordination, Ministry of Interior, and Coordination of National Government.

3.3 Sampling Technique and Sample Size Determination

Sampling is the process of choosing sub-sections of a population to represent the entire population to obtain information regarding the matter of interest (Kerlinger & Lee, 2000). A sample, thus, refers to a portion of a population representing the population in totality. This research employed probability and non-probability sampling procedures to settle on respondents. Probability sampling was done to ensure that each case in the population had a known probability of being included in the sample. To avoid bias on the population to be sampled, random sampling was adopted in selecting the study's respondents.

Non-probability sampling was used to select certain cases non-randomly in situations where very few cases were included in the sample (Orodho, 2009). Non-probability sampling is not suitable when estimating the probability that each element in the population would be included in the sample, and would be adopted for convenience and purposive objectives. The study then employed multi-stage sampling technique

Slovin's formula (1960) was adopted to obtain the best sample size to be used in the study. The Slovin's formula (1960) was the employed to determine the sample size to be used, the formula is:

$$\begin{aligned}
 n &= N / (1 + N * e^2) \\
 n &= \frac{1137}{1 + (1137 * 0.05^2)} \\
 &= 295.5 \\
 &= 296 \\
 \text{Where } e &= 0.05
 \end{aligned}$$

3.4 Description of Research Instruments

The researcher carried conducted extensive literature review to draw the questionnaire for the survey; the questionnaire also incorporated open-ended sections to get the opinion of the respondents. The facts extracted from literature review were used to design a structured questionnaire. The questionnaire contained questions where respondents had to rate on a five-point Liker scale the levels of impact of each variable based on their experience.

The study used structured questionnaire for data collection. The questionnaire contained five sections; Section A included the bio data and demographic information. Section B had 14 questions relating to work-family conflict, while Section C had 10 questions relating to family work conflict. Section D had 8 questions relating to scale of life satisfaction and Section E had 12 questions on scale of job satisfaction. In order to evaluate work-family conflict and family work conflict, a questionnaire was applied for which the validity and reliability was approved in Kenya. In the questionnaire, the options strongly disagree, disagree, neutral, agree and strongly agree, were given 1 to 5 points respectively.

After data collection, the data was analyzed through descriptive data statistics such as frequency and percentage where appropriate.

3.5 Pilot Study

A pilot study denotes the pre-testing or 'trying out' of draft research tools on the field before the actual data collection starts (Mugenda, 2009). Piloting of data collection instruments is the most critical stage of questionnaire design because it reveals what

works and what doesn't, such as vague questions and unclear instructions (Nachmias, Gunnar, Mangelsdorf, parritz, & Buss, 1996). Piloting also helps to establish how the instruments assisted the researcher to draw up coding frameworks for open-ended questions (Orodho, 2009). The questionnaire was piloted targeting 30 staff in the State Department of Coordination, Ministry of Interior, and Coordination of National Government. The process was repeated again after a period of two weeks. The obtained data was used to compute reliability of the questionnaire using the four variable of the study; work-family conflict, family work conflict, job satisfaction and life satisfaction. The questionnaire was found to be reliable too for data collection.

3.6 Reliability and Validity

3.6.1 Reliability

The Cronbach's alpha was used in calculating the reliability and the internal consistency was valued at 0.778 and 0.919 consecutively thus indicating high internal consistency (Hair, Tahtam, Anderson & Black, 1998). The job satisfaction scale alpha value is 0.849.

3.6.2 Validity

Validity is the degree, to which an empirical measure adequately shows the actual meaning of the concept under perspective (Baral & Bhargava, 2010). It is the extent to which a test measures what it is supposed to measure or the meaningfulness and accuracy of inferences, as per the research outcome (Orodho, 2009).

3.7 Data Collection Procedure

The researcher obtained the necessary permit for the study from the University of Nairobi. The researcher then proceeded to get a research permit from the National Council for Science Technology and Innovation (NCOSTI). An authorization was sought from county commissioner of education, county education director from Nairobi County since the study was conducted from in the State Department of Coordination, Ministry of Interior, and Coordination of National Government offices in Nairobi County. The researcher also sought authority from principle secretary from the Ministry of Interior, and Coordination of National Government. After obtaining permission letters from these offices, the researcher proceeded to collect the data.

3.7 Ethical Considerations

The researcher observed logistical and ethical issues in this study, protecting the integrity of the investigator, and ensured honest results. The respondents were assured of confidentiality and that the information given would be used purely for the study purposes. The questionnaires were self-administered to the sample respondents. However, assistance was offered for any clarification sought by the respondents. They were then collected checked for completeness before they were analyzed. Additionally, verification was done every evening collectively with the research assistants, for rectification of any irregular information. Where gaps were identified, confirmation was sought from the respective respondents. The tools were then serialized in readiness for data entry and analysis.

3.8 Data Analysis and Presentation

This involved quantitative and qualitative analysis. Various instruments were used in data collection and edited to acquire the useful data for the study. The edited data was then coded for easier classification and tabulation. The tabulated data was then analyzed by calculating various percentages where applicable. The collected data was analyzed using descriptive and inferential statistics. Presentation of data was in form tables where it provided successful interpretation of the findings. The researcher offered interpretation and discussion of findings as shown below.

CHAPTER FOUR:

DATA ANALYSIS AND DISCUSSION

4.0. Introduction

This chapter presents data analysis, findings and discussion of the study in line with the research objective. The research objective was to find out the effects of work related conflict on job and life satisfaction among staff of the State Department of Coordination, Ministry of Interior and Coordination of National Government. Descriptive statistics was used to analyse the data and results presented in form of tables for easy, simple and clear interpretation of data. The respond rate was 88.5% which sufficient for the study.

4.1. Respondents' socio-demographic and socio-economic characteristics

This section provides a profile of the respondents. This information is presented on a number of basic characteristics, including age at the time of the study and gender. This information is offers general understanding about the population under the study. An analysis of these variables provides the socio-demographic and socioeconomic context within which other subsequent factors falls.

Table 4.1: Respondent Social-demographic information

		n	%
Gender	Male	121	46.2
	Female	141	53.8
	Total	262	100
Age category	under 24	13	5.1
	24-34 years	79	31.0
	35-44 years	52	20.4
	45-55 years	66	25.9
	Above 55 years	45	17.6
	Total	255	100
Marital Status	Single	50	19.2
	Married	202	77.7
	Others	8	3.1
	Total	260	100

The number of female (53.8%) who participated in this was slightly more than that of male (46.2%). The found that most of them were aged 24-34 years with 77.7% of them claiming to be in a marriage relationship as shown in table 4.1 above. This implies that the population was ideal for this study.

Consequently the study assessed the social-economic characteristics of the respondents. The study found that majority (93.6%) were working on full time employment terms for 36-44 hours on weekly basis. The majority (71.8%) of the

respondents had their partners working. 31.7% said that they had children of above 17 years while 24.3% claimed that they had children aged between 5-10 years among the 80.2% of the respondents who reported to have children.

Table 4.2: Respondent Socioeconomic information

		n	%
Nature of employment	Full-time	204	93.6
	Part-time	14	6.4
	Total	218	100
number of working hours	36- 44 hours	196	74.8
	45- 60 hours	66	25.2
	Total	262	100
Partner work information	Working	188	71.8
	Not Working	42	16
	Not Applicable	32	12.2
	Total	262	100
Children	yes	210	80.2
	no	52	19.8
	Total	262	100
Number of children	4 years or less	36	19
	5 - 10 years	46	24.3
	11 - 16 years	24	12.7
	17 and above	60	31.7
	Not Applicable	23	12.2
	Total	189	100

4.2. Effect of work-family conflict on life and job satisfaction

The study rated the responses using means and standard deviations. The means can be rounded off to the nearest whole number to report in scale of 1-5 likert scale (1= strongly disagree, 2= Disagree, 3= Neutral, 4= agree and 5= strongly agree). The study assessed work-family conflict based on a number of factors that includes; alteration of other plans due to work load, unfavourable work related issues, excessive work allocation, denial of family time due to work conditions, job frustrations, excessive job demands, work family conflicting schedule, straining duties, more working hours, poor family relationship as a result of work, frustration as while interference with family life.

The study found there was less work interference with family role among the employee of the State Department of Coordination, Ministry of Interior and Coordination of National Government; on average the respondents remained neutral concerning arriving home tired after work, frequent change of plan due to work related issues and constant change of plans for the family. They expressed disagreement that they were working too hard on their job; their work took up time they would like to spend with their family as shown by mean of 2.317 and 2.267 respectively. They also argued that they were not frustrated with their work as shown by a mean of 2.038 and standard deviation of 1.0382. Most of them were comfortable with work scheduled as they reported that their duties at home were not affected by their work schedule and job demands. Consequently, the work was found not to be straining and amount of time taken by work was reasonable as reported by the respondents. The respondents further argued that their

families did not experience discomfort with their working schedules and work conflict did not significantly affect their work satisfaction as shown in table 4.3 below.

Table 4.3: Indicators of work-family conflict

	n	Mini mum	Maxi mum	Mean	Std_Dev
I come home feeling too exhausted to do the things I love to do after work	254	1	5	3.157	1.114
As a result of work-related issues, I often have to make changes to my personal plans	262	1	5	2.817	1.160
As a result of work related issues, I have to adjust plans for family activities.	262	1	5	2.615	1.161
I feel I am working too hard on my job	262	1	5	2.317	1.115
All the time that I need to spend with my family is consumed by my work	255	1	4	2.267	0.918
I feel frustrated by my job	262	1	5	2.038	1.064
I do not accomplish the activities that I need to do at home due to the demands my job put on me.	262	1	4	1.981	0.988
There exists a conflict between my family life and work schedule	262	1	5	1.973	1.030
Work consumes all my extra time including the one I need to spend with my family.	262	1	4	1.966	0.850
The time consumed by my job makes it hard to fulfil my family responsibilities.	262	1	4	1.962	0.777
My family is not happy with the way I am always busy handling job related issues	262	1	4	1.943	0.798
The demands of my work interfere with my home and family life.	254	1	5	1.909	0.882
Work family conflict has affected my job satisfaction	248	1	3	1.778	0.722
I feel like I am at the end of my rope	262	1	3	1.676	0.665

The study also examined the level of satisfaction among the respondents with life and job in respect to work family conflict. The study found the average level of job satisfaction among the respondents was 3.520 with a standard deviation of 1.187 which indicate a level slightly higher than average on job satisfaction though the variance implies slightly high variations among the responses. The respondents recorded an average level on the life satisfaction as implied by a mean of 3.332 and standard deviation of 1.197 which suggests varied responses among the respondents.

	n	Mini mum	Maxi mum	Mean	Std_Dev
I am satisfied with my job	248	1	5	3.520	1.187
I am satisfied with my life	262	1	5	3.332	1.197

4.3. Effect of family-work conflict on life and job satisfaction

The study also examined family-work conflict among the respondents. The means can be rounded off to the nearest whole number to report in scale of 1-5 likert scale (1= strongly disagree, 2= Disagree, 3= Neutral, 4= agree and 5= strongly agree). The study evaluated factors affecting employee work relation such; the employer on family needs, family strains on work performance, family relationships on the working, family burden among others. Their responses are summarized in table 4.4.

The respondents were neutral concerning their employer's giving time to spend with their family (3.141), however, the large standard deviation is an indication some respondents reported on both extremes. The respondents also argued that they didn't

often ask for leave to be with their families (2.412) nor did their family related strains affected their ability to work, the also argued that work responsibilities such as getting to work on time, working overtime and accomplishing daily tasks were not affected by their home family life. The findings also records that respondents did not regret having the family on their performance as implied by the mean of 1.843.

Respondents felt more comfortable with the family duties and argued that they did not interfere with their working. Other home related such as spouse demand had no significant effects on the delivery at work nor did they cause strain pointing that their family had negligible effects on day to day work.

Table 4.4: Indicators of family-work conflict

	n	Minimum	Maximum	Mean	Std_Dev
My employer is understanding and gives me ample time to spend with family	248	1	5	3.141	1.159
I often request for leave or time off work to deal with family matters	255	1	5	2.412	1.270
My capability to undertake work –related duties is affected by family-related strain issues	255	1	5	1.851	1.032
My home life affects my conduct at work, including getting to accomplishing daily tasks, work on time, and working overtime.	255	1	4	1.851	0.809
If I did not have a family, I would be a better job	255	1	5	1.843	0.934
It is hard to concentrate at work since I am drained by my family duties	241	1	5	1.772	0.886
I fail to accomplish my work duties due to the demands of my partner and family.	255	1	3	1.706	0.571
I have to put off doing things at work because of the demands on my time at home.	255	1	4	1.702	0.756
My family demands or partner interfere with my work-related duties.	255	1	3	1.698	0.620
My performance at work is negatively affected by my family	255	1	2	1.533	0.500

Level of job and life Satisfaction

The study also examined the level of satisfaction among the respondents with life and job in respect to family-work conflict. The study found the was average level of agreement on job satisfaction among the respondents as shown by a mean of 3.807 and standard deviation of 1.145 which indicate an agreement on job satisfaction though the variance implies slightly high variations among the responses. The respondents also were neutral on the life satisfaction as implied by a mean of 3.646 and standard deviation of 1.201 which suggests varied responses among the respondents.

	n	Minimum	Maximum	Mean	Std_Dev
I am satisfied with my job	233	1	5	3.807	1.145
I am satisfied with my life	240	1	5	3.646	1.201

4.4. Respondents' satisfaction with life

The study also examined the level of life satisfaction among the respondents. The study employed various factors such as feeling of love, feeling about oneself, meaningfulness, and satisfaction with life, contentment, frequency of lamentation, security and life disappointment. The study found respondents had high sense worth of themselves; 93.5% reported that they felt good about themselves, 81.0% said that they were loved. Majority said that the life was meaningful (81.8%) while 57.1% and 56.7% said that life was satisfying and fulfilling (contenting) respectively. The argued that life

was not full of complaints and disappointments though there was slight fraction of respondents who expressed contrary feelings while a reasonable number decided to take a neutral position in relation to life being disappointing and life being full of complaints.

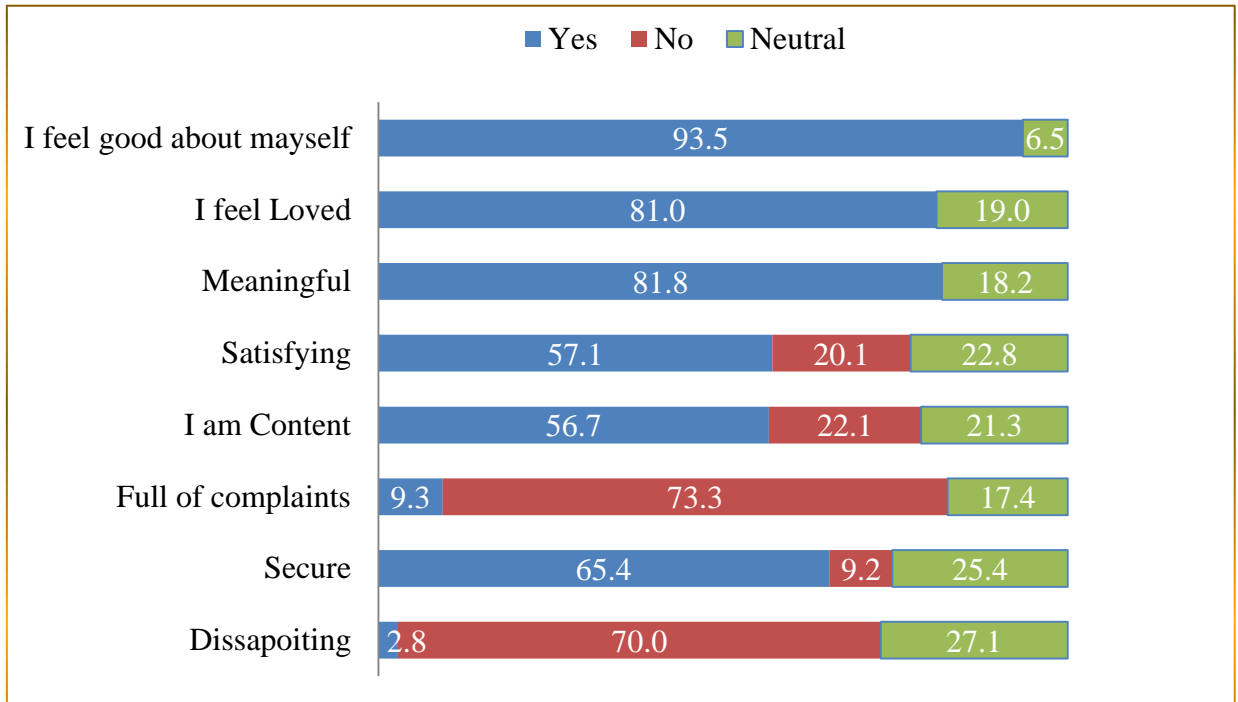


Figure 4.1: Respondents satisfaction with life

4.5. Respondent's satisfaction with Job

The study also examined the level of job satisfaction among the respondents. The study employed various factors such as liking of the job, liking of working environment, feeling of job being pleasant, ideal, bad, waste of time, good, desirable, worth, worse or acceptable. The study found 71.1% of the respondents had overall satisfaction with their job, 84.2% said opposed the notion that they didn't like their job, while 72.1% and 74.2% argued that that they liked and their working conditions and their job was pleasant. 93.3%

said that their jobs were not bad while 81.4% argued that their jobs were not undesirable or worse (90.2%) as shown in the table 4.5.

Table 4.5: Respondents satisfaction with their Job

	Yes		No		Neutral		Total	
	n	%	n	%	n	%	n	%
Overall, I am satisfied with my job	165	71.1	29	12.5	38	16.4	232	100.0
In general, I don't like my job	8	3.3	202	84.2	30	12.5	240	100.0
In general , I like working here	173	72.1	7	2.9	60	25.0	240	100.0
Pleasant	173	74.2	16	6.9	44	18.9	233	100.0
Bad	0	0.0	210	93.3	15	6.7	225	100.0
Ideal	103	47.5	38	17.5	76	35.0	217	100.0
Waste of time	0	0.0	217	96.4	8	3.6	225	100.0
good	173	82.0	0	0.0	38	18.0	211	100.0
Undesirable	8	3.9	166	81.4	30	14.7	204	100.0
Worthwhile	172	78.9	8	3.7	38	17.4	218	100.0
Worse than most	0	0.0	203	90.2	22	9.8	225	100.0
Acceptable	181	80.4			44	19.6	225	100.0

4.6. Test of the study hypotheses

4.6.1. Ho: There is no association between work-family conflict on job satisfaction

The study tested the correlation between work-family conflicts on job satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government.

The test was performed at $\alpha=0.05$. Since the $p_value = 0.00 < \alpha=0.05$ we conclude that there is no interaction between work- family conflict level (1=had no work- family conflict, 2= neutral, 3= had work family conflict) with job satisfaction. Therefore we conclude that work family conflict had statistically significant effects of job satisfaction.

Table 4. 6 : Relationship between work family and job satisfaction

Tests of Between-Subjects Effects

Dependent Variable: Job satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	34.371 ^a	2	17.186	13.429	.000
Intercept	821.958	1	821.958	642.303	.000
Work-Family Conflict	34.371	2	17.186	13.429	.000
Error	313.528	245	1.280		
Total	3421.000	248			
Corrected Total	347.899	247			

a. R Squared = .099 (Adjusted R Squared = .091)

4.6.2. Ho: There is no association between work-family conflict on life satisfaction

The study also tested the association between work-family conflict on life satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government. The test was performed at $\alpha=0.05$. Since the $p_value = 0.00 < \alpha=0.05$ we conclude that there is no interaction between the levels of work family conflict (1=had no work family conflict, 2= neutral, 3= had work family conflict) with life satisfaction. Therefore we conclude that work family conflict had statistically significant effects of life satisfaction of the respondents.

Table 4. 7: relationship between work-family conflicts on life satisfaction

Tests of Between-Subjects Effects

Dependent Variable: Life satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	18.680 ^a	2	9.340	6.806	.001
Intercept	532.722	1	532.722	388.192	.000
Work Family Conflict	18.680	2	9.340	6.806	.001
Error	355.430	259	1.372		
Total	3283.000	262			
Corrected Total	374.111	261			

a. R Squared = .050 (Adjusted R Squared = .043)

4.6.3. Ho: There is no relationship between family-work conflict on job

The study also examined the relationship between family-work conflict on job satisfaction in the State Department of Coordination, Ministry of Interior and

Coordination of National Government. This study tested significance of the relationship at $\alpha=0.05$. The study found no statistically significance interactions between the family work conflicts. Therefore we conclude there was statistical significance difference between the job satisfaction by difference levels of family work conflict (1=had no work family conflict, 2= neutral, 3= had work family conflict).

Table 4. 8: relationship between family-work conflicts on job

Tests of Between-Subjects Effects

Dependent Variable: Job Satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	82.459 ^a	2	41.230	42.744	.000
Intercept	402.145	1	402.145	416.919	.000
Family Work conflict	82.459	2	41.230	42.744	.000
Error	221.850	230	.965		
Total	3681.000	233			
Corrected Total	304.309	232			

a. R Squared = .271 (Adjusted R Squared = .265)

4.6.4. Ho: There is no relationship between family-work conflict on life satisfaction

The study also explored the association between family-work conflict on life satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government. This study tested significance of the relationship at $\alpha=0.05$. The study found no statistically significance interactions between the family work conflicts. Therefore we conclude there was statistical significance difference between the life satisfaction by difference levels of family work conflict (1=had no work family conflict, 2= neutral, 3= had work family conflict).

Table 4. 9: relationship between family-work conflicts on life satisfaction

Tests of Between-Subjects Effects

Dependent Variable: Life satisfaction

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	65.336 ^a	2	32.668	27.695	.000
Intercept	316.552	1	316.552	268.360	.000
Family work conflict	65.336	2	32.668	27.695	.000
Error	279.560	237	1.180		
Total	3535.000	240			
Corrected Total	344.896	239			

a. R Squared = .189 (Adjusted R Squared = .183)

4.6.5. Ho: Men are not likely to experience the effects of work-family and family work conflict on job satisfaction than women

The study also examined how work-family conflict and family work family affected the life and job satisfaction between male and female gender.

Table 4. 10: Cross tabulation between gender and job satisfaction

Count

		Level of Job satisfaction					Total
		1	2	3	4	5	
Gender	Male	14	28	17	29	26	114
	Female	1	17	20	69	27	134
Total		15	45	37	98	53	248

The study found that most women had more job satisfaction as compared to men though the study found that there is a significant association between levels of job satisfaction

among male and female; this implied by a p_value of 0.00 which is lower that $\alpha=0.05$ in table below.

Table 4. 11: Association between gender and job satisfaction

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.121 ^a	4	.000
Likelihood Ratio	31.624	4	.000
Linear-by-Linear Association	13.559	1	.000
N of Valid Cases	248		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.90.

4.6.6. Ho: Men are not likely to experience the effects of work-family and family work conflict on job satisfaction than

The study also observed women were more satisfied with life than men counterparts in the Ministry of Coordination of National Government. However, the study found a strong association between the level of life satisfaction among men and women; this implies that there is significance difference between life satisfaction among men and women in the Ministry of Interior Coordination of National Government. This is explained by a p_value of 0.00 which is lower than $\alpha=0.05$.

Table 4. 12: Cross tabulation between gender and life satisfaction

Count

		Level of life satisfaction					Total
		1	2	3	4	5	
Gender	Male	21	24	28	26	22	121
	Female	1	29	14	80	17	141
Total		22	53	42	106	39	262

Table 4. 13: Association between gender and job satisfaction

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)/p_value
Pearson Chi-Square	50.237 ^a	4	.000
Likelihood Ratio	55.550	4	.000
Linear-by-Linear Association	14.024	1	.000
N of Valid Cases	262		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.16.

4.7.Summarize the Chapter

This chapter presents the study findings for the analysis of field data, the findings of the presented based on the study objectives; the chapter starts with presenting an overview of respondent's social-demographic characteristics and thereafter the objectives of the study. The study recorded 88.5% response rate with most of the respondents being women of 24-34 years of age. Full time was the common mode of working for majority of the respondents.

The data on the effects of work-family and family work conflict was analyzed using descriptive statistics and presented in tables and graphs. Test statistics were conducted to find out the association between work-family conflict and family work conflict with life and job satisfaction; chi-square test of association and ANOVA were used for test statistics at $\alpha=0.05$. An attempt has been made to explain the results and their implication on the subject of the study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter summarizes, discusses and concludes on this study's findings in line with the objectives put forward in chapter one. It provides recommendations for further studies and recommendations for policy and practice.

5.2 Summary of Findings

5.2.1. Respondents basic information

The study was conducted in the State Department of Coordination, Ministry of Interior and Coordination of National Government. The proportion of females who participated in this study was relatively than that of males. The study also recorded that most respondents were aged 24-34 years of age and worked for 36-44 hours per week in full time job. Most of them argued that they had children aged between 5-10 years and their spouses were working.

5.2.2. Relationship between work-family conflicts on job satisfaction

One of the study objectives was to examine effects of work-family conflicts on life and job satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government. The response on extent that individual factors affected work family conflict was minimal. Respondents tendered to disagree with the notion that they frequently experienced alteration of other plans due to work load,

unfavourable work related issues, excessive work allocation, denial of family time due to work conditions, job frustrations, excessive job demands, work family conflicting schedule, straining duties, more working hours, poor family relationship as a result of work, frustration as while interference with family life. However, the effect of cumulative factors was found to significantly affect the life and job satisfaction.

5.2.2 Relationship between family work conflict on life satisfaction

The study also sought to analyse the effects of family work conflict on life and job satisfaction. The analysis of the variables indicated that family role had minimal interference with the work roles. Rating on a scale of 1-5 the respondents were mainly inclined to the disagreement or being neutral on the suggestions that family role infiltrated into work domain causing variation on the life and job satisfaction among the workforce in the State Department of Coordination, Ministry of Interior and Coordination of National Government. The areas on the family work conflicts examined in his study include; the employer on family needs, family strains on work performance, family relationships on the working, family burden among others. However, the cumulative effects of family work conflict were significant. I.e. there was reasonable association between family work conflict and job and life satisfaction.

5.2.5 Effects of the relationship between work-family conflict on job satisfaction between men and women

The study tested the correlation between work-family conflict between men and women with an intention evaluating if there was significance difference between work-family conflicts on job satisfaction. The study found that most women had more job

satisfaction compared to men though the study found that there was a significant association between levels of job satisfaction among male and female

5.2.6 Effects of work-family conflict on life satisfaction between men and women

Consequently, the study tested a relationship between work-family conflict between men and women with an intention evaluating if there was significance difference between work-family conflicts on life satisfaction. The study found no statistically significance interactions between the family work conflicts. Therefore we conclude there was statistical significance difference between the life satisfaction by difference levels of family work conflict (1=had no work family conflict, 2= neutral, 3= had work family conflict).

Work –family conflict and family work conflict affects an individual in various ways. A health mind with minimal work family and family work conflict is expected to have more satisfaction at work and generally in life. The study examined how conflict originating from family to work affected one’s life and job satisfaction as well as the conflict originating from work to family domain on life and job satisfaction. The findings of the study reported work family and family work conflict had significant effects on both the employees’ job and life satisfaction in the State Department of Coordination, Ministry of Interior and Coordination of National Government

5.3 Conclusion

From the findings of this study, we conclude that work family and family work conflict though not strongly evidenced in the State Department of Coordination, Ministry

of Interior and Coordination of National Government from the examination of independent elements, the cumulative effect of said variables were noted to influence life and job satisfaction among the workers in the State Department of Coordination, Ministry of Interior and Coordination of National Government. Where an employee has control over their work schedule, it becomes easier for them to balance their work and family. Where an employee has balance between work and family, work-family and family work conflict is easily avoided. Family work and work family conflict can be reduced by the facilitation of the use of job sharing part-time work and other forms of work arrangements. This helps employees to cope with role overload, family to work interference and work to family interference

We also conclude that male and females experienced different levels of work family conflict and their effects on job and life satisfaction. Women were more likely to experience job and life satisfaction as compared to men in the State Department of Coordination, Ministry of Interior and Coordination of National Government

5.4 Recommendations

1. Employees should to embrace consultation and seeking of help from their peers, family and even physicians. Instead of fighting and denying work-family conflict and family work conflict, employees should accept their situation and seek help in dealing with these conflicts. This helps in reducing stress and depression.

2. Further research to come up with a more accurate conclusion of the effects and impact of work-family conflict. This is because this study was only conducted in one

ministry which was among the staff of the State Department of Coordination, Ministry of Interior And Coordination Of National Government. Further research should be conducted among various ministries and organizations for more conclusive findings.

3. Considering that the researcher is a senior employee at the State Department of Coordination, Ministry of Interior and Coordination of National Government, this might have affected how various respondents answered the questionnaires. This might have therefore affected the final conclusion of the study as the respondents might have feared answering negatively or honestly because of fear of being victimized. Therefore it is recommended that the study can be done at a wider scale involving more organizations to give conclusive findings.

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APPENDICES

Appendix i: Introduction Letter

Hallo, my name is Martha Regeria Kiunga. I am conducting a study on the “**Effects of work-family conflict on the job and life satisfaction among the staff of the State Department of Coordination, Ministry of Interior and Coordination of National Government.**”

I would like you to answer a few questions on the study. However, note that participation in the survey is voluntary. If you agree to participate, please signify your acceptance by signing in the space given below. The questionnaire takes about 20 minutes to complete.

The information provided will remain confidential, and only be used for the purpose of this study. Please answer the questions honestly, and to the best of your knowledge and ability, because the subsequent analysis and interpretation of the findings will solely, be based on your answers.

Appendix ii: Questionnaire

SECTION A: BIO DATA

Please cross or circle the appropriate selection on the questionnaires, which you deemed appropriate and suitable to your present situation.

Age: ☐ under 24

☐ 24-34

☐ 35 – 44

☐ 45 – 55

☐ Above 55

Gender: ☐ Male

☐ Female

Are you a full-time employee: YES / NO

Marital Status

☐ Single

☐ Married

☐ Divorced

☐ Others

How many hours do you work per week?

☐ 35 hours or fewer

☐ 36 – 44 hours

☐ 45 – 60 hours

☐ 61 hours or more

Does your partner work? YES/No

Do you have children? YES/NO

Please list number of children in each age category

☐ 4 years or less

☐ 5 - 10 years

☐ 11 - 16 years

☐ 17 and above

SECTION B: WORK FAMILY CONFLICT

Please indicate your level of agreement with the following statements based on the Likert scale where **1=strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree**

ITEM	1	2	3	4	5
My work schedule often conflicts with my family life					
After work, I come home feeling too tired to do some of the things I would like to do					
My work takes up time I would like to spend with my family					

My family dislikes how often I am preoccupied with my work at home					
Due to work-related issues, I often have to make changes to my personal plans					
Work family conflict has affected my job satisfaction					
I feel frustrated by my job					
I feel I am working too hard on my job					
I feel like I am at the end of my rope					
The demands of my work interfere with my home and family life.					
The amount of time my job takes up makes it difficult to fulfil family responsibilities.					
Things I want to do at home do not get done because of the demands my job put on me.					
My job produces strain that makes it difficult to fulfil my family duties.					
Due to work-related duties, I have to make changes to my plans for family activities.					

Indicate your level of satisfaction in relation to work family conflict

	1	2	3	4	5
I am satisfied with my job					
I am satisfied with my life					

SECTION C: FAMILY WORK CONFLICT

Please indicate your level of agreement with the following statements based on the Likert scale whereby: **1=strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=strongly Agree**

	1	2	3	4	5
My family has a negative effect on my day to day work duties					
I often request for leave or time off work to deal with family matters					
My employer is understanding and gives me ample time to spend with family					
If I did not have a family, I would be a better employee					
It is difficult to concentrate at work because I am exhausted by my family responsibilities					
The demands of my family or spouse/partner					

interfere with my work-related activities.					
I have to put off doing things at work because of the demands on my time at home.					
Things I want to do at work do not get done because of the demands of my family or spouse/partner.					
My home life interferes with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, and working overtime.					
Family-related strain interferes with my ability to perform job-related duties.					

Indicate your level of satisfaction in relation to family work conflict

	1	2	3	4	5
I am satisfied with my job					
I am satisfied with my life					

SECTION D: SCALE OF LIFE SATISFACTION

Think of your life in general, considering all aspects important to you. How is it most of the time? Circle “Yes” if the word below describes your life

Circle “No” if the word below does NOT describe your life

Circle “**neutral**” if you cannot decide.

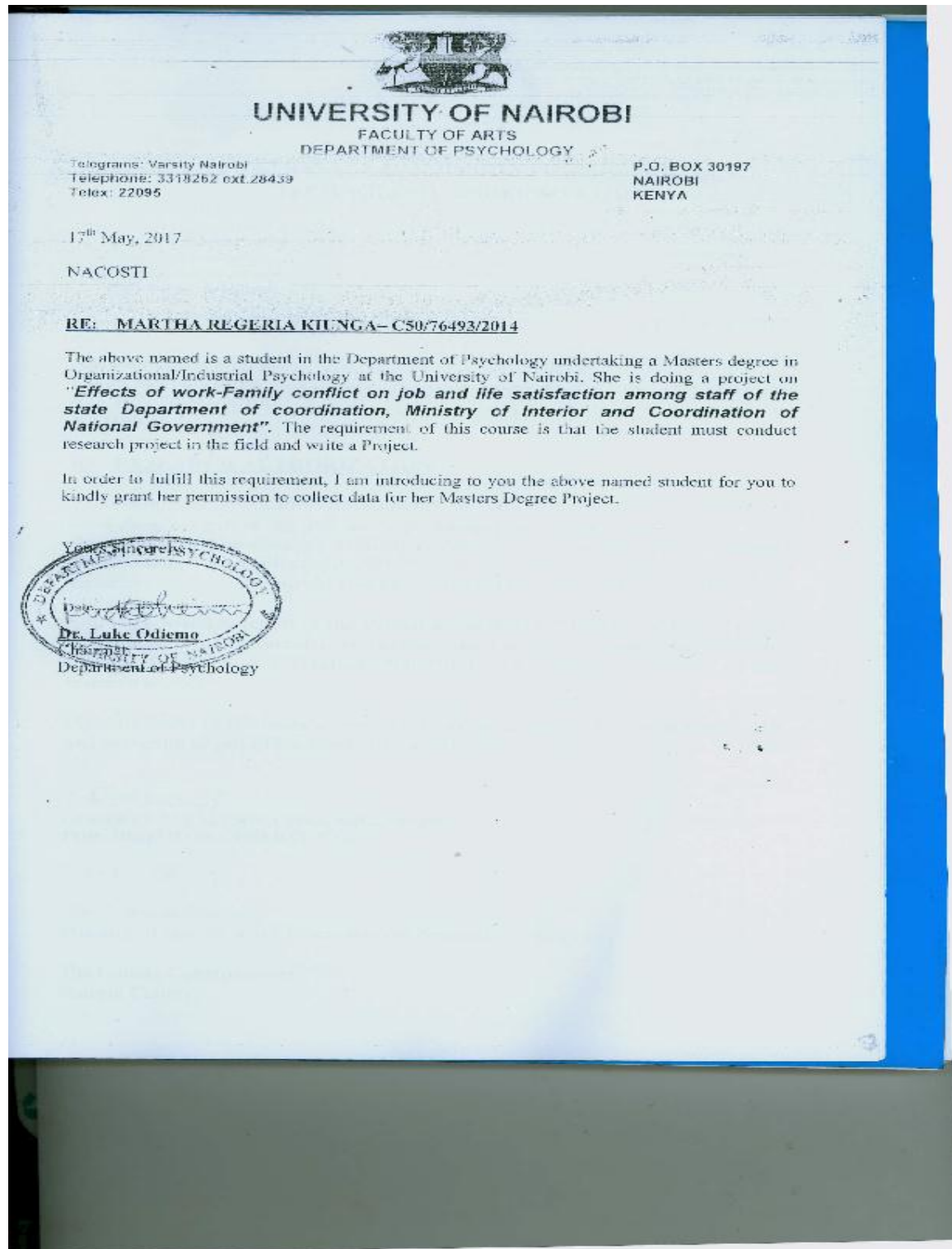
Life Satisfaction	Yes	No	Neutral
Disappointing			
Secure			
Full of complaints			
I am content			
Satisfying			
Meaningful			
I feel loved			
I feel good about myself			

SECTION E: SCALE OF JOB SATISFACTION


Think of your job in general. All in all, what is it like most of the time? In the blank space beside each word or phrase below, write Y for “Yes” if it describes your job N for “No” if it does not describe it, and” for “**neutral**” if you cannot decide

Scale of Job Satisfaction	Yes	No	neutral
Overall, I am satisfied with my job.			
In general, I do not like my job.			
In general, I like working here.			
Pleasant			
Bad			
Ideal			
Waste of time			
Good			
Undesirable			
Worthwhile			
Worse than most			
Acceptable			

Appendix iii: Letter from University of Nairobi



Appendix iv: Research Permit from National Commission for Science Technology and Innovation



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2211471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

PRINCIPAL SECRETARY'S OFFICE
MINISTRY OF INTERIOR & CO-ORDINATION
OF NATIONAL GOVERNMENT
12 JUL 2017
9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/13002/17370** Date: **13th June, 2017**

Martha Rageria Kiunga
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

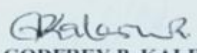
for Acc

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *"Effects of work-family conflict on job and life satisfaction among staff of the state Department of Coordination Ministry of Interior and Coordination of National Government,"* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **13th June, 2018**.

You are advised to report to the **Principal Secretary, Ministry of Interior and Coordination of National Government, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO


Copy to:

The Principal Secretary
Ministry of Interior and Coordination of National Government.

The County Commissioner
Nairobi County.

National Commission for Science, Technology and Innovation (NACOSTI) 2017. Created

Appendix v: Permission from the Ministry of Education to Undertake Research


MINISTRY OF EDUCATION
STATE DEPARTMENT OF BASIC EDUCATION

Address: P.O. Box 30197-00100
Tel: 020 271 2222
Fax: 020 271 2222
Email: info@kenyaedu.go.ke

Website: www.kenyaedu.go.ke

REGIONAL COORDINATOR OF EDUCATION
NAIROBI
Tel: 020 271 2222
Fax: 020 271 2222
Email: info@kenyaedu.go.ke

Ref: RCE/NRB/GEN/1/VOL. 1

DATE: 11th July, 2017

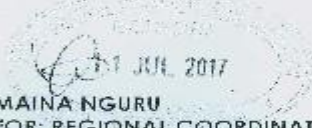
Martha Regeria Kiunga
University of Nairobi
P.O. Box 30197-00100
NAIROBI

RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "Effects of work-family conflict on job and life satisfaction among staff of the state Department of Coordination Ministry of Interior and Coordination of National Government."

This office has no objection and authority is hereby granted for a period ending **13th June, 2018** as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.



MAINA NGURU
FOR: REGIONAL COORDINATOR OF EDUCATION
NAIROBI

C.C.
Director General/CFO
National Commission for Science, Technology and Innovation
NAIROBI

Appendix vi: Permission from state department of coordination

