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***Impact of Workplace Environment on Job Satisfaction with mediating role of
Work-Family Conflict; A case of IT sector in Islamabad***



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Abstract

This study explores the influence of workplace environment on job satisfaction among information technology (IT) professionals in Islamabad, Pakistan. It examines the mediating role of work-family conflict in this relationship. The research is driven by the growing recognition of the importance of employee well-being and its connection to organizational outcomes. Positive work environments are hypothesized to contribute to higher job satisfaction, potentially mitigated by work-family conflict.

The research draws upon existing literature on workplace environment, job satisfaction, and work-family conflict. It utilizes a quantitative approach, employing a survey questionnaire administered to 392 IT professionals in Islamabad. Data analysis involved reliability analysis, correlation analysis, regression analysis, and Hayes Process Macro for mediation analysis.

The findings reveal a strong positive correlation between workplace environment and job satisfaction, suggesting that positive workplace environment contributes significantly to employee job satisfaction. A weak negative correlation exists between workplace environment and work-family conflict, indicating a potential buffering effect. However, the mediation analysis did not yield a statistically significant indirect effect of work-family conflict. This could be due to limitations in sample size or the presence of other mediating factors not explored in this study.

In conclusion, this research highlights the importance of fostering positive work environments within the IT sector to enhance employee well-being and job satisfaction. Organizations should prioritize strategies that promote positive workplace environment. Future research could explore specific work environment dimensions, investigate a broader range of potential mediating variables, and utilize larger or more diverse samples for generalizability.

Keywords: Workplace Environment, Job Satisfaction, Work-Family Conflict, IT sector.

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Section 1

Introduction

1.1 Background of the study

Pakistan is a developing country and the information technology sector in Pakistan is having a very tremendous growth. The role of information technology sector has become indispensable in the development of the country. Due to the rapid growth in the recent times, Pakistan has become a very dominant player in the field of IT globally. Due to the expansion of the technological infrastructure, IT sector has become a very important sector in terms of creation of jobs and supporting the economic development. Apart from supporting the growth of economy and creating numerous job opportunities, IT sector has played a very crucial role in making Pakistan a hub of software development. Pakistan has also become a center of outsourcing because of the advancement of information technology and it has been able to attract the investment from all across the globe. Islamabad is the capital of Pakistan and in recent times, the number of IT organizations in this city has increased. A lot of people are joining the information technology sector as the future belongs to information technology. So, all these factors have made IT sector a very significant sector.

In today's world, most of the IT workers spend a major part of their lives in their workplaces. Policy makers, researchers and other practitioners are paying huge attention and focus on the workplace environment and the impact it has on the satisfaction level of jobs of the workers. Workplace environment may have a noteworthy role in affecting the job satisfaction of Information Technology sector employees. Workplace environment has a number of aspects that combined may affect the job satisfaction level of workers working in IT sector. This may involve supervisory support, job security, physical work environment, workplace infrastructure, physical workspace, provided facilities, corporate culture, communication and relationship between the employees, and the practices and policies of management. A positive workplace environment may have heartfelt influence on job satisfaction level of employees. Whereas, an unsupportive workplace environment may have harmful impact on job satisfaction of employees. Developing and maintaining a positive workplace environment may be helpful for increasing the job satisfaction.

Job satisfaction relates to the contentment and happiness of the employees with regard to their jobs. When a person does analysis of his job and has a positive feeling, it means he is satisfied with his job (Locke, 1969). Satisfied employees may work in a better way and continue working with the organization with full enthusiasm. Employees may take pride in contributing towards their organizational goals and employees may be keen to fulfill their job responsibilities when they are satisfied with their jobs. The motivation level and productivity of the employees may also increase when they feel satisfaction with their jobs and this may result in the overall improvement of the quality of work and enhanced outcome.

Another challenge that most of the employees are facing in this modern era is work family conflict and it is a big challenge for the companies. People, due to the demanding nature of their work, are not able to give proper time to their personal life and their families. Employees, at times, have to compromise their personal and family commitments in order to manage their professional tasks and duties on time. Work family conflict has two dimensions, one is when your personal matters impact your work life and second is when your work duties have interference with your family dealings (Carlo et al., 2019). The work family conflict may have huge effect on the satisfaction of personnel as this may result in feelings of dissatisfaction among the individuals working in the organizations. Employees' quality of life and their job satisfaction level at job may also be impacted due to work family conflict and this may lead to negative results.

1.2 Research Gap and Problem Statement

Chowdhury et al. (2023) have investigated the effect of workplace burnout and bullying on the job satisfaction and this study has been done on nurses of Bangladesh. Chowdhury et al. (2023) have provided valuable insights related to bullying and burnout at workplace, and employee job satisfaction in the context of Bangladeshi healthcare sector. The research done by Chowdhury et al., (2023) has further suggested investigating the impact of other factors such as workplace environment on job satisfaction. There exists a scarcity of research on workplace environment and job satisfaction in other regions and sectors, especially in the information technology sector of Islamabad. Employees may become dissatisfied when they have negative perception regarding their workplace environment, so attention must be given to workplace environment. According to Opperman (2002), workplace environment includes all those things that have a positive or negative influence on the employees such as conditions, tools, systems, and processes. Other factors such

as culture, rules, regulations, resources, and relationship among employees may also be a part of workplace environment and all these factors may impact the job satisfaction of employees.

This research aims to address the gap in the study of Chowdhury et al. (2023) by exploring the effect of work environment on the job satisfaction in the information technology sector of Islamabad and we will also be focusing on what mediating role work family conflict has in this regard. This study will be focused on IT industry of Islamabad. Islamabad has seen huge expansion in the information technology industry and this industry is playing a significant part in the development of country's economy. In order to have productive workforce in the IT sector of Islamabad, it is of great importance to have an understanding, in this context, of how job satisfaction is affected by the workplace environment and what mediating role work family conflict has in this relationship. Our research may be beneficial to have an understanding what make employees satisfied and happy at their jobs and we aspire to make a workplace environment in Islamabad's information technology sector that will be beneficial for the productivity and well-being of the employees. In the competitive Information Technology (IT) sector of Islamabad, understanding the impact of workplace environment on job satisfaction is crucial. However, the mediating influence of work-family conflict is undiscovered. This research fills this void by examining the influence of workplace environment on job satisfaction, with particular emphasis on the mediating function of work-family conflict within the IT sector of Islamabad.

1.3 Research Questions

- 1) What is the impact of workplace environment on job satisfaction among workers in IT sector of Islamabad?
- 2) What is the impact of workplace environment on work family conflict?
- 3) What is the impact of work family conflict on job satisfaction?
- 4) What is the mediating role of work family conflict in the relationship between workplace environment and job satisfaction?

1.4 Research Objectives

- 1) To explore the impact of workplace environment on job satisfaction among workers in IT sector of Islamabad.
- 2) To examine the impact of workplace environment on work family conflict.

- 3) To analyze the impact of work family conflict on job satisfaction.
- 4) To investigate the mediating role of work family conflict in the relationship between workplace environment and job satisfaction.

1.5 Significance of Study

There may be a great significance of this study in the information technology sector of Islamabad. The information technology sector in Islamabad is continually evolving and growing. Hence, it is crucial to comprehend the factors influencing the job satisfaction of workers in this sector. When employees are satisfied, happy, and contented, their productivity and innovation may increase. This study aims to provide valuable insights to employers by examining the influence of the workplace environment on job satisfaction, considering the mediating role of work-family conflict. Organizations, through this research, may be able to develop supportive workplaces and create strategies for managing work family conflict that may lead to enhanced productivity, decreased absenteeism, improved employee morale, and increased employee retention. This study may help companies to make strategies for enhancing job satisfaction of employees which may result in greater employee loyalty, higher quality of work and better mental health and well-being of employees. Eventually, this may result in workforce that is more productive and effective and may be able to support the growth of IT industry of Islamabad.

Additionally, this research may become more important as it is also exploring the work-family conflict mediation. There are numerous times, when employees working in the information technology industry of Islamabad face challenge in managing their professional responsibilities with their family lives. This study may be helpful for organizations in order to create practices and policies that aid employees in coping these demands. In this way, the goal of this study is to enhance the welfare of the Islamabad's IT industry workers along with improving job satisfaction. So, this research may have extensive implications regarding the workers' productivity and well-being and growth in Islamabad's information technology industry. This research may also be used as a material of reference for researches in future in this area.

1.6 Scope of Study

The scope of this research concentrates on workers who are employed in the information technology sector of Islamabad. This study has explored the workplace environment and how it affects job satisfaction. Along with that, this research delves into uncovering the distinctive mediating function of work-family conflict within the relation between workplace environment and job satisfaction. Although this research has primarily concentrated on IT sector of Islamabad, other industries facing same challenges may use the research insights for their benefit. The research has provided suggestions that may be used by the organizations to develop workplace environment that is supportive and ultimately this study may contribute in the development of the Islamabad's IT sector.

1.7 Organization of Study

This research is meticulously organized for clarity. The introduction lays the groundwork, providing background information, the research problem, questions and objectives, scope, and significance. A comprehensive literature review delves into past research on workplace environment, work-life balance, and job satisfaction. The theoretical foundation is established, explaining the chosen models used to understand these relationships. The following sections present the research methodology and its findings, detailing the employed methods and summarizing the key results obtained from data analysis. These findings are subsequently interpreted within the framework of existing literature and theory, focusing on the IT sector within Islamabad. Finally, the conclusion summarizes the key takeaways, acknowledges limitations, and suggests avenues for future research in this area.

Section 2

Literature Review

This study has reviewed previous literatures of the variables of this study; workplace environment, job satisfaction, and work-family conflict.

2.1 Conceptualizing the Workplace Environment: Insights from Existing Research

Zhenjing, Chupradit, ku, Nassani, and Haffar (2022) have investigated the influence of work environment on performance of employee with achievement striving ability and employee commitment being the mediating variables and this research has been conducted on academic teaching staff. Zhenjing et al. (2022) have collected data from 420 respondents using questionnaires and used structural equation modeling in order to analyze the data for their study. Zhenjing et al. (2022) have found that employee performance is enhanced by the positive workplace environment. In addition to this, Zhenjing et al. (2022) have explored that the achievement striving ability and level of employee commitment are increased by positive environment of workplace. The authors have further found that employee commitment and achievement striving ability are activated by the workplace environment that extra enhances the employee performance. The authors have conducted this research on academic staff and have suggested to perform this research in other sectors particularly banking sector in future. Zhenjing et al. (2022) proposed investigating the moderating impact of cultural variables alongwith leadership styles on the relationship among workplace environment and employee performance in future studies.

Taheri, Miah, and Kamaruzzaman (2020) have explored the impact of Environment of workplace on job satisfaction. Taheri et al. (2020) have collected data from 50 respondents using self-administered questionnaires and used SPSS in order to perform regression analysis and correlation analysis of data. Taheri et al. (2020) have found that job satisfaction is greatly impacted by the workplace environment. Taheri et al. (2020) have further explored that employees are very concerned about their workplace environment and organizations cannot be run smoothly if employees are not provided with better amenities and facilities at the workplace. The authors have argued that organizations must focus on improving workplace environment if they want to increase

job satisfaction among their employees. Taheri et al. (2020) have conducted this research in Department of Agricultural Extension and Bangladesh Rural Electrification Board in one district of Bangladesh and have suggested to perform the research in other districts and locations as well in future.

Elaho and Odion (2022) have concentrated on analyzing the effect of Workplace environment on the employee productivity in Benin University's business centers in Nigeria. Elaho and Odion (2022) have collected data from 147 respondents using questionnaires and utilized SPSS for conducting regression analysis on the data collected for their study. Elaho and Odion (2022) have discovered in their study that productivity of employees is significantly impacted by their workplace environment. Elaho and Odion (2022) have further described that workload and manager's support at the workplace are key determinants in enhancing the productivity level of the employees. Elaho and Odion (2022) have suggested that future studies may be conducted on other factors such as work-life balance that may have an impact on the employee productivity and have suggested to perform this research in the small and medium enterprises.

Nasidi, Makera, Kamaruddeen, and Jemaku (2019) have emphasized on the impact of environment of workplace on the employee engagement and this research has been conducted on non-academic staff of Nigeria University. Nasidi et al. (2019) have collected data from 150 respondents using questionnaires and performed correlation analysis and regression analysis using the SPSS software. Nasidi et al. (2019) have found that workplace environment does not significantly affect the engagement of employees and the authors have further described that employee engagement is not predicted by workplace environment. Nasidi et al. (2019) have suggested to conduct this research in future with larger sample size by the use of Smart PLS-SEM 3.0.

Mohd, Shah, and Zailan (2016) have explored that employee engagement is affected highly by which factor among workplace environment, work-life balance, and rewards in the telecommunication sector of Klang Valley. Mohd et al. (2016) have collected data from 250 respondents using questionnaires. To analyze the data, Mohd et al. (2016) have used Pearson's correlation analysis and multiple regression. Mohd et al. (2016) have found that workplace environment is the most dominant factor to impact the employee engagement. Mohd et al. (2016) have further explained that workplace environment is followed by the rewards and work-life balance respectively in affecting the employee engagement. The authors have suggested to study

factors other than workplace environment, work-life balance, and rewards that may have impact on employee engagement.

Bushiri (2014) has focused on assessing the influence of workplace environment on performance of employees in the Institute of Finance Management in the geographical area of Dar es Salaam. The author has collected data from 50 respondents using structured questionnaires and used descriptive research design in his study. Bushiri (2014) has found that employee performance increases if management resolves problems at workplace such as noise distraction, managers relation with subordinates, availability of job aid, and enhancing incentives. Bushiri (2014) has conducted his research in Dar es Salaam region and has suggested to conduct this research in other geographical areas of the world. The author has further advised to explore other advantages that a company may get by enhancing its workplace environment.

2.2 A Multifaceted Analysis of Job Satisfaction

Chowdhury et al. (2023) have analyzed that what impact burnout and bullying at workplace has on employee job satisfaction and they have conducted their study in the nursing sector of Bangladesh. Chowdhury et al. (2023) have collected data for their study between February 26, 2021 to July 10, 2021 and employed Pearson's correlation test and multiple linear regression in order to do the analysis of data for their study. Chowdhury et al., (2023) have found that job satisfaction is correlated with workplace burnout and bullying. In order to enhance nurses' job satisfaction, bullying and burnout have to be reduced (Chowdhury et al., 2023). Chowdhury et al. (2023) have suggested to perform further research on other factors such as safety issues and workplace environment in order to see their impact on job satisfaction.

Visvanathan, Muthuveloo, and Ping (2018) have explored the leadership styles and organizational culture role on workers' job satisfaction and they have carried out their research in the manufacturing sector of Malaysia. Visvanathan et al. (2018) have collected data from 127 respondents using questionnaires and applied regression analysis in order to find out the influence of leadership styles alongwith organizational culture on employee job satisfaction of workers. According to the findings of Visvanathan et al. (2018), job satisfaction is significantly affected by both styles of leadership i.e., transactional leadership style and transformational leadership styles. The relationship amongst transactional leadership style and workers' job satisfaction is moderated by supportive culture (Visvanathan et al., 2018). Visvanathan et al. (2018) have suggested to carry

out their study in other sectors and geographical locations. The authors have further suggested to perform this research on employees who are associated with any organization for more than five years for better results as their study included people who were associated with their organizations for less than five years.

Qazi, Miralam, and Bhalla (2017) have focused on examining that what is the relationship between the culture of organization and job satisfaction in the retail segment. Qazi et al. (2017) have further focused on Providing suggestions for improving the organizational culture and enhancing the job satisfaction in the retail industry. Qazi et al. (2017) have collected data from 436 respondents using questionnaires and used SPSS to conduct mean, median, mode, standard deviation, ANOVA, and correlation in order do analysis of data for their study. Qazi et al. (2017) have found in their study that organizational culture has a substantial positive correlation on job satisfaction. According to Qazi et al. (2017), collaboration and experimentation, risk taking and openness, and pro-action are the dominant cultural elements. Qazi et al. (2017) have suggested to explore what other factors alongside organizational culture impact the level of job satisfaction.

Riaz et al. (2016) have investigated the impact of job stress on workers' job satisfaction and they have carried out their research in nursing sector of Okara. Riaz et al. (2016) have collected data from 100 respondents using questionnaires and employed SPSS to carry out reliability test, correlation analysis, and regression analysis for analyzing the data for their research. Riaz et al. (2016) have found in their study that job satisfaction of employees is positively impacted by the job stress. Riaz et al. (2016) have suggested to perform their study in other geographical locations and sectors with larger sample size in order to get accurate results.

Hoboubi, Choobineh, Ghanavati, Keshavarzi, and Hosseini (2017) have focused on finding what is the effect of job stress and job satisfaction on the workforce productivity and they have conducted this study in the Petrochemical sector of Iran. Hoboubi et al. (2017) have have collected data from 125 respondents using questionnaires and employed Pearson correlation analysis and linear regression analysis in order to explore the impact of job stress and job satisfaction on productivity of workforce. According to the authors, It's imperative to implement corrective measures to improve the shift work system. The authors have further emphasized on increasing the support of manager in order to reduce the job stress and enhance job satisfaction and productivity of workforce. The authors have highlighted a gap in their study that their study has

not used objective methods to investigate job stress and workforce productivity and have suggested to examine these variables by including objective measures.

2.3 Work-Family Conflict: Key Findings from Existing Research

Priyanka, Mily, Asadujjaman, Arani, and Billal (2022) concentrated on examining the impact of work-family conflict on both job and life satisfaction and they have performed their study on professional of three fields i.e., doctors, engineers, and teachers of university in Bangladesh. Priyanka et al. (2022) have collected data from 180 respondents using questionnaires and used correlation analysis, regression analysis, analysis of variance test and t-test in their research. Priyanka et al. (2022) have explored as a result of their research that work family conflict affects the job and life satisfaction of teachers in universities more than doctors and engineers in Bangladesh. Priyanka et al. (2022) have proposed to conduct their research in other sectors and geographical areas.

Asbari et al. (2020) have described that how does work-family conflict affect both employee performance and job satisfaction and they have conducted their study on female workers of Indonesia. Asbari et al. (2020) have collected data from 1045 respondents using questionnaires and used SPSS for conducting correlation analysis in their research. Asbari et al. (2020) have found that job satisfaction is significantly impacted by the work family conflict. Asbari et al. (2020) explored that when work family conflict is higher, there is low level of job satisfaction and when work family conflict is lower, job satisfaction is higher. According to Asbari et al. (2020), the performance of employees is not impacted by work family conflict which means when employees are at work, they don't care about the ongoing work family conflict. Asbari et al. (2020) have proposed to find the impact of other factors such as organizational culture, motivation, knowledge management and competencies on employee performance.

Siswanto, Masyhuri, Hidayati, Ridwan, and Hanif (2022) have analyzed the impact of work family conflict on satisfaction of job and job stress and their study has been conducted in the Islamic banking sector of Indonesia. Siswanto et al. (2022) have collected data from 382 respondents using questionnaires and employed Structural equation modeling technique in their research. Siswanto et al. (2022) have discovered as a result of their research that job satisfaction and job stress are significantly predicted by work family conflict. Siswanto et al. (2022) have described that

employees' stress increase when they have work family conflict. Siswanto et al. (2022) have proposed to conduct their research in other sectors and geographical areas in future.

Siddiqui, Zaheer, and Khan (2021) have explored the influence of work family conflict on satisfaction of job with supervisor support being the moderating variable and their research has been carried out in HEC approved 8 universities of Islamabad. Siddiqui et al. (2021) have collected data from 375 respondents using questionnaires and used regression analysis in order to analyze the data for their study. Siddiqui et al. (2021) have found in their study that Work-family conflict is inversely related to job satisfaction and there exists a positive association between supervisor support and job satisfaction. The authors have proposed to see the moderating role of other factors such as burnout in the connection amongst work family conflict satisfaction of job. Siddiqui et al. (2021) have further suggested to do their research in other cities and sectors as well.

Goulet, Sciulli, and Snell (2022) have investigated how productivity and well-being are impacted by work family conflict when doing work remotely and they have carried out their research in Australia. Goulet et al. (2022) have collected data from 340 respondents using questionnaires and used hierarchical linear regression analysis in their research. Goulet et al. (2022) have found in their study that the conflict between work and family is significantly negatively associated with wellbeing. Goulet et al. (2022) have explained that family work conflict is correlated negatively with productivity but work family conflict is not. Goulet et al. (2022) have proposed to conduct their study in flexible work or full-time office-based jobs in order to find the influence of work family conflict on well-being and productivity.

Khan (2015) have emphasized on finding the relation among work family conflict and organizational performance and he has conducted his study in the banking industry within Pakistan. Khan (2015) has collected data from 187 respondents using questionnaires and Pearson correlation and regression analysis using SPSS in order to do the analysis of data for his research. Khan (2015) have found that work family conflict negatively impacts the organizational performance. According to Khan (2015), employees do not have work life balance at their jobs in banking sector of Pakistan. Khan (2015) has proposed to validate the results of his study by conducting his research on part time workers working in different sectors.

Section 3

Theoretical Framework

3.1 Identifying the variables

The research theoretical framework has been formulated based on the research gap. This study is set out to understand how the workplace environment affects job satisfaction, with a special look at how work family conflict plays a mediation role. In this research, there are three variables i.e., workplace environment, job satisfaction, and work-family conflict. Workplace environment is the independent variable. The dependent variable of this research job satisfaction. Work family conflict is acting as a mediating variable in relationship among workplace environment and job satisfaction in this study.

3.2 Conceptual Definitions

3.2.1 Workplace Environment

Workplace environment includes the complete social and physical settings of an organization where its employees carry out their tasks and activities. Workplace environment includes a number of factors i.e., Supervisory support, Job Security, and Physical work environment (Kabir et al., 2019). Workplace environment encompasses a number of factors i.e., job aid, support from supervisors, the physical workspace, incentives for work, and feedback on performance (Bushiri, 2014). According to Tripathi (2014), workplace environment involves the environment where workers perform their work and it involves aspects such as physical settings and culture of the organization. According to Briner (2000), workplace environment is the space where employees perform their routine job activities and workplace environment has an effect of employees' efficiency, productivity, and motivation.

3.2.2 Job Satisfaction

As per Robbins and Judge (2015), job satisfaction is the sense of happiness felt by an individual when he/she does an analysis of their job. According to Warr (2007), job satisfaction is the internal feelings of happiness and contentment of workers derived from the work they perform. According to Smith, Kendall, and Hullin (1969), job satisfaction is the sense of happiness among employees and it encompasses different aspects such as salary, manger, team members, and promotions. Job

satisfaction is an outcome of intrinsic and extrinsic factors (Cranny, 1992). Job satisfaction is a complex phenomenon and it may have a different meaning to different individuals (Paul & Phua, 2011).

3.2.3 Work-family Conflict

According to Frone (2003), Work-family conflict happens when work responsibilities clash with family obligations and similarly family duties clash with work responsibilities. As per Greenhaus and Beutell (1985), Work-family conflict is based on the conflict between work role and family role, balancing these roles can be challenging, as fulfilling one often conflicts with the demands of the other. Work-family conflict is the pressure felt by employees when they have to deal with managing the demands of work responsibilities and family obligations (Greenhaus & Beutell, 1985). According to Saks & Ashforth (1997), due to the technological advancement and opportunities of remote work, there is an increase in the work-family conflict as there is constant connectivity and employees have to work outside traditional hours.

3.3 Operational Definitions

3.3.1 Workplace Environment

In this study, workplace environment has been measured through Workplace Environment Scale (WES) developed by Billing and Moos (1982). WES has been previously used by many researchers in measuring workplace environment variable e.g., Demerouti et al. (2009) utilized the WES to assess the social environment of hospital nurses and its influence on work-family conflict and employee health. The WES has items which measure three key dimensions of environment of the workplace i.e., Supervisory support, Job security, and physical work environment. Supervisory support refers to the quality of the supervisor-employee relationship and the level of support employees perceive from their supervisors (Eisenberger et al., 1986). Supervisory support includes aspects like trust, respect, communication, and the provision of both emotional and instrumental support to help employees succeed (Graen et al., 1977). Job security is how confident an employee feels about keeping their job and not being laid off (De Witte et al., 2012). Job security encompasses feelings of stability and the sense of having long-term career opportunities within the organization. The physical work environment refers to the physical aspects of the workplace that can influence employee well-being and productivity (Insel & Moos, 1974). This includes factors

like comfort, safety, ergonomics, and aesthetics. A comfortable and well-designed work environment with proper lighting, temperature, noise control, and ergonomic workspaces can minimize physical strain and contribute to a more positive work experience (Hedge & Gaygen 2009).

3.3.2 Job Satisfaction

Job satisfaction in this study has been operationalized using the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967). Minnesota Satisfaction Questionnaire has been previously used by many researchers in measuring job satisfaction e.g., Chang et al. (2010) examined job satisfaction (measured using the MSQ) and organizational commitment in nurses employed in long-term health facilities. This scale measures an employee's satisfaction of job in terms of many aspects, including aspects like skill utilization, advancement opportunities, recognition, and supervision. Scores on the MSQ has provided a quantitative assessment of job satisfaction within the study.

3.3.3 Work-Family Conflict

Work-family conflict has been measured using Work-Family Conflict Scale developed by Netemeyer, Boles, and McMurrian (1996). Work-Family Conflict Scale has been previously used by many researchers in measuring Work-family conflict variable e.g., Wayne et al. (2004) examined the impact of "green" human resource management practices on work-family conflict (measured by employing the WFC) and employee well-being. This scale has items that focus on three main dimensions of work-family conflict i.e., Time based conflict, Strain based conflict, and Behavior based conflict. Time based conflict arises when time used on work activities makes it hard to fulfill personal obligations and time spend on family obligations makes it hard to complete work tasks. Strain based conflict arises when a person has fatigue and stress due to work tasks or family obligations and because of it, he is not able to manage the responsibilities of other area. Behavior based conflict arises when how you are required to behave and feel at work does not fit with how you need to feel and behave at home.

3.4 Interrelationship between the variables in the light of prior literature

This study has inspected the effect of workplace environment on job satisfaction in the IT sector of Islamabad, with work-family conflict acting as a mediating variable. Several theoretical perspectives provided insights into the interrelationships between these variables.

3.4.1 Work-Family Conflict (WFC) Theory

WFC theory posits that the demands and pressures of work can create conflict with an employee's ability to fulfill family obligations (Greenhaus & Beutell, 1985). This conflict can lead to strain, reduced well-being, and ultimately lower job satisfaction. Conversely, a positive workplace environment can act as a buffer. Supportive work environments with manageable workloads, autonomy, and control over work schedules can aid employees handle work demands and achieve a better work-life balance (Byron, 2005). This, in turn, can decrease work-family conflict and results in increased job satisfaction.

3.4.2 Resource Depletion Theory

This theory suggests that work demands can deplete an individual's emotional and physical resources, impacting both work and family life (Hobfoll, 1989). A positive workplace environment, with supportive aspects like manageable workloads, autonomy, and recognition, can help replenish these resources. With more resources available, employees are better equipped to manage work-family conflict and experience greater job satisfaction (Bakker et al., 2003).

3.4.3 Social Exchange Theory

Social exchange theory emphasizes the reciprocal nature of relationships, including the employer-employee relationship (Blau, 1964). When organizations invest in employee well-being and offer a helpful work environment, there are more chances that employees will reciprocate with loyalty, effort, and positive work attitudes (Cropanzano & Mitchell, 2005). This positive exchange can lead to a sense of value and support, potentially reducing work-family conflict and ultimately increasing job satisfaction.

3.4.4 Job Demands-Resources Model

The job demands-resources model (Demerouti et al., 2001) emphasizes the importance of balance between job demands (workload, pressure) and job resources (control, support, skill utilization) for employee well-being and satisfaction. A resource-rich work environment in the IT sector of Islamabad might include aspects like flexible work arrangements, opportunities for growth, and recognition. These resources can help employees manage job demands more effectively, leading to reduced work-family conflict and ultimately greater job satisfaction.

3.4.5 Person-Environment (P-E) Fit Theory

P-E fit theory suggests that employee well-being and satisfaction are maximized when individual characteristics and the work environment are well-aligned (Edwards et al., 1998). A positive workplace environment that aligns with the values, needs, and preferences of IT professionals in Islamabad can enhance job satisfaction and P-E fit. Additionally, a good P-E fit can improve an employee's ability to manage work-family conflict by making the work environment less stressful and more supportive of their personal life.

These theoretical perspectives provide a framework for understanding how a positive workplace environment can contribute to reduced work-family conflict and ultimately higher job satisfaction among IT professionals in Islamabad.

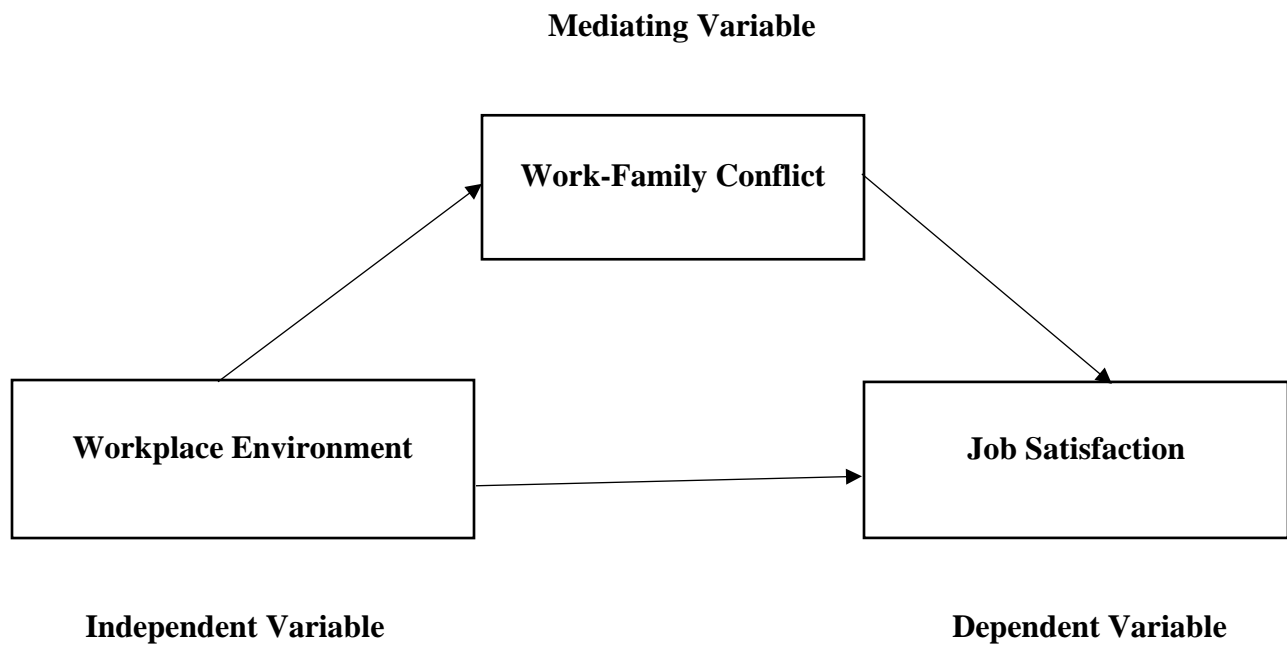


Figure 3.1: Theoretical Framework

3.5 Research Hypotheses

H₁: The higher the positive workplace environment, the higher the job satisfaction.

H₂: Positive workplace environment has negative relation with work-family conflict.

H₃: Work-family conflict has negative relation with job satisfaction.

H₄: Work-family conflict mediates the relationship between workplace environment and job satisfaction.

Section 4

Data and Methodology

4.1 Choice of Variables

This research has investigated the influence of workplace environment on job satisfaction among IT workers in Islamabad, with work-family conflict acting as a variable of mediation. The selection of these variables is driven by their established relevance to employee well-being and performance within the IT sector.

4.1.1 Independent Variable: Workplace Environment

Workplace environment plays an important role in shaping worker experiences and job satisfaction within the IT industry. IT work is often characterized by demanding deadlines, project-based structures, and a need for continuous learning. A positive workplace environment can significantly impact employee morale and satisfaction in this context.

4.1.2 Mediating Variable: Work-Family Conflict

Work-family conflict indicates the difficulty employees face in balancing work responsibilities with personal commitments. This is a significant concern in the IT sector, where long work hours and demanding schedules can create conflict and spill over into personal lives.

Work-family conflict is hypothesized to function as a mediating variable in the relation among workplace environment and job satisfaction. A positive workplace environment, with its emphasis on support and well-being, can potentially aid workers overcome work-family conflict more effectively. Conversely, a stressful work environment can exacerbate work-family conflict and negatively impact job satisfaction.

The Work-Family Conflict Scale developed by Netemeyer, Boles, and McMurrian (1996) is chosen to measure work-family conflict. This scale offers a reliable and well-established tool for assessing the different aspects related to work-family conflict relevant to the study.

4.1.3 Dependent Variable: Job Satisfaction

Job satisfaction is a crucial outcome variable reflecting an employee's positive feelings and attitudes towards their work. High job satisfaction leads to increased productivity, employee engagement, and reduced turnover, all of which are essential for success in the competitive IT sector.

The Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967) is chosen to measure job satisfaction in this study. The MSQ is a well-established and reliable tool for measuring various facets of job satisfaction relevant to the IT industry.

While other factors may influence job satisfaction in the IT sector (e.g., compensation, career development opportunities), the focus of this study is on workplace environment and its influence through the lens of work-family conflict. These core variables offer a robust foundation for investigating the research questions.

4.2 Population of Study

As per Creswell and Creswell (2005), Population is a set of people who have one or more characters alike and that are of interest to the researcher. The target population for this research study consisted of IT workers employed in organizations within Islamabad, Pakistan. Determining the exact population size can be challenging because of the changing nature of the IT industry and the lack of a centralized employment database specific to the IT sector in Islamabad. However, several resources can provide estimates to define the population in this study.

One such resource is the Ministry of Information Technology & Telecommunication, which offers valuable insights into the IT sector in Pakistan. According to their 2022 Report on Pakistan's IT Industry Overview, there are approximately 15000 IT workers employed in Islamabad.

While this figure provided a working estimate for the target population, it's important to acknowledge some limitations. Industry reports might not capture all IT workers, particularly those employed in smaller companies or freelance roles. Additionally, the IT sector is constantly evolving, and these figures might not reflect the most recent employment data.

Therefore, the target population for this study was estimated to be 15000 IT workers in Islamabad, based on the data from Ministry of Information Technology & Telecommunication. This estimate provided a foundation for selecting a representative sample for further analysis.

4.3 Sampling techniques

This study has employed cluster sampling to gather data from the IT workforce in Islamabad. Acquiring a comprehensive list of all 15,000 IT workers has proven challenging, so this technique has grouped the population into natural clusters – in this case, IT companies operating in Islamabad.

To ensure the chosen companies (clusters) accurately represent the entire IT sector, we have implemented a process called stratification. Companies have been categorized based on their size (large enterprises, medium-sized firms, startups). This creates sub-groups (strata) within the overall cluster (all IT companies).

Following this, a sampling frame has been developed by compiling a list of IT companies in Islamabad from various sources such as business directories, industry associations, and online databases. Within this frame, stratification has been applied by classifying companies according to their size (number of employees).

Once the stratified sampling frame is established, a random selection process occurred. A random number generator has been utilized to pick a desired number of companies from every size category (strata). This ensured a mix of large, medium, and small companies are included in the final sample.

Data collection then took place within the chosen companies. Surveys were distributed electronically with the cooperation of the companies' HR departments. This approach streamlines data collection by focusing on readily available groups (companies) and eliminates the need to contact individual workers spread throughout the city.

To determine the minimum required sample size for this cluster sampling with stratification, Krejcie and Morgan's (1970) table has been utilized. Assuming a 95% confidence level (high level

of certainty in results) and a 5% margin of error, the table recommends a minimum sample size of 384 participants.

By implementing cluster sampling with a focus on IT companies, stratification to ensure representativeness, and Morgan's table for sample size calculation, this research aims to achieve a manageable and representative sample to investigate the influence of workplace environment on job satisfaction among IT workers in Islamabad.

4.4 Unit of Analysis

In this research study, the unit of analysis chosen was the individual IT professional working within the chosen IT companies in Islamabad. While our cluster sampling focused on companies as the initial data collection points, our ultimate aim was to understand the experiences and perspectives of individual IT workers.

There's a strong rationale behind focusing on individual IT professionals. The core objective of this research was to explore how workplace environment impacts job satisfaction. To achieve this, we needed data directly from the employees themselves. This permitted us to find the relationship between their specific workplace environments and their reported levels of job satisfaction.

It's important to acknowledge that company culture, management practices, and physical workspaces can all influence the overall workplace environment. However, by focusing on individual IT professionals, we can capture the unique experiences and perspectives of each employee within the context of their specific company. This provides a richer insights of how individual job satisfaction is shaped by various workplace factors.

For instance, two IT workers within the same company might experience the workload differently due to their roles or team dynamics. Focusing on individuals allows us to capture these variations and explore how they influence job satisfaction.

There is a potential limitation to consider. The chosen IT companies themselves can influence the experiences of IT workers. However, by focusing on individual IT professionals, we can mitigate

the risk of company-level effects masking individual experiences. We can also account for potential variations in job satisfaction among IT workers within the same company.

This approach, focusing on individual IT professionals, allows for a more nuanced grasp of the interplay among workplace environment, work-family conflict, and job satisfaction among IT professionals in Islamabad's IT sector.

4.5 Sources of data

To collect the essential data for this study regarding how the workplace environment influences job satisfaction among IT professionals in Islamabad, considering the mediating influence of work-family conflict, we have employed primary data collection methods. This means we have collected data directly from the IT workers themselves, allowing us to capture their unique experiences and perspectives.

4.5.1 Reasons of primary data collection

There are various reasons why primary data collection is the most suitable approach for this study:

4.5.1.1 Direct Measurement

We aimed to measure specific variables like workplace environment, work-family conflict, and job satisfaction. Primary data collection through surveys allowed us to directly ask IT workers about their experiences and feelings on these aspects.

4.5.1.2 Control Over Content

By designing our own surveys, we can ensure the questions precisely address the research objectives. This level of control over content allowed us to gather data that is directly relevant to our hypotheses.

4.5.1.3 Capturing Nuances

Standardized secondary data sources might not capture the specific nuances of the IT sector in Islamabad. Primary data collection through surveys allowed us to tailor questions to the local context and potentially uncover unforeseen factors influencing job satisfaction.

4.5.2 The Specific Instruments

We have utilized standardized questionnaires that have been established and validated in previous research to measure the key variables:

4.5.2.1 Workplace Environment

The Workplace Environment Scale (WES) developed by Billing and Moos (1982) has been used to assess the workplace environment.

4.5.2.2 Job Satisfaction

The Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al. (1967) has been employed to measure the overall job satisfaction of IT workers.

4.5.2.3 Work-Family Conflict

The Work-Family Conflict Scale developed by Netemeyer, Boles, and McMurrian (1996) has been used to assess the level of work-family conflict experienced by IT professionals.

4.5.3 Data Collection Procedure

The chosen IT companies in Islamabad has been contacted, and cooperation has been sought from their Human Resource departments. With their assistance, electronic surveys were distributed to the IT professionals within the companies.

4.5.4 Data Security and Confidentiality

The research has adhered to strict ethical guidelines regarding data security and confidentiality. Participants have been briefed on the study's objectives and assured of their anonymity and privacy rights. The collected data has been stored securely and only used for the purposes of this research.

By employing primary data collection methods and utilizing established survey instruments, this study aimed to gather reliable and relevant data to find the relationship among workplace environment, work-family conflict, and job satisfaction among IT professionals in Islamabad.

4.6 Research philosophy

This research adopted a positivist philosophy to understand the impact of workplace environment on job satisfaction with mediating role of work family conflict among IT professionals in Islamabad. Positivism highlights the scientific approach and objective gathering of data to comprehend social occurrences.

Positivism prioritizes the measurement and analysis of observable and quantifiable variables. This study operationalized key constructs like workplace environment, work-family conflict, and job satisfaction through established survey instruments. These instruments provide standardized measures that allow for objective data collection and statistical analysis.

Positivism emphasizes the formulation and testing of hypotheses. This research established clear hypotheses about the relationships between the variables, aiming to identify causal links and generalize the findings to a broader population of IT workers.

Positivist research seeks findings that can be replicated and generalized. The use of standardized instruments and a structured data collection process promotes replication efforts by other researchers. Additionally, the focus on a specific IT sector within a geographical location allows for potential future research to compare and generalize findings across different contexts.

It's important to acknowledge that positivism is not without its limitations. Critics argue that this philosophy can overlook the subjective experiences and interpretations of individuals within a

social setting. However, in this study, the chosen unit of analysis (individual IT professionals) allows for some consideration of individual perspectives through survey responses.

Overall, the positivist approach provided a structured framework for this research, facilitating the objective measurement of key variables, hypothesis testing, and the potential for generalizable findings to contribute to the understanding of job satisfaction within the IT sector.

4.7 Determination of variables

The determination of variables in this research followed a rigorous process to ensure they accurately represent the core concepts and facilitate the investigation of the research question and hypotheses.

An extensive review of existing literature on workplace environment, work-family conflict, and job satisfaction was conducted. This review process provided a comprehensive understanding of established theoretical frameworks and how these variables have been operationalized in previous research.

Based on the literature review, a conceptual model was formulated to depict the hypothesized relations among the variables. This framework visually represented the impact of workplace environment (independent variable) on job satisfaction (dependent variable), with work-family conflict acting as a mediating variable.

Established and validated survey instruments were chosen to operationalize each variable. This ensures the chosen measures accurately capture the intended constructs and provide reliable data for analysis.

The Workplace Environment Scale (WES) by Billing and Moos (1982) was chosen to assess workplace environment. The Minnesota Satisfaction Questionnaire (MSQ) by Weiss et al. (1967) was selected to measure overall job satisfaction among IT workers. The Work-Family Conflict Scale by Netemeyer, Boles, and McMurrian (1996) was chosen to assess the level of work-family conflict experienced by IT professionals.

The selection of each survey instrument was justified based on its established psychometric properties. These properties include reliability (consistency of the measure) and validity (accuracy in measuring the intended construct). Prior research demonstrating the use of these instruments in similar contexts further strengthens the justification for their selection.

By following these steps, this research ensured the variables were clearly defined, operationalized through reliable and valid instruments, and aligned with the overall research objectives and hypotheses. This approach lays the foundation for a robust investigation into the impact of workplace environment on job satisfaction among IT professionals in Islamabad.

4.8 Data Analysis

The gathered data underwent analysis through the Statistical Package for Social Sciences (SPSS) software to explore the hypothesized relationships between workplace environment, work-family conflict, and job satisfaction among IT professionals in Islamabad. Here's an in-depth breakdown of the employed techniques:

4.8.1 Descriptive Statistics

This initial analysis provided a foundational understanding of the participants and the key variables under investigation. It summarized the demographic characteristics of the sample, such as age, gender, level of education in the IT sector. Additionally, descriptive statistics were used to calculate measures of central tendency (e.g., mean, median) and variability (e.g., standard deviation) for each key variable: workplace environment dimensions, work-family conflict, and job satisfaction. This initial picture allowed for a basic understanding of the sample and helped identify any potential outliers or skewness in the data distribution.

4.8.2 Reliability Analysis

Internal consistency of the survey scales used to measure the key variables is crucial for ensuring the trustworthiness of the findings. Cronbach's Alpha coefficient was calculated for each scale (workplace environment, work-family conflict, job satisfaction). A high Cronbach's Alpha value (typically above .7) indicates strong internal consistency, meaning the items within each scale

measure the same underlying construct consistently. Reliable scales strengthen the confidence that the measures accurately capture the intended concepts.

4.8.3 Correlation Analysis

Pearson's correlation coefficient was employed to explore the strength and direction of the relationships between all the key variables. This analysis helped determine if the hypothesized relationships exist. It was used to reveal:

H₁: The correlation between workplace environment and job satisfaction. A positive correlation was expected, indicating that higher scores on workplace environment (better work environment) are associated with higher job satisfaction scores.

H₂: The correlation between workplace environment and work-family conflict. A negative correlation was expected, meaning a more positive workplace environment is associated with lower levels of work-family conflict.

H₃: The correlation between work-family conflict and job satisfaction. A negative correlation was expected, indicating that higher levels of work-family conflict are associated with lower job satisfaction.

4.8.4 Regression Analysis

Linear regression analysis has been employed to examine the relationship between workplace environment and job satisfaction. This analysis helped us understand how the overall workplace environment score directly influences job satisfaction among IT professionals in Islamabad. Here, we have focused on two key aspects:

4.8.4.1 Strength of the Relationship

We have used the R-squared value obtained from the regression analysis to assess how much of the variance in job satisfaction can be explained by the overall workplace environment score. A higher R-squared value indicates a stronger relationship, meaning a greater proportion of variance

in job satisfaction is explained by workplace environment. Conversely, a lower R-squared value suggests a weaker relationship, implying other factors might also influence job satisfaction.

4.8.4.2 Significance

We have analyzed the p-value associated with the coefficient for workplace environment to determine the statistical significance of the relationship. A statistically significant p-value (typically $p < 0.05$) indicates that the observed relationship between workplace environment and job satisfaction is unlikely due to chance. A non-significant p-value suggests the observed relationship might be due to chance, and further investigation might be needed.

4.8.5 Hayes Process Macro

Hayes Process Macro was used to formally test the mediation hypothesis (H₄) regarding the potential mediating role of work-family conflict in the relationship between workplace environment and job satisfaction. This tool helped us determine:

4.8.5.1 Presence of Mediation

Does work-family conflict weaken the direct relationship between workplace environment and job satisfaction?

4.8.5.2 Significance of Mediation Effect

Is the indirect effect of workplace environment on job satisfaction through work-family conflict statistically significant?

By employing these techniques, the study gained a clear understanding of how workplace environment dimensions influence job satisfaction, and whether work-family conflict plays a role in this relationship among IT professionals in Islamabad.

Section 5

Results

5.1 Reliability Analysis

5.1.1 Internal Consistency of Measures

This section examined the internal consistency of the measures used in this study. Internal consistency refers to the extent to which the items within a scale are interrelated and measure the same underlying construct. Establishing reliable and internally consistent measures is crucial for obtaining accurate results and drawing meaningful conclusions from the data. In the following subsections, we have assessed the Cronbach's Alpha coefficient for each scale used in the research: the Workplace Environment Scale (WES), the Minnesota Satisfaction Questionnaire (MSQ), and the Work-Family Conflict Scale.

5.1.1.1 Workplace Environment Scale (WES)

Table 5.1 Cronbach's Alpha for the Workplace Environment Scale (WES)

Cronbach's Alpha	N of Items
.914	7

The Workplace Environment Scale (WES) was used to measure the overall perception of the work environment among the IT sector employees in Islamabad. The scale consists of seven items (N of items = 7).

Cronbach's Alpha, a measure of internal consistency, was calculated for the WES. Cronbach's Alpha of .914 indicates excellent internal consistency for the WES in this study. In general, a Cronbach's Alpha of .70 or higher is considered acceptable for social science research, and a value above .80 is considered good. The high value of .914 suggests that the seven items within the scale are highly interrelated and effectively measure a single underlying construct of workplace environment. This high internal consistency strengthens the confidence that the WES is capturing a reliable and consistent perception of the work environment among the respondents.

5.1.1.2 Minnesota Satisfaction Questionnaire (MSQ)

Table 5.2 Cronbach's Alpha for the Minnesota Satisfaction Questionnaire (MSQ)

Cronbach's Alpha	N of Items
.939	7

The Minnesota Satisfaction Questionnaire (MSQ) was employed to assess the level of job satisfaction among the IT sector workers in Islamabad. The MSQ questionnaire comprises seven items (N of items = 7).

Internal consistency of the MSQ was evaluated using Cronbach's Alpha. The Cronbach's Alpha coefficient of .939 indicates exceptional internal consistency for the MSQ in this study. Generally, a value of .70 or higher is considered acceptable for social science research, with values above .80 reflecting good internal consistency. The exceptionally high value of .939 suggests a strong internal structure for the MSQ. The items within the scale are highly interrelated and effectively measure a single underlying construct of job satisfaction. This high internal consistency strengthens the confidence that the MSQ is capturing a reliable and consistent measure of job satisfaction among the respondents.

5.1.1.3 Work-Family Conflict Scale

Table 5.3 Cronbach's Alpha for the Work-Family Conflict Scale

Cronbach's Alpha	N of Items
.918	6

The Work-Family Conflict Scale was utilized to assess the level of work-family conflict experienced by the IT sector employees in Islamabad. The scale consists of six items (N of items = 6).

To evaluate the internal consistency of the Work-Family Conflict Scale, Cronbach's Alpha was calculated. The Cronbach's Alpha coefficient of .918 indicates excellent internal consistency for the scale in this study. As a reminder, in social science research, a value of .70 or higher is generally considered acceptable for Cronbach's Alpha, and values above .80 reflect good internal consistency. The high value of .918 suggests a strong internal structure for the Work-Family Conflict Scale. The items within the scale are highly interrelated and effectively measure a single underlying construct of work-family conflict. This high internal consistency strengthens the confidence that the Work-Family Conflict Scale is capturing a reliable and consistent measure of work-family conflict among the respondents.

5.2 Descriptive Statistics

5.2.1 Demographic Characteristics

This section presents an overview of the demographic characteristics of the participants who completed the survey. Understanding the sample demographics is crucial for interpreting the research findings as it allows for an assessment of potential biases or generalizability of the results.

Table 5.4 Gender Distribution of Participants (N = 392)

	Frequency	Percent	Cumulative Percent
Male	253	64.5	64.5
Female	139	35.5	100.0
Total	392	100.0	

The majority of the participants in this study were male (n = 253, 64.5%). Females comprised the remaining 35.5% (n = 139) of the sample.

Table 5.5 Age Distribution of Participants (N = 392)

	Frequency	Percent	Cumulative Percent
Under 25	103	26.3	26.3
25-34	233	59.4	85.7
35-44	46	11.7	97.4
45-54	9	2.3	99.7
55 and above	1	.3	100.0
Total	392	100.0	

The majority of participants in this study fell within the 25-34 age range (n = 233, 59.4%). A significant portion (n = 103, 26.3%) were under 25 years old. Fewer participants were in the 35-44 (n = 46, 11.7%) and 45-54 (n = 9, 2.3%) age groups, with only one participant (n = 1, 0.3%) being 55 years old or above.

Table 5.6 Level of Education of Participants (N = 392)

	Frequency	Percent	Cumulative Percent
Intermediate	16	4.1	4.1
Bachelor's Degree	234	59.7	63.8
Master's Degree	136	34.7	98.5
Doctorate	6	1.5	100.0
Total	392	100.0	

A Bachelor's Degree was the most common level of education among participants (n = 234, 59.7%). A considerable portion (n = 136, 34.7%) had a Master's Degree. Fewer participants reported having an Intermediate qualification (n = 16, 4.1%) or a Doctorate (n = 6, 1.5%).

Table 5.7 Distribution of Participants by Position in the Company (N = 392)

	Frequency	Percent	Cumulative Percent
Entry Level	76	19.4	19.4
Mid-Level	156	39.8	59.2
Senior Level	99	25.3	84.4
Managerial Level	57	14.5	99.0
Executive Level	4	1.0	100.0
Total	392	100.0	

The majority of participants reported holding positions at the Mid-Level (n = 156, 39.8%) or Senior Level (n = 99, 25.3%) within their companies. A significant portion (n = 76, 19.4%) were at the Entry Level. Fewer participants held positions at the Managerial Level (n = 57, 14.5%) and the Executive Level (n = 4, 1.0%).

5.2.2 Research Variables

Table 5.8 Descriptive Statistics for Research Variables (N = 392)

	N	Minimum	Maximum	Mean	Std. Deviation
Workplace Environment	392	1.00	5.00	3.5190	.77425
Job satisfaction	392	1.00	5.00	3.4380	.83137
Work Family Conflict	392	1.00	5.00	3.4179	.80121
Valid N (listwise)	392				

This table presents the descriptive statistics for the core research variables of this study: Workplace Environment, Job Satisfaction, and Work-Family Conflict.

- **Workplace Environment:** Scores for workplace environment ranged from a minimum of 1.00 to a maximum of 5.00. The average score (mean) was 3.52, indicating a somewhat positive perception of the work environment. The standard deviation (SD) of .77 suggests some variation in these perceptions among participants.

- **Job Satisfaction:** Scores for job satisfaction ranged from a minimum of 1.00 to a maximum of 5.00. The average score (mean) was 3.44, suggesting a neutral to somewhat positive level of job satisfaction on average. The standard deviation (SD) of .83 indicates that some participants reported higher or lower satisfaction levels compared to the average.
- **Work-Family Conflict:** Scores for work-family conflict ranged from a minimum of 1.00 to a maximum of 5.00. The average score (mean) was 3.42, suggesting a moderate level of work-family conflict experienced by participants on average. The standard deviation (SD) of .80 indicates some variation in the level of conflict reported by participants.

5.3 Correlation Analysis

Table 5.9 Pearson Correlation Coefficients

	Workplace Environment	Job Satisfaction	Work-Family Conflict
Workplace Environment	1	.834**	-.198**
Job Satisfaction		1	-.194**
Work-Family Conflicts			1

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

5.3.1 Workplace Environment and Job Satisfaction

The analysis revealed a positive and statistically significant correlation between workplace environment and job satisfaction ($r = .834$, $p < .001$, $N = 392$). This indicates that employees in the IT sector of Islamabad with more positive workplace environments tend to report higher levels of job satisfaction. This finding supports our first hypothesis (H1): The higher the positive workplace environment, the higher the job satisfaction.

- $r = .834$: This is the Pearson correlation coefficient, which indicates a strong positive correlation between workplace environment and job satisfaction. A value closer to 1 signifies a stronger positive relationship.
- $p < .001$: This is the significance level (p-value). A value less than 0.001 suggests a very statistically significant correlation. This means it's highly unlikely that the observed association is due to chance.
- $N = 392$: This is the sample size used in the analysis.

5.3.2 Workplace Environment and Work-Family Conflict

The analysis revealed a statistically significant, but weak, negative correlation between workplace environment and work-family conflict ($r = -.198$, $p < .001$, $N = 392$). This indicates that employees in the IT sector of Islamabad with more positive workplace environments tend to experience slightly lower levels of work-family conflict. However, the strength of the correlation is weak, suggesting a relatively small effect size. This finding provides partial support for our second hypothesis (H2): Positive workplace environment has a negative relation with work-family conflict.

- $r = -.198$: This is the Pearson correlation coefficient, which indicates a negative correlation between workplace environment and work-family conflict. A negative value suggests an inverse relationship, where higher workplace environment scores are associated with slightly lower work-family conflict scores. The value being close to zero indicates a weak effect. In simpler terms, the positive aspects of a workplace environment seem to have a minimal dampening effect on work-family conflict.
- $p < .001$: This is the significance level (p-value). A value less than 0.001 suggests a very statistically significant correlation. This means it's highly unlikely that the observed association is due to chance, even though the effect size is weak.
- $N = 392$: This is the sample size used in the analysis.

5.3.3 Work-Family Conflict and Job Satisfaction

The analysis revealed a statistically significant, but weak, negative correlation between work-family conflict and job satisfaction ($r = -.194$, $p < .001$, $N = 392$). This indicates that IT

professionals in Islamabad experiencing higher levels of work-family conflict tend to report slightly lower levels of job satisfaction. However, the strength of the correlation is weak, suggesting a relatively small effect size. This finding supports our third hypothesis (H3): Work-family conflict has a negative relation with job satisfaction.

- $r = -.194$: This is the Pearson correlation coefficient, which indicates a negative correlation between work-family conflict and job satisfaction. A negative value suggests an inverse relationship, where higher work-family conflict scores are associated with slightly lower job satisfaction scores. The value being close to zero indicates a weak effect. In simpler terms, as the demands of work and family create conflict, job satisfaction tends to decrease slightly.
- $p < .001$: This is the significance level (p-value). A value less than 0.001 suggests a very statistically significant correlation. This means it's highly unlikely that the observed association is due to chance, even though the effect size is weak.
- $N = 392$: This is the sample size used in the analysis.

5.4 Regression Analysis

Table 5.10 Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.834 ^a	.695	.695	.45948

a. Predictors: (Constant), Workplace Environment

Model Summary table summarizes the overall fit of the regression model. The key finding here is the R-squared value of .695. This statistic indicates that 69.5% of the variation in job satisfaction can be explained by the workplace environment score. In other words, a significant portion of the differences in job satisfaction among IT professionals in Islamabad can be attributed to the overall quality of their workplace environment.

Table 5.11 ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	187.912	1	187.912	890.059	<.001 ^b
Residual	82.338	390	.211		
Total	270.251	391			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Workplace Environment

The Analysis of Variance (ANOVA) table provides further insights into the model's statistical significance. The critical value in this table is the significance level (p-value) associated with the regression term. In this case, the p-value is less than .001. This value is particularly significant because it indicates a very strong statistical significance.

A statistically significant p-value, typically less than .05, implies that the observed relationship between the independent and dependent variables is unlikely due to chance. In this case, the exceptionally low p-value of less than .001 suggests an even stronger level of confidence. This signifies that the regression model, with workplace environment as the independent variable, has a statistically significant impact on job satisfaction among IT professionals in Islamabad. In other words, the workplace environment score has a substantial influence on job satisfaction, and this relationship is highly unlikely to be due to random error.

Table 5.12 Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.287	.108		2.656	.008
Workplace Environment	.895	.030	.834	29.834	<.001

a. Dependent Variable: Job Satisfaction

The coefficients table details the impact of the independent variable on the dependent variable in the regression model. Here's the key finding:

- **Workplace Environment:** The coefficient (B) for workplace environment is .895, indicating a positive relationship. This means for every one-unit increase in workplace environment score, job satisfaction scores are predicted to increase by an average of .895 units. Additionally, the exceptionally low p-value (Sig. < .001) signifies a highly statistically significant effect.

In simpler terms, higher workplace environment scores are associated with significantly higher job satisfaction scores among IT professionals in Islamabad.

5.5 Mediation Analysis

Table 5.13 Hayes Process Macro Mediation Analysis

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y*****					
Total effect of X on Y					
Effect	se	t	p	LLCI	ULCI
.8954	.0300	29.8338	.0000	.8364	.9544
Direct effect of X on Y					
Effect	se	t	p	LLCI	ULCI
.8889	.0306	29.0363	.0000	.8287	.9491
Indirect effect(s) of X on Y:					
	Effect	BootSE	BootLLCI	BootULCI	
Work family Conflict	.0064	.0081	-.0077	.0249	

The mediation analysis conducted using the Hayes Process Macro in SPSS yielded insightful results regarding the relationships between workplace environment, work-family conflict, and job satisfaction among IT professionals in Islamabad.

For the outcome variable "Work Family Conflict," the analysis revealed a significant relationship with the workplace environment ($R^2 = 0.0393$, $p = 0.0001$). Specifically, for each unit increase in

the workplace environment, there was a decrease of 0.2051 units in work-family conflict ($p < 0.0001$).

Concerning the outcome variable "Job Satisfaction," the joint influence of workplace environment and work-family conflict explained a substantial proportion (69.62%) of the variance ($R^2 = 0.6962$, $p < 0.0001$). The workplace environment had a strong positive effect on job satisfaction ($B = 0.8889$, $p < 0.0001$), while work-family conflict had a weaker negative effect ($B = -0.0314$, $p < 0.0001$).

Further analysis focusing solely on the workplace environment in predicting job satisfaction showed that it independently accounted for a significant proportion (69.53%) of job satisfaction variance ($R^2 = 0.6953$, $p < 0.0001$). Each unit increase in the workplace environment was associated with an increase of 0.8954 units in job satisfaction ($p < 0.0001$).

The total effect of workplace environment on job satisfaction was found to be 0.8954 ($p < 0.0001$), with a direct effect of 0.8889 ($p < 0.0001$). In the mediation analysis, the estimated indirect effect of the workplace environment on job satisfaction through work-family conflict is 0.0064. However, the confidence interval for this indirect effect, ranging from -0.0077 to 0.0249, includes zero. Since the confidence interval includes zero, it indicates that the indirect effect is not statistically significant. This suggests that the observed indirect effect may have occurred due to random variability in the data and cannot be reliably distinguished from zero. Therefore, based on the bootstrapped confidence interval, we cannot conclude that work-family conflict significantly mediates the relationship between workplace environment and job satisfaction in this study.

In summary, the analysis reveals that a positive workplace environment significantly contributes to higher job satisfaction among IT professionals in Islamabad, as evidenced by a total effect of 0.8954 ($p < 0.0001$). This effect remains robust even when considering the direct impact alone, with a coefficient of 0.8889 ($p < 0.0001$). However, while the mediation analysis suggests an indirect effect of 0.0064 for the workplace environment on job satisfaction through work-family conflict, the confidence interval, spanning from -0.0077 to 0.0249, encompasses zero. Consequently, the indirect effect is not statistically significant, implying that work-family conflict

may not substantially mediate the relationship between workplace environment and job satisfaction. Therefore, while enhancing the workplace environment directly enhances job satisfaction, addressing work-family conflict may have a limited impact on improving job satisfaction among IT professionals in Islamabad.

Section 6

Discussion

This section discusses the key findings of the study in relation to the research questions and hypotheses.

6.1 Workplace Environment and Job Satisfaction (H1)

The results supported Hypothesis 1. A strong positive correlation ($r = .834, p < .001$) was found between workplace environment and job satisfaction. This suggests that a positive work environment contributes significantly to higher job satisfaction among IT professionals in Islamabad. This finding aligns with prior research by Bakker et al. (2003) who identified a positive association between supportive work environments and employee well-being, including job satisfaction.

6.2 Workplace Environment and Work-Family Conflict (H2)

The results partially supported Hypothesis 2. A weak, but statistically significant, negative correlation ($r = -.198, p < .001$) was found between workplace environment and work-family conflict. This indicates that a more positive work environment may lead to slightly lower levels of work-family conflict. However, the weak correlation suggests this association may be influenced by other factors specific to the IT sector in Islamabad or require further investigation into the specific aspects of the work environment that contribute most to reducing work-family conflict.

6.3 Work-Family Conflict and Job Satisfaction (H3)

The results supported Hypothesis 3. A weak, but statistically significant, negative correlation ($r = -.194, p < .001$) was found between work-family conflict and job satisfaction. This aligns with previous research by Greenhaus & Beutell (1985) who demonstrated that work-family conflict can negatively impact employee well-being and job satisfaction. In the context of IT professionals, work-family conflict could arise from demanding work schedules, pressure to meet deadlines, or difficulty disconnecting from work outside of office hours. This can lead to feelings of stress, exhaustion, and reduced ability to focus on work tasks, ultimately affecting job satisfaction.

6.4 Mediating Role of Work-Family Conflict (H4)

Hypothesis 4, which proposed that work-family conflict mediates the relationship between workplace environment and job satisfaction, was not supported. The mediation analysis using Hayes Process Macro did not yield a statistically significant indirect effect. Several explanations are possible. The sample size ($n = 392$) may not have been sufficient to detect a weaker indirect effect. Additionally, other factors beyond work-family conflict may play a mediating role in the relationship between workplace environment and job satisfaction, which were not explored in this study.

6.5 Overall Findings and Implications

This study found a strong positive association between workplace environment and job satisfaction among IT professionals in Islamabad. While the mediating role of work-family conflict was not statistically significant, these findings highlight the importance of creating positive work environments for employee well-being and job satisfaction. IT companies in Islamabad should focus on fostering positive workplace environment. Further research is needed to explore the specific aspects of the work environment that most effectively reduce work-family conflict and contribute to job satisfaction in the IT sector. Additionally, future studies could investigate other potential mediating variables in this relationship.

6.6 Limitations and Future Research

This study has limitations. The research focused on IT professionals in Islamabad, limiting generalizability. A larger sample size could allow for more robust mediation analysis. Future research could explore the influence of specific workplace environment dimensions on work-family conflict and job satisfaction in more diverse IT workforces and locations. Additionally, investigating other potential mediating variables in the relationship between workplace environment and job satisfaction could provide further insights.

Section 7

Conclusion

This research delved into how the workplace environment affects job satisfaction among IT professionals in Islamabad, with a specific focus on whether work-family conflict plays a mediating role. The findings shed light on these relationships within this specific IT sector context.

A strong positive correlation emerged between workplace environment and job satisfaction. This underscores the significant influence that a positive work environment has on employee well-being and job satisfaction in the IT sector. This aligns with previous research emphasizing the importance of supportive work environments.

The relationship between workplace environment and work-family conflict was more nuanced. While a weak negative correlation was found, suggesting that a slightly positive work environment might lead to lower work-family conflict, the weakness of the association indicates that other factors specific to the Islamabad IT sector might be at play. The negative correlation between work-family conflict and job satisfaction aligns with existing research, demonstrating how work-family conflict can negatively impact employee well-being and job satisfaction. For IT professionals, this conflict might stem from demanding schedules, pressure to meet deadlines, or difficulty disconnecting after work hours.

Interestingly, the study did not find a statistically significant mediating effect of work-family conflict on the relationship between workplace environment and job satisfaction. The sample size might not have been large enough to detect a weaker indirect effect. Additionally, other uninvestigated factors beyond work-family conflict could potentially mediate this relationship.

Despite the non-significant mediation effect, these findings emphasize the importance of fostering positive work environments within the IT sector to enhance employee well-being and job satisfaction. IT companies in Islamabad should prioritize strategies that promote positive workplace environment.

Future research could explore other potential mediating variables in the relationship between workplace environment and job satisfaction in the IT sector. Additionally, investigating specific work environment aspects that most effectively reduce work-family conflict and contribute to job satisfaction could be valuable. Enhancing generalizability of the findings could be achieved through studies with a larger and more diverse sample of IT professionals across different locations.

Overall, this research contributes to a deeper understanding of the interplay between workplace environment, work-family conflict, and job satisfaction in the IT sector of Islamabad. By prioritizing positive work environments, IT companies can foster a more satisfied and productive workforce. However, the complex nature of these relationships necessitates further investigation to fully understand the mediating factors at play.

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Appendices

Appendix A: Questionnaire - Impact of Workplace Environment on Job Satisfaction with mediating role of Work-Family Conflict; A case of IT sector in Islamabad

Introduction

Thank you for participating in this research study. This questionnaire aims to understand the relationship between workplace environment, job satisfaction, and work-family conflict among IT professionals in Islamabad. Your honest responses are highly confidential and will be used solely for academic purposes.

Instructions

Please read each statement carefully and choose the response that best reflects your experience. Use a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). There are no right or wrong answers.

- Gender:
 - Male
 - Female

- Age:
 - Under 25
 - 25-34
 - 35-44
 - 45-54
 - 55 and above

- Level of Education:
 - High School or below
 - Intermediate
 - Bachelor's Degree
 - Master's Degree
 - Doctorate

- Position in the company:
 - Entry Level
 - Mid-Level
 - Senior Level
 - Managerial Level
 - Executive Level

1. My supervisor(s) are approachable and willing to help when needed.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

2. I feel confident that my supervisor(s) recognize my contributions and achievements.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

3. My supervisor(s) provide me with clear guidance and direction for my work.
 - 1- Strongly Disagree
 - 2- Disagree
 - 3- Neutral
 - 4- Agree
 - 5- Strongly Agree

4. I feel confident that my company is financially stable and unlikely to experience layoffs.
 - 1- Strongly Disagree
 - 2- Disagree
 - 3- Neutral
 - 4- Agree
 - 5- Strongly Agree

5. I am aware of the company's policies regarding job security and termination.
 - 1- Strongly Disagree
 - 2- Disagree
 - 3- Neutral
 - 4- Agree
 - 5- Strongly Agree

6. The physical work environment provides adequate lighting, temperature control, and noise levels for focused work.
 - 1- Strongly Disagree
 - 2- Disagree
 - 3- Neutral
 - 4- Agree
 - 5- Strongly Agree

7. I have access to the necessary equipment and resources to perform my job effectively.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

8. The work I do is challenging and allows me to use my skills and abilities.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

9. I find my job to be interesting and stimulating.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

10. I am satisfied with the opportunities for advancement in my company.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

11. I feel that my contributions and achievements are recognized by my colleagues and superiors.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

12. I am satisfied with my current salary and benefits package.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

13. I have good relationships with my co-workers and enjoy working with them.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

14. Overall, I am satisfied with my job.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

15. The demands of my work schedule make it difficult to fulfill my family responsibilities.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

16. The demands of my job leave me feeling too tired to spend quality time with my family.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

17. The stress from my work often carries over into my personal and family life.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

18. My family responsibilities sometimes make it difficult for me to meet deadlines or focus on work tasks.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

19. I feel guilty about the amount of time I spend at work compared to the time I spend with my family.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

20. I often feel pressured to choose between work commitments and my family responsibilities.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree