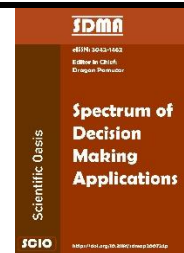




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Flexible Work Arrangements and Organizational Support as Pathways to Work-Life Integration for Women Professionals

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ABSTRACT

This study focused on work-life integration among women professionals in Kogi State, Nigeria. The study determined the effect of FWA on women's ability to integrate work and family responsibilities, and assessed the effect of organizational support on the work-life satisfaction of women professionals. This study used a descriptive survey research design. The study's participants were women professionals employed in specific fields, including healthcare and education, in Kogi State, Nigeria's urban centres. A sample size of 284 women professionals was targeted. The technique of stratified random sampling was employed. The study summarized demographic data using descriptive statistics, and used regression analysis to analyze the hypotheses. Findings showed that flexible work arrangements significantly and positively affect women's ability to balance work and family responsibilities. Findings further demonstrated that organizational support significantly improves women professionals' work-life satisfaction. The study concludes that women's work-life experiences are greatly and favourably influenced by important aspects of work-life integration, including flexible work arrangements, organizational support, domestic workloads, and spousal or partner support. The study recommended that organizations should implement flexible work policies like remote work, flexible scheduling, and hybrid models to help women balance their roles in the home and at work, and that employers should strengthen their support networks, including counselling, mentorship, and family-friendly policies to improve women's work-life satisfaction.

1. Introduction

The concept of work-life integration has become a crucial focus in discussions about gender, work, and well-being in recent decades. Women professionals worldwide continue to face difficult challenges in juggling work demands with family and societal expectations as the global economy changes and the lines between work and personal life become increasingly blurred, partly as a result of digitalization, hybrid work systems, and shifting family structures [1-4]. Work-life integration

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recognizes the dynamic and frequently overlapping nature of work and personal responsibilities, in contrast to the traditional concept of work-life balance, which implies the separation of domains [5,6]. This is especially true for women, who are more likely to shoulder the majority of domestic work [7]. In industrialized nations, methods including social regulations, institutional assistance, and flexible work arrangements (FWAs) have become popular for fostering gender-inclusive workplaces and reducing female professionals' attrition and burnout.

The experience of work-life integration for women in Africa is still shaped by the combined forces of cultural norms and economic involvement [8-10]. The ability of women to successfully combine job and caregiving responsibilities has drawn increasing attention from academics and policymakers as more of them join the workforce to supplement household income in the face of rising living expenses. But enduring obstacles, including inflexible job structures, a lack of organizational support, and little government action, impede advancement. The lack of official institutional assistance has further compounded women's experiences in situations where extended family support networks are eroding as a result of migration and urbanization, making work-life integration a lived struggle rather than an empowered choice. Many African nations remain far behind in providing inclusive work environments, despite some countries making progress in helping women professionals through childcare incentives and workplace flexibility.

Deeply ingrained gender norms, socioeconomic disparities, and lax enforcement of policies all contribute to the problem. Although women are becoming more visible in professional fields such as public administration, healthcare, education, and finance, there remains a significant lack of institutional support for their various responsibilities [11,12]. According to studies, Nigerian women usually face rigid work schedules, a lack of assistance for maternity and caring, and insensitive corporate cultures [13]. More importantly, women's household responsibilities continue to impact their workplace performance, psychological health, and long-term career advancement, irrespective of their employment position [14-16]. There is a growing conversation on how spousal support might help professional women achieve greater work-life balance, even while male-dominated homes remain predominant [17-19]. Nevertheless, there are still few empirical studies that evaluate the interplay of interpersonal dynamics, institutional support, work patterns, and household demands in a comprehensive manner.

Narrowing down to Kogi State, the issues of work-life integration are both unique and underexplored. Kogi, a confluence state that combines urban and rural environments, is home to an increasing number of women working in the public and private sectors. Women professionals continue to struggle to balance work and family life, especially in demanding and male-dominated workplaces, which served as the motivation for this study. Even with increased employment rates, many women still face obstacles that impair their integration, performance, and level of satisfaction. The study aimed to identify important supportive elements that can improve women's experiences and inspire evidence-based solutions for enhancing gender parity and well-being in the workplace, including organizational policies, spousal support, and domestic workload management.

1.1 Research questions

- i. How does FWA affect women's ability to balance work and family life?
- ii. To what extent do Kogi State organizations offer support networks that improve women's work-life integration?
- iii. To what extent does women's performance at work suffer from the load of unpaid household work?
- iv. In a sociocultural context where gender roles are conventionally defined, how does support from spouses or partners affect women's experiences integrating work and life?

1.2 Objectives of the study

The objectives of the study were to:

- v. Determine the effect of FWA on women's ability to integrate work and family responsibilities.
- vi. Assess the effect of organizational support on the work-life satisfaction of women professionals.
- vii. Ascertain the effect of managed domestic workload on women's job performance.
- viii. Investigate the effect of spousal/partner support on women's perceived work-life integration.

2. Literature review

Women's growing involvement in professional careers has increased the discourse about work-life integration, especially in relation to the difficulties women encounter in managing work obligations with domestic and family duties [20-22]. Recent studies on work-life integration highlight how workplaces are changing, particularly as remote employment, digital connectivity, and gender roles change. Work-life integration stresses the harmonious blending of work and non-work roles rather than balancing them as distinct or conflicting spheres [23,24]. To minimize conflict and improve functioning in both the home and work domains, people must coordinate and harmonize their roles [23,25]. The study by Hariani and Mardikaningsih [26] has shown that flexible scheduling has a substantial impact on employees' job satisfaction and capacity to balance work and personal responsibilities. Support from superiors and coworkers also enhances the psychological well-being and productivity of female professionals [27]. There is, however, little empirical evidence from sub-Saharan Africa, especially Nigeria, where cultural norms and household duties have a significant impact on women's work-life results. The majority of research has been on high-income nations. Given this spatial and contextual disparity, more research is required to fully understand the particular difficulties and resources faced by Nigerian women professionals. By investigating the effects of organizational support, domestic workload, flexible work schedules, and spousal support on women's work-life integration and satisfaction in developing nations, this study fills this knowledge vacuum.

2.1 FWA and women's integration of work and family responsibilities

FWAs are essential for improving women's ability to balance work and family responsibilities [28,29]. Women can more efficiently distribute their time and emotional energy across domains when work schedules are flexible [30], which can lessen conflicts based on time and strain. Similarly, Mazaheri *et al.*, [15] and Bourezg *et al.*, [31] stress that women professionals are more satisfied with combining multiple responsibilities when they are granted autonomy over their work schedules or remote work choices. However, Clar-Novak [32] and Onyeka [33] caution that balance is not always a result of flexibility, particularly if workplace cultures penalize FWA users. This implies that although policies need to be adaptable, how well they work depends on the managerial attitudes and organizational norms surrounding their employment.

2.2 Organizational support and women's work-life satisfaction

Women's work-life satisfaction is also significantly influenced by organizational assistance. Eisenberger *et al.*, [34] conceptualize perceived organizational support as the overall perception among workers that their company appreciates their contributions and is concerned about their welfare. Higher job satisfaction and less work-life conflict among women are associated with high perceived organizational support [35]. Furthermore, Ma *et al.*, [36] and Neneh [37] contend

that counselling services, childcare facilities, and maternity leave are examples of organizational policies that support families and act as structural buffers to assist women professionals in managing conflicting demands. Policies by themselves, however, are insufficient. The fairness and stigma-free application of such policies often determines their impact. As a result, supervisory behaviour and organizational culture frequently appear in research as mediators of policy success.

2.3 Domestic workload and women's job performance

Workload within the household continues to be one of the biggest, yet sometimes overlooked, obstacles to women's performance and career progress. Mussida and Patimo [38] report that even when working full-time, working women often shoulder the majority of domestic responsibilities. In addition to reducing their access to opportunities relevant to their jobs, this unequal allocation of unpaid labour also increases their emotional weariness. According to more recent research [39-41], women are still disproportionately affected by domestic work, particularly in societies where conventional gender norms are still in place. These extra responsibilities may cause absenteeism, impair focus, and restrict professional participation. Scholars [42, 43] therefore call for a wider social acknowledgement of the unpaid work that women do and how it directly affects worker productivity.

2.4 Spousal/partner support and perceived work-life integration

Studies examining work-life integration are increasingly recognizing the importance of partner or spouse support. According to research on work-family enrichment by Heskiou and McCarthy [44], a partner's instrumental and emotional support can help a woman overcome obstacles in her career and lead a more integrated life. By helping with childcare, taking part in household tasks, and providing emotional support, supportive spouses reduce role stress. Drewelies *et al.*, [45], who discovered that partner engagement dramatically increases women's perceived control and pleasure across life domains, support this viewpoint. The demands placed on women professionals are exacerbated by the fact that spousal support is influenced by wider sociocultural norms; in more patriarchal settings, its absence may be accepted as normal [46-48].

3. Methodology

This study used a descriptive survey research design to investigate the dynamics of work-life integration among women professionals. The study design is suitable for gathering primary data that characterize and explain the experiences and perspectives of respondents regarding flexible work arrangements, organizational support, document workload, and spousal support. We employed a quantitative approach to enhance generalizability across the study population and facilitate statistical testing of the relationships between the variables of interest. The study's participants were women professionals employed in specific fields, including healthcare and education, in Kogi State, Nigeria's urban centres. Women in these fields have been working in demanding positions and are facing difficulties integrating work and personal life.

With a 95% confidence level and a 5% margin of error, a sample size of 284 women professionals was targeted using Cochran's technique for determining sample sizes in large groups. The technique of stratified random sampling was employed to guarantee representation across sectors. First, professional sectors were used to stratify the population. Next, we randomly selected participants from each stratum based on their size. Gender studies, organizational behaviour, and psychology experts reviewed the questionnaire to determine its content validity. The experts provided input to revise items that were unclear or unrelated. After 30 women professionals who were not part of the main study participated in a pilot test, reliability was evaluated using Cronbach's alpha. An acceptable

threshold for internal consistency was set at 0.70. This study demonstrated that the variables' reliability is greater than the cutoff (Table 1).

Table 1
 Reliability of the Instrument

S/N	Variable	Cronbach's Alpha	No. of Items	Total
1	Flexible work arrangements	0.742	5	
2	Organizational support	0.827	5	
3	Managed domestic workload	0.740	5	
4	Spousal/partner support	0.725	5	
5	Ability to integrate work and family responsibilities	0.780	5	0.784
6	Work-life satisfaction of women professionals	0.810	5	
7	Job performance	0.835	5	
8	Perceived work-life integration	0.812	5	

Source: SPSS 25.0

Over the course of eight weeks, self-administered online and paper-based surveys were used to gather data. The inclusion of consent forms guaranteed respondents anonymity and confidentiality and ensured informed participation. We used EViews and the Statistical Package for the Social Sciences (SPSS) to examine the data. We summarized demographic data using descriptive statistics. We used regression analysis to analyze the hypotheses. There was a significance level of 0.05 used to evaluate the results.

The specific model equations are:

$$AWF = \beta_0 + \beta_1 FWA + \varepsilon \tag{1}$$

$$WLS = \beta_0 + \beta_1 ORS + \varepsilon \tag{2}$$

$$WJP = \beta_0 + \beta_1 DWD + \varepsilon \tag{3}$$

$$PWI = \beta_0 + \beta_1 SPS + \varepsilon \tag{4}$$

where;

FWA= Flexible work arrangements

ORS= Organizational support

DWD= Managed domestic workload

SPS= Spousal/partner support

AWF= Ability to integrate work and family responsibilities.

WLS= Work-life satisfaction of women professionals

WJP= Women's job performance.

PWI= Perceived work-life integration.

β = Intercept

ε = Stochastic Error

4. Data analyses and results

The majority of respondents (43.31%) are between the ages of 26 and 33 (Table 2), suggesting that a significant portion of the sample consists of early-career or mid-level professionals who are probably juggling both family obligations and career advancement. The age group of 34–41 years (31.34%) comes next, and it may be juggling more established family lives with more advanced job duties. 9.15% of respondents are younger women, aged 18 to 25, while 14.08% are respondents aged 42 to 49. The fact that just 2.11% of participants are above 50 suggests that the sample is

underrepresented in older women professionals. A youthful and energetic professional population, mostly in the most work-life-integrative periods of adulthood, is reflected in this overall trend.

Table 2
 Demographic characteristics

	Responses	Frequency	Percent
Age	18-25 Years	26	9.15
	26-33 years	123	43.31
	34-41 years	89	31.34
	42-49 years	40	14.08
	50 & above	6	2.11
Educational Level	OND/NCE	12	4.23
	HND	112	39.44
	B.Sc	104	36.62
	MBA/M.Sc	56	19.72
Experience	below 1 year	10	3.52
	1-2 years	43	15.14
	3-4 years	125	44.01
	5-6 years	68	23.94
	above 6 years	38	13.38

Source: Field Survey (2025)

The highest percentage of respondents had Higher National Diplomas (HNDs) (39.44%), with Bachelor of Science (B.Sc.) degrees coming in second at 36.62%. This suggests a workforce that is highly educated. A reasonable number of respondents (19.72%) have an MBA or M.Sc., indicating that they may assume higher professional positions. Fewer respondents (4.23%) hold OND/NCE credentials, suggesting that fewer of them work in entry-level or technically demanding roles.

The majority of respondents (44.01%) claim they have worked for three to four years, followed by those who have worked for five to six years (23.94%) and those who have worked for one to two years (15.14%). Interestingly, 13.38% have worked for more than 6 years, indicating that a sizable minority has seasoned work experience. The majority of participants are acquainted with professional demands and integration issues, as seen by the small proportion (3.52%) who have less than a year of experience. Overall, the data shows a sample that is primarily made up of professionals in their early to mid-career stages who are actively developing methods for integrating work and life.

These demographic insights emphasize that the data gathered primarily represent women in their active career-building years, with varied but significant educational and professional backgrounds, which helps put the study's findings into context.

There is compelling statistical evidence from the regression analysis in Table 3 that FWA has a significant and positive effect on women's ability to balance work and family responsibilities. With a p-value of 0.0000, a t-statistic of 17.82, and a coefficient of 0.7017 for FWA, the link is very significant. Accordingly, women's reported ability to balance work and family responsibilities appears to have increased by roughly 0.70 units for every unit rise in the availability or quality of flexible work arrangements. This coefficient's power and importance highlight the critical role that flexibility in work arrangements, such as remote work, flexible scheduling, or flexible hours, plays in facilitating improved work-life balance for women professionals. The starting point for work-family integration, when there are few or no flexible work options, is shown by the intercept (C) of 0.8953, which is also important. It supports a favourable baseline view of work-family integration even in the absence of FWA, although it is less important to the interpretation.

Table 3
 Flexible work arrangements and women's ability to integrate work and family responsibilities

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.895324	0.149894	5.973044	0.0000
FWA	0.701694	0.039383	17.81707	0.0000
R-squared	0.529567	Mean dependent var		3.415493
Adjusted R-squared	0.527899	S.D. dependent var		1.216744
S.E. of regression	0.836020	Akaike info criterion		2.486689
Sum squared resid	197.0981	Schwarz criterion		2.512386
Log likelihood	-351.1099	Hannan-Quinn criter.		2.496992
F-statistic	317.4478	Durbin-Watson stat		1.737433
Prob(F-statistic)	0.000000			

With an R-squared value of 0.5296, the model explains almost 53% of the variation in women's work-family integration outcomes, specifically the availability or quality of work arrangements. The model's fit and reliability are confirmed by the adjusted R-squared (0.5279), which takes degrees of freedom into consideration. In social science research, particularly when examining organizational dynamics and human behaviour, this model demonstrates reasonably powerful explanatory power. The model is also considered important because of the F-statistic of 317.45 and the p-value of 0.0000, which show that this regression equation works better with the data than a model that doesn't use any predictors. The data are essentially independent, and the model assumptions are satisfied, according to the Durbin-Watson statistic of 1.737, which also indicates that there is no significant autocorrelation in the residuals.

According to Table 4, there is a significant and statistically significant positive relationship between women professionals' work-life satisfaction and organizational support. With a p-value of 0.0000, a t-statistic of 19.33, and an ORS coefficient of 0.7362, the effect is not only positive but also highly statistically significant. This table (Table 4) indicates that a 0.74-unit increase in work-life satisfaction is linked to a one-unit rise in perceived organizational support. The result emphasizes how women professionals express more satisfaction with their ability to manage work and personal obligations when they perceive that their organization supports them through its policies, leadership, resources, and culture. The significant intercept (C) of 0.6024 represents the baseline level of work-life satisfaction in the absence of organizational support. Notwithstanding its lowness, it implies that there is some degree of contentment that is not dependent on official support, possibly as a result of internal or external coping mechanisms.

Table 4
 Organizational support and the work-life satisfaction of women professionals

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.602351	0.100282	6.006540	0.0000
ORS	0.736168	0.038086	19.32894	0.0000
R-squared	0.570735	Mean dependent var		2.194346
Adjusted R-squared	0.569208	S.D. dependent var		1.466301
S.E. of regression	0.962403	Akaike info criterion		2.768276
Sum squared resid	260.2678	Schwarz criterion		2.794039
Log likelihood	-389.7110	Hannan-Quinn criter.		2.778606
F-statistic	373.6079	Durbin-Watson stat		1.738138
Prob(F-statistic)	0.000000			

Organizational support accounts for 57.1% of the variance in work-life satisfaction among women professionals, according to the model's R-squared value of 0.5707. This level of explanatory power is high in social science research, especially in organizational and behavioural studies. When

the number of predictors is taken into account, the adjusted R-squared (0.5692) validates the model's robustness. Additionally, the model is important in statistics, as shown by the F-statistic of 373.61 and its p-value of 0.0000, which means that including organizational support noticeably improves the model's ability to explain differences in work-life satisfaction. A crucial premise of linear regression is met when the Durbin-Watson statistic (1.738) shows no discernible autocorrelation in the residuals.

Table 5 shows that women's job performance and managed domestic workload are strongly and statistically significantly correlated. With a very high t-statistic of 24.33, a p-value of 0.0000, and a coefficient for domestic workload of 0.8683, the relationship is clearly statistically significant. This positive coefficient implies that women's job performance rises as managed domestic workload rises. The result, however, probably represents the complex relationships between multitasking skills, resilience, and maybe role strain compensation, where women work harder at work in spite of or in reaction to increased household duties. Additionally, it might indicate unquantifiable moderating factors like coping strategies, support networks, or cultural norms that cause women to overcompensate at work when they are under stress at home. Even in the absence of regulated household burden, the intercept (C) of 0.2787 is statistically significant ($p = 0.0361$), suggesting a moderate baseline level of job performance.

Table 5
 Managed domestic workload and women's job performance

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.278652	0.132288	2.106407	0.0361
DWD	0.868312	0.035694	24.32681	0.0000
R-squared	0.677269	Mean dependent var		3.369718
Adjusted R-squared	0.676125	S.D. dependent var		1.089915
S.E. of regression	0.620271	Akaike info criterion		1.889696
Sum squared resid	108.4955	Schwarz criterion		1.915393
Log likelihood	-266.3368	Hannan-Quinn criter.		1.899998
F-statistic	591.7936	Durbin-Watson stat		1.797907
Prob(F-statistic)	0.000000			

With an R-squared value of 0.6773, the managed domestic workload alone accounts for 67.7% of the variation in women's job performance, which is an exceptionally strong explanatory power in social research. An additional indication of the model's robustness and generalizability is the adjusted R-squared value of 0.6761. The Durbin-Watson statistic of 1.798 shows that there are no serious issues with autocorrelation in the leftover data, and the F-statistic of 591.79 with a p-value of 0.0000 confirms that the model is statistically important overall.

On women's perceptions of their work-life integration, spousal or partner support has a large and statistically significant positive impact (Table 6). According to the coefficient of 0.8986, women's perceived ability to balance work and family obligations is expected to increase by 0.8986 units for every unit increase in spousal or partner support. The significant effect's size indicates that spousal support is essential for women to attain a healthy balance between their personal and professional lives. There is little doubt regarding the strength of the link because the t-statistic of 33.36 and the p-value of 0.0000 verify that the relationship is highly statistically significant. The slope of SPS shows that partner involvement has a big impact, while the intercept (C) of 0.2911, which is also important ($p = 0.0019$), indicates that there is a small level of perceived work-life balance even without spousal support.

Table 6
 Spousal/partner support and women's perceived work-life integration

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.291135	0.092854	3.135388	0.0019
SPS	0.898582	0.026939	33.35555	0.0000
R-squared	0.797790	Mean dependent var		3.151408
Adjusted R-squared	0.797073	S.D. dependent var		1.332509
S.E. of regression	0.600260	Akaike info criterion		1.824111
Sum squared resid	101.6082	Schwarz criterion		1.849808
Log likelihood	-257.0238	Hannan-Quinn criter.		1.834414
F-statistic	1112.593	Durbin-Watson stat		1.871872
Prob(F-statistic)	0.000000			

The degree of support that women receive from their spouse or partner accounts for about 80% of the variance in their perceptions of work-life integration, according to the R-squared value of 0.7978, which measures explanatory power. This is an extraordinarily high R-squared, suggesting a strong model. This result is further supported by the adjusted R-squared of 0.7971, which shows that the model remains strong even after taking the number of predictors into consideration. The model's overall significance is strongly confirmed by the F-statistic of 1112.59 and the p-value of 0.0000. Furthermore, the Durbin-Watson value of 1.872 indicates that the residuals do not exhibit any alarming autocorrelation, which strengthens the estimates' dependability.

5. Discussion of findings

Findings showed that flexible work arrangements significantly and positively affect women's ability to balance work and family responsibilities. It implies that women are better able to handle conflicting demands and achieve greater work-life integration when they have access to flexible scheduling or remote work possibilities. The significant positive relationship implies that FWAs promote women's well-being and productivity while lowering role conflict. This finding is consistent with past research showing that FWAs improve women's work-family balance and job satisfaction, such as Aura and Desiana [49] and Ghimire *et al.*, [50]. Austin-Egole *et al.*, [51] and Silalahi *et al.*, [52] also endorse it, stating that flexible scheduling and telecommuting enhance work-life outcomes. However, some studies from traditional office jobs argue that having support from managers and a positive workplace culture matter more than just having flexible policies. In practical terms, this research emphasizes how important it is for organizations to implement flexible work arrangements, especially for women professionals. It emphasizes how crucial it is to create workplaces that recognize caregiving responsibilities and provide employees autonomy and schedule control. This realization provides employers and policymakers with a tangible opportunity to improve labour participation and gender parity by incorporating flexibility in organizational cultures.

Findings demonstrated that organizational support significantly improves women professionals' work-life satisfaction. It implies that women are more likely to be satisfied with how well they are able to balance the demands of their home and professional lives when organizations offer concrete support, such as family-friendly policies, encouraging managers, and a pleasant workplace culture. This finding is in line with earlier research that highlighted the importance of organizational support in improving women's work-life outcomes [53-54]. In a similar vein, Zhao *et al.*, [55] discovered that life satisfaction rises and work-family conflict decreases when people sense organizational support. Conversely, some previous criticisms contend that formal support policies could not have much of an effect in the absence of true managerial commitment, which points to organizational culture and implementation in addition to policy availability [56,57]. In practice, this research emphasizes how important it is for organizations to support gender-inclusive workplaces. Employers who support

women through inclusive leadership, mental health resources, and flexible policies increase employee morale, productivity, and retention. Investing in effective support structures is not just a moral duty for HR practitioners and decision-makers, but it is also a calculated move to draw and keep talented women professionals, especially in high-demand industries. Such action promotes social justice and overall corporate effectiveness.

Findings indicated a strong positive effect of managed domestic workload on women's job performance. The findings could imply that women who practice time management, multitasking, and organization at home might carry those talents into the workplace and perform better. This finding is consistent with Greenhaus and Powell's [58] enrichment theory, which holds that experiences in one role—like family—can enhance performance in another—like the workplace [59]. Positive spillover from family to work can also help with career success, according to a study by Park *et al.*, [60]. It does, however, contradict research by Meliala *et al.*, [61] and Safrizal *et al.*, [62], who contended that high household demands frequently result in work-family conflict and poor job performance. This finding emphasizes how crucial it is to appreciate the abilities women gain from managing domestic responsibilities in the real world.

Support from spouses or partners significantly improves women's perceptions of work-life integration. According to the research, women who have a solid support system from their partners or spouses are more likely to believe that their personal and professional lives can coexist peacefully and easily. By reducing household stress, spousal support may help women manage their work obligations in a more balanced and stress-free way. Previous research, including Leung *et al.*, [63] and Schnettler *et al.*, [64], has indicated that partners' instrumental and emotional support has a positive impact on work-family balance and overall life satisfaction. Similarly, Ali *et al.*, [65] reported that supportive spouses greatly reduce role conflict for working women. The finding emphasizes how crucial it is to support shared household duties and partner participation in family life. Offering family-inclusive policies that acknowledge the household unit as a component of work-life support systems or couple-based counselling may be advantageous for organizations. In addition to boosting the well-being of women workers, the approach also promotes a more accepting and understanding work environment, which eventually boosts morale, productivity, and retention.

6. Conclusion

The study concludes that women's work-life experiences are greatly and favourably influenced by important aspects of work-life integration, including flexible work arrangements, organizational support, domestic workloads, and spousal or partner support. Strong organizational support improves overall work-life satisfaction, whereas flexible work arrangements help women better combine work and family. Interestingly, a well-managed domestic workload has a favourable impact on job performance, indicating that domestic task management may promote transferable abilities like time management and multitasking. Additionally, the most significant impact on perceived work-life integration is attributed to spousal or partner support, which emphasizes the value of emotional support and shared household duties.

6.1 Recommendations

The study recommends that:

- i. To help women balance their roles in the home and at work, organizations should implement flexible work policies like remote work, flexible scheduling, and hybrid models. These policies should be regularly reviewed to make sure they continue to address the changing demands of women workers.

- ii. To improve women's work-life satisfaction, employers should strengthen their support networks, including counselling, mentorship, and family-friendly policies. To strengthen the organization's commitment to employee well-being, a culture of empathy and open communication should be encouraged.
- iii. Programs that promote the transfer of skills from managing the home to increasing productivity at work ought to be explored, acknowledging the advantages that women derive from taking on household duties. Furthermore, organizational training could assist women in utilizing their domestically acquired multitasking and prioritization skills to increase efficiency at work.
- iv. Awareness campaigns should be launched to educate partners about the importance of shared responsibilities in enhancing women's professional growth and work-life balance. To promote inclusive support networks, employers can also think about providing work-life seminars or support groups that are specifically targeted at couples.

6.2 Contribution to knowledge

The study advances the field by emphasizing important familial and socio-organizational elements that improve women's overall well-being and work experiences. It provides empirical evidence that incorporating flexible work arrangements, providing targeted organizational support, and encouraging shared family obligations can improve women's work-life balance and job performance. To create inclusive workplace policies and support initiatives, HR professionals, policymakers, and family advocacy organizations can use the study's findings. Through acknowledging and promoting these elements, organizations can establish more equal settings that empower women, enhance retention, and promote long-term professional growth in all fields.

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Conflicts of Interest

The authors declare no conflicts of interest.

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