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EXPERIENCES OF FAMILY THERAPY AND WORK SATISFACTION AMONG EMPLOYED MALE CLIENTS WITH SUBSTANCE USE DISORDER UNDERGOING REHABILITATION IN KENYA: A QUALITATIVE STUDY

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Abstract

Although family therapy has been used in addiction treatment since the 1960s, its importance is not adequately supported by research. The current study investigates how family therapy interventions may influence the outcomes of work satisfaction and encourage productive reintegration of individuals into the workforce. The major objective of the current study was to assess the experiences of family therapy and work satisfaction among employed male clients with substance use disorder undergoing rehabilitation. The study was exploratory and descriptive in nature with a target population of 64 clients. Purposive sampling was used to recruit information-rich participants who met the predefined eligibility criteria. Recruitment continued until the researchers determined that additional interviews were no longer generating substantially new codes or themes; thirty-one participants were interviewed.The data was coded and consequently subjected to thematic analysis. Study findings may lead to the advancement of efficient treatment methods for employed male clients who exhibit substance use disorder.

Keywords

Substance Use Disorder; Family Therapy; Work Satisfaction; Kiambu County

1. INTRODUCTION

Family therapy deals with challenging relational, behavioural, psychological and emotional dynamics. The therapy is applicable in instances of substance abuse, schizophrenia, somatic problems, recovery from child neglect and relationship issues (Lebow, 2020). Family theorists affirm that the origin of distress in a client is relational and originates from problematic interactional paradigms (Reiter, 2017). Established in the 1950s, family therapy sprang up independently in diverse settings with research performing an important role in moulding its theories and practices (Dallos & Draper, 2010).

Marriage and family therapy have been linked to increase in the probability of a patient's self-restraint, coupled with enhancement of functional interactions. This is realized by mainly trying to achieve the depreciation or absolute abstinence from substance use and raising the patient's fulfilment with their interactions while also working towards alleviating intimate partner violence and adaptation of children in the case of clients who are parents (O'Farrell & Clements, 2011). The relationship between family and substance dependence is characterized by pessimism and issues within the family of the person who suffers from the disorder (Lee et al., 2011). In Kenya, widespread data on extreme substance use disorder among persons uncovers terrifying statistics, emphasizing the immediate need for cost effective and innovative approaches to rehabilitation and addiction treatment (NACADA, 2020). The current study sought to investigate the experiences of family therapy and work satisfaction among employed male clients with substance use disorder undergoing rehabilitation in Kenya.

2. LITERATURE REVIEW

Work satisfaction has been defined as an appraisal of one's work experience which could result in either positive or negative emotions, depending on said appraisal, and as such has been regarded as a crucial indicator of an individual's attitude toward their work and a predictor of work behaviour (Purwanto, 2022). In a study done by De Gieter et al. (2021), person-environment fit theory and boundary theory were used to examine the effects of work-nonwork boundary management fit on the work-family interface. Findings revealed that work-non-work boundary-management fit positively correlated with family satisfaction and performance in the family domain, while in the work domain, it had a favourable influence on characteristics like job satisfaction.

Nielsen et al. (2017) also explored the connection between family therapy and work satisfaction, with emphasis on the discussion of workplace resources that are considered key instruments in the determination of employee well-being and improving work performance. The study classified these resources into four levels; individual, social, leader, and organizational. When it comes to determining individual-level resources, self-efficacy, competence, and self-esteem are some of the tools that help employees manage their job demands that are experienced and reach satisfaction at a personal level. Similarly, Maynard

et al. (2015) believe that social-level resources are comprised of the amount of social support and quality interpersonal relationships that not only promote teamwork, but also offer needed assistance for the employees to manage work and family responsibilities. Therefore, the resources indicate that personal characteristics and social networks are the most effective ways to overcome work-family conflicts. Kelloway and Barling (2010) opine that organizational resources provide further evidence of the systemic nature of workplace factors. Employees' health can be influenced by the style of leadership and the quality of interactions, such as leader-member exchanges (LMX), that the leader creates. This is usually done in the form of a positive work culture.

Crane and Triston (2007) study about behavioural marital therapy revealed improvements in marital satisfaction, alongside the revelation that depressive symptoms in wives exhibited a lesser degree of reduction when they received cognitive therapy in isolation. These observations emphasize that family-cantered interventions function on the foundational principle of interdependence among various systems, including the balance between professional and familial responsibilities, which may differ according to gender. Interventions frequently involved instructing parents on effective communication strategies with their children, a competency that was particularly critical for working mothers who were balancing dual roles. Furthermore, reductions in healthcare use were most significant among high utilizers, indicating that proactively addressing stressors within the family structure, including occupational pressures before their escalation, generated benefits both on an individual and organizational level.

Gonzalez et al. (2016) study in USA established that employee connection with family and friends was significant in predicting community attachment and, subsequently, employee turnover. The study highlighted that heightened friendship and family helped organizations with employee retention, and therefore, a stronger community base for employees meant they valued and maintained their services to the organizations as compared to those with a poor community fit. Notably, this study suggested that organizations and employers recognize the role of family and friendship in their policies to increase work satisfaction and reduce turnover. Another study by Young et al. (2013) in the United Kingdom analyzed attitudes, behaviour, and habits of individuals by focusing on the workplace and organization-based behaviour change initiatives, revealing that the strongest indicators of change included awareness, performance feedback, financial perks, infrastructure, training, and support from management. The study provided evidence that feedback on employees' efforts tends to influence how they behave, although a recommendation was made to ascertain the extent to which external factors either facilitate or impede sustainable behaviors in the workplace, different from those in the family or community.

An online survey assessing 265 Italian employees conducted by Toscano and Zappala (2020) investigated the effects of social isolation on work satisfaction. Results of the study demonstrated a negative association between social isolation and work satisfaction,

highlighted by the issues brought about by social isolation, including stress, anxiety, and depression. The study informed the significance of social relationships and the adversity that comes with the experience of loneliness, all of which were found to impact an individual's impression of productivity and subjective sentiments of work satisfaction. Gopalan and Pattusamy (2020) also established family satisfaction as a key contributory factor to job satisfaction, with the level of family satisfaction assessed as having significantly more importance in a study conducted on both genders as compared to work satisfaction. The study further confirmed that both genders prioritized family satisfaction due to the intimate and lifelong nature of familial relationships, although women were found to value family satisfaction more than men.

According to Kounenou (2016), economic instability imposes significant pressure on family systems, frequently disrupting caregiving responsibilities and relational boundaries. These disruptions are particularly noticeable in families experiencing coercive interactions, prolonged separations due to migration, or overwhelming demands for caregiving, which can result in role reversals or confusion about roles. In such instances, therapists have to carefully manage conflicting expectations, striking a balance between advocating for the comprehensive needs of the family and the practical challenges of collaborating with agencies limited by regulatory constraints and bureaucratic inefficiencies. Cădariu and Rad (2025) also believe that within the employment spectrum, the Eco-Systemic Family Therapy (ESFT) model emphasizes the importance of emotional control, executive skills, and empowering parents, all grounded in an established family structure. Concurrently, it addresses external stressors and systemic obstacles such as poverty, discrimination, and fragmentation of services, which can profoundly impact family stability.

Another study conducted by Wijayati et al. (2019) in Indonesia indicated that emotional intelligence and self-awareness play a key role in influencing work satisfaction among female teachers, who reported that emotional intelligence helped them regulate their emotions, resulting in higher levels of work satisfaction and thereby strengthening their commitment to their profession. The study also demonstrated the interplay with family conflicts, highlighting the increase in family conflict, resulting in poor productivity by negatively impacting performance. The research suggested that school principals focus on addressing family-related challenges, which would improve emotional intelligence, thereby enhancing performance and job satisfaction. Purwanto (2022) equally believes that family and work domains tend to have an influence on each other, respectively, and such was the case in a correlational study conducted in Indonesia with 1045 female employees across different sectors. The employees reported that family played an instrumental role in their decision to seek employment, in addition to influencing their levels of job satisfaction. The findings of the study implied that family issues had a significant negative association with job satisfaction. In a study by Zhang et al. (2019) in China, family motivation is viewed as a strong motivator for increased work efforts, which in turn leads to increased productivity. Findings revealed that workers view their respective jobs as a means to support their family, especially

through the financial gains, and therefore, family motivation heightens employees' instrumental meaning of their work as a means to sustain and support those important to them.

According to Kane (1998), confidence in a social context refers to the interplay of integrity, confidence, and connectedness, which is shaped by mentality and manifested in one's actions and emotions. In the workplace, confident performance results from the interaction of all three aforementioned aspects. Healthy confidence at the workplace has been observed to promote effective work behaviour, including sharing knowledge, participating frequently, and even the proactive pursuit of changes. Additional study findings by Halilsoy (2024) state that self-confidence is important to work satisfaction because it fosters a balanced professional life. The study further confirms that self-confidence inspires growth in confidence, which enhances performance in both social and professional settings, directly contributing to work satisfaction. Confidence increases employee engagement in workplace discourse, thereby promoting assertiveness and improving time management, all of which ultimately lead to work satisfaction.

In China, Nielsen et al. (2020) uncovered an indirect correlation between family-work conflict and job satisfaction in a study involving a sample of 560 high school students, which assessed the relationship between family and job-life satisfaction. The study findings highlighted two mediating factors: psychological capital and emotional exhaustion, both of which constitute job-life satisfaction and significantly relate to work-family conflict. From a practical perspective, the study demonstrated that the negative effects of work and family conflict can be mitigated by providing psychological resources or interventions that enhance psychological capital while addressing emotional exhaustion. In Malaysia, Yew et al. (2018) implemented Stamps' Index of Work Satisfaction (IWS) to measure the level of work satisfaction and identify the specific factors that were causing most dissatisfaction, including pay and remuneration dissatisfaction, unfavorable work environment, access to medical services for nurses and their families, and child care facilities. The tool also effectively identified areas in their work where the 219 nurses were most satisfied, including professional status and teamwork.

Research carried out by Alessandri et al. (2018) identified emotional stability as a key contributor to self-efficacy beliefs that were deemed crucial to workers managing emotions over time. Workers who had higher emotional stability indicated a higher capability of dealing with work-related emotions, which in turn increased their resistance to stress, while those who scored on the lower spectrum had a susceptibility to anxiety, insecurity, depression, absenteeism, poor performance, and job dissatisfaction. In India, Gopalan and Pattusamy (2020) ascertained that the ability to balance family and work responsibilities was crucial for job satisfaction, which in turn affected professional fulfilment and the perception of life success. The research findings indicated that family satisfaction's role in increasing job satisfaction was important in mediating between work-role uncertainty and professional fulfillment.

Mishra et al. (2017) survey of 398 married service sector employees elucidated the significance of psychological capital and supervisor support. Psychological support fostered innovative work behaviour by providing employees with crucial attributes, including self-efficacy, optimism, resilience, and hope which helped individuals address work challenges with confidence, positivity, and resilience in the face of setbacks. Supervisor support, on the other hand, directly influences employees' innovative behaviour by enhancing trust, fairness, and a sense of responsibility among employees, in turn encouraging them to eclipse their regular duties and engage more in creative problem-solving. From the study, psychological capital and supervisor support displayed a great relevance in promoting work satisfaction, with the former facilitating resources to manage challenges while the latter creating an enabling environment for supervision.

Abdul Rahman et al. (2017) examined aspects of family and work satisfaction among 426 nurses whose profession they determined as highly family-intrusive profession where work and family needs often clash and impact each other. Results from the study indicated that increased age and marriage status were substantially associated with higher levels of work satisfaction. An additional study by Haji Matarsat et al. (2021) revealed that individuals who smoke cigarettes, those with health issues, and those who had family issues reported significantly lower levels of work satisfaction. In South Africa, Matjeke and van Dyk (2020) examined the association between conflict surrounding work and family life and job satisfaction among single parents serving in the South Africa National Defense Forces. The single parents reported a significant correlation between work-family conflict and work satisfaction whereas social support had an indirect but significant relationship with work satisfaction.

Separately, while investigating aftercare interventions for employees discharged from rehabilitation, Braaf and Roman (2024) also highlighted that when families participate in counseling and awareness programs, employees experience a more nurturing reintegration into the work environment, which aids in diminishing stigma and promotes empathy among co-workers. In a similar vein, the inclusion of family members in aftercare assistance facilitates more seamless transitions back to work roles, allowing individuals to effectively reconcile personal and professional obligations, thereby improving overall job satisfaction. Amah (2019), on the other hand, revealed that family support and resources were significant determinants of job satisfaction from a study conducted in Nigeria. Additionally, the findings demonstrated that extended family support showed a positive link with family satisfaction, which in turn was a crucial predictor of the functional capabilities of working mothers while reducing work-family conflict.

Afulani et al. (2021) used a cross-sectional study to assess the different factors associated with job satisfaction which included family support, job satisfaction before the pandemic, perceived support from management, and perceived communication from management among healthcare workers in Ghana and Kenya. From the findings, family support had a positive correlation to the work satisfaction of healthcare workers while other factors such as

stress and burnout had a negative correlation to work satisfaction. Pertaining to family support, the greater the support, the higher the levels of work satisfaction. The study was key to highlighting the important effects of family support on work satisfaction in healthcare workers.

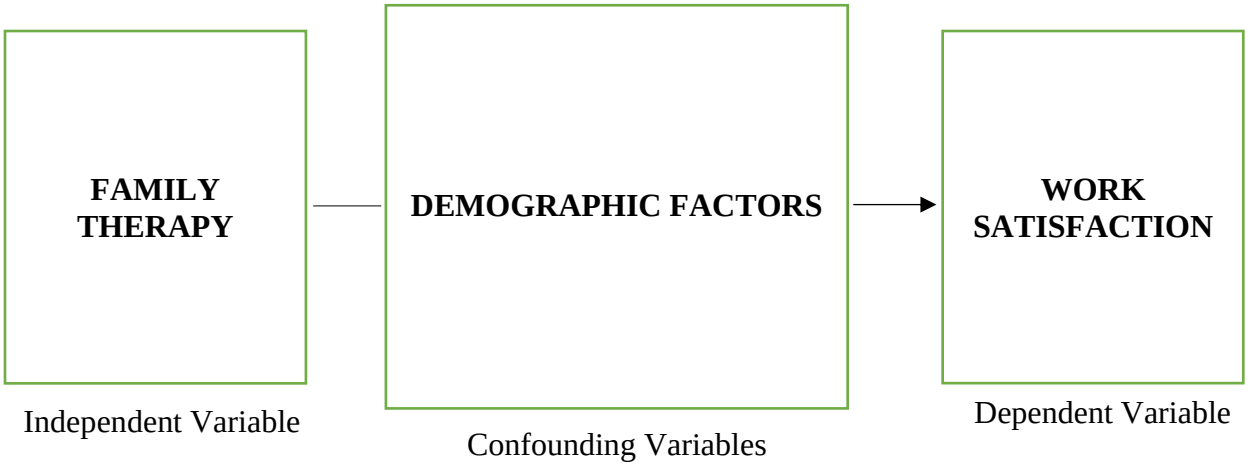
Across the literature, not many studies have investigated how psychological interventions, key among them being family therapy, affect work-family attributes such as work-family satisfaction. To address this gap, this study has taken the initiative to try and ascertain whether family therapy would have any influence on work-family enrichment by assessing its value on work satisfaction.

This study is anchored on the family systems theory (Bowen, 1976). The theory postulates that family members influence the behaviour of each other as a result of direct and indirect interdependence. The interactions among family members are transactional and bidirectional. Pathological communication and response to one another's behaviour encourages change in behaviour. Through family interaction and interdependence, male clients with substance abuse disorder may experience work satisfaction due to pathological communication and transactional interdependence which may in turn influence their behaviour in the work environment.

3. CONCEPTUAL FRAMEWORK

The research conceptualized that work satisfaction may be influenced by family therapy, which was the independent variable of the study. In this study, work satisfaction was used to refer to individuals' opinion about their task output.

Figure 1: Conceptual Framework



4. METHODOLOGY

4.1. Introduction

This section provides information about research design, study population, sampling techniques, instrumentation, data collection procedure, data analysis and ethical consideration.

4.2. Research Design

The study employed exploratory and descriptive research approach to achieve contextualized and elaborate experiences of participants. This technique provided details about the interplay between work and family patterns within specific settings of substance use disorder rehabilitation. The process of data collection involved carrying out interviews to achieve detailed qualitative data from interviewees. This technique permitted the interrogation of thought, emotions and experiences of participants in a comprehensive and flexible manner. The interviews were intended to involve the wide scope of participant familial dynamics, age disparities, religious belief, socioeconomic positions and environmental factors. Data collected was analyzed through thematic analysis, which included detecting, analysing and summarizing the themes or patterns in the data. This technique was effective due to its adaptability (Braun & Clarke, 2006).

4.3. Study Population

Participants of the study involved male clients diagnosed with substance use disorder. Target population involved adults above 18 years because employed persons in Kenya are obliged to meet this criterion. Therefore, the research drew its participants from a study population which was composed of 64 employed males between 18-60 years. Target population was drawn from Kiambu county due to the existence of rehabilitation facilities within the county.

4.4. Sampling Techniques

Purposive sampling was used to recruit information-rich participants who met the predefined eligibility criteria. Recruitment continued until the researchers determined that additional interviews were no longer generating substantially new codes or themes. Thirty-one participants were interviewed. Data saturation is a significant concept in research since it ensures that the collection of data stops once new insights, patterns or themes cease to emerge (Ahmed, 2025).

4.5. Instrumentation

Data was collected through semi structured interviews, which were considered to be the most suitable methods for understanding the perspectives of the participants. The

instruments offered a systematic and flexible structure for the interviews, which provided comprehensive examination of the relevant themes.

4.6. Data Collection Procedure

The researchers secured research permit from the National Commission for Science, Technology and Innovation (NACOSTI) through the University of Nairobi. Thereafter, consent was obtained from the directors of respective rehabilitation centres using relevant documentation to collect data. Consent was equally needed from individuals who formed part of the study prior to administration of research tools. The study used an average of 25 minutes per interview for all the interviews conducted (Thorsteinson, 2017). The interviews were carried out by researchers in person and recorded through the use of electronic recording devices for transcription and analysis. The interviewees participated voluntarily and were accorded confidentiality.

4.7. Data Analysis

Data analysis in a qualitative study requires systematic approach (Bogdan & Biklen, 2007). The current study utilized MAXQDA 24 to allow for the analysis of qualitative data. This process started with an inductive thematic analysis, which involves identifying pattern, themes and relationships within the data (Leech et al., 2011). Attention was given to repeated phrases, words, patterns of behaviour and the broader social and cultural contexts from which the patterns emerged. The thematic analysis process in the current study focused on work satisfaction. Other variables considered included marital status, age of respondents, frequency of substance use. These variables enabled the research to contextualize themes in personal experiences of participants.

Through a collection of steps, data was transcribed for acclimatization and colour coding of pieces of raw data. After identifying the list of codes, themes were collated and mapped. The definition of themes allowed for analysis to identify the story held by each theme in the context of the study. More investigation was undertaken between themes and different levels of themes, then collected, improved and plotted on separate maps to indicate problems and possible solutions.

5. RESULTS AND DISCUSSION

5.1. Introduction

This section presents result and discussions of experiences of family therapy and work satisfaction among employed male clients with substance use disorder undergoing rehabilitation. Work satisfaction themes presented in this section emerged from thematic analysis of the qualitative data.

5.2. *Demographic Profile of Respondents*

The current study sample was composed of thirty-one male clients undergoing rehabilitation.

Table 1 – Distribution of Respondents by Demographic Characteristics

S/N	*Demographic Variable*	*Response*	*Frequency*	*Percent*
1	Age group	18–35 years	14	45.2%
		36–50 years	14	45.2%
		51+ years	3	9.6%
		Total	31	100.0%
2	Current Relationship Status	Single	9	29.0%
		Married	14	45.2%
		Separated	6	19.4%
		Widowed	2	6.4%
		Total	31	100.0%
3	Level of Education	Secondary education	9	29.0%
		College education	11	35.5%
		Bachelor's degree	8	25.8%
		Master's degree	3	9.7%
		Total	31	100%
4	Living Condition	Alone	9	29.0%
		Spouse	2	6.5%%
		Spouse and Children	10	32.2%
		Other Family Members	2	6.5%
		Child/Children	2	6.5%
		Non-relative	4	12.9%
		Parents	2	6.5%
		Total	31	100.0%
5	Substance of Choice	Alcohol	25	80.6%
		Marijuana	3	9.7%
		Khat	1	3.2%
		Cigarettes	2	6.5%
		Total	31	100.0%
6	Length of substance use	1–3 years	1	3.2%
		3–5 years	2	6.5%

		5–7 years	2	6.5%
		7–10 years	1	3.2%
		More than 10 years	25	80.6%
		Total	31	100.0%
7	Frequency of substance use	Daily or almost daily	24	77.4%
		Monthly	3	9.7%
		weekly	4	12.9%
		Total	31	100.0%
8	Additional substances	Cigarettes	8	25.8%
		Cannabis	7	22.6%
		Cannabis and cigarettes	3	9.7%
		Khat	2	6.5%
		Khat and cigarettes	1	3.2%
		NONE	10	32.2%
		Total	31	100.0%

Source: Author

Concerning living conditions, most respondents lived with their spouses and children (32.1%, n=10), followed by those who lived alone (30.1%, n=9). A few of them lived with non-relatives (14.0%, n=4), some lived with other family members (7.6%, n=2), entirely with a spouse (7.6%, n=2) or with their children (6.4%, n=2).

A large proportion of respondents (80.6%, n=25) pinpointed alcohol as their favourite substance, while other participants indicated that they used marijuana (9.7%, n=3), cigarettes (6.5%, n=2) or khat (3.2%, n=1). Most of the respondents confirmed to have been involved in substance use for over 10 years (80.6%, n=25) with daily or almost daily consumption (77.4%, n=24) while others indicated weekly use (12.9%, n=4) or monthly use (9.7%, n=3). Concerning additional substances, 32.3% (n=10) confirmed no use, while others consumed cigarettes (25.8%, n=8), cannabis (22.6%, n=7), a composition of cannabis and cigarettes (9.7%, n=3), khat (6.5%, n=2) or a composition of khat and cigarettes (3.2%, n=1).

Table 2 – Work Satisfaction Themes

S/N	***Work Satisfaction Themes***	***Frequency***	***Percentage***	***Percentage (valid)***
1	Increased self-awareness	20	64.52	68.97
2	Improved work relationships	19	61.29	65.52

3	Confidence in work abilities	18	58.06	62.07
4	Psychological stability at work	18	58.06	62.07
5	Clear Communication at work	16	51.61	55.17
6	Rediscovering the purpose of work	14	45.16	48.28
7	Work-life boundaries	12	38.71	41.38
8	Coping with work challenges	11	35.48	37.93
9	Improved problem solving	11	35	37.93
10	Workplace support	10	32.26	34.48
	Documents with theme(s)	30	96.77	100.00
	Documents without theme(s)	1	3.23	
	Analyzed documents	31	100	

Source: Author

Increased self-awareness emerged as a prominent theme (see Table 2), highlighted by 20 of the 31 participants who indicated its significance as part of work satisfaction which was exemplified in the following excerpts: "If I revert to old habits like lateness, it would indicate no real improvement" (PARTICIPANT 6).

> "There is also the aspect of, in a situation whereby there's an assignment that's not very clear to me, I'm able to seek guidance and support, boldly and confidently from the required offices" (PARTICIPANT 24)

> "I identified my weaknesses in terms of laxity and, laziness" (PARTICIPANT 29).

The responses from the participants seemed to suggest that increased self-awareness may enable them understand their behavioural patterns, leading to identification, improvements, and implementation of changes. Participant 6 acknowledges the futility of reverting to old habits and indicates a conscious effort to maintain positive changes. Participant 24 reports that self-awareness may improve workplace communication and problem-solving skills, while Participant 29 recognizes his shortcomings and indicates the need to address them to improve both work and family. These responses align with Wijayati et al. (2019) findings, reinforcing the aspect that enhancing emotional intelligence, particularly self-awareness, improves productivity and job satisfaction while addressing the negative effects of family dynamics on performance.

Another notable theme identified was improved work relationships. Participants reported the sense of responsibility they felt towards their work relationships. The following

excerpts indicate the theme: "It will improve work relationships. When I was absconding duty, I was overworking them. Somebody has to come and cover whatever you could have done. So, by that, when you go back, now you can be fully at work." (PARTICIPANT 8).

> "I'm more sympathetic to other workers who work far from home or young families" (PARTICIPANT 22).

> "I think there's a lot of things in family therapy that can be ported to work like that. Specifically, for me, it was understanding the other person's needs. It's where the other person is coming from. Put yourself in their shoes. Trying to understand what they are going through." (PARTICIPANT 31).

Participants perceived that family therapy increased peoples' awareness about how their behaviour affected others in the workplace, essentially giving them a sense of accountability in their workplace interactions. Acknowledging previous absenteeism and the strain it placed on the colleagues indicates how Participant 8 recognizes the importance of fully engaging at work for personal and collective reasons. Regarding empathy, Participant 22 similarly reported an increase from family therapy and appeared more understanding of co-workers facing familial challenges. Participant 31, on the other hand, highlighted the skills transferred from family therapy to the workplace relationships, including being more understanding of others. Similarly, Gonzalez et al. (2016) maintain that family therapy enhances empathy and understanding towards colleagues in the process, reinforcing the value of community ties within the workplace for the participants.

Another theme which emerged from the study was the contribution of family therapy to confidence in work abilities, allowing individuals to perform duties with greater assurance and reliability. This is depicted in the sentiments of Participant 15 and Participant 17 as reported:

> "I feel I can now work longer because my family now understands the demands of my job. Family therapy has helped the work aspect because now I can undertake extra duties without worry" (PARTICIPANT 15).

> "It will make me work better. It will make me a better teacher because I'm a teacher. It'll make me a better citizen. Currently, I feel important in the building work because now I can use this change as a block" (PARTICIPANT 7).

Feedback from the participant suggests a positive correlation between confidence at work and work-family enrichment as facilitated by family therapy. The responses indicate that family therapy may be associated with confidence, which in turn may enhance performance of professional responsibilities. Participant 15 indicated that, from family therapy, the family's understanding of work demands has improved, thereby allowing them to work extended hours and take on additional duties without concern. Similarly, Participant 7 expressed that family therapy would enhance not just their performance professionally but

their overall societal role as well. These findings suggest that a greater level of support from families may increase an individual's confidence at work, in turn enhancing work performance. Kane (1998) and Halilsoy (2024) believe that confidence is a booster for effective workplace behaviour, such as proactive participation and improved time management, all of which contribute to job satisfaction and performance.

The importance of psychological stability at work was underscored by 18 participants who shared their experiences of feeling balanced and secure in their roles as indicated in the participants' feedback: "My colleagues are the people that I also call family because as the people I see every morning and every day. I can't work without my family. I can't work without my colleagues. I have established a very good working environment without emotion, without the negative emotions of maybe hangovers and addiction" (PARTICIPANT 28).

> "The good thing is that especially knowing that you're going to work without any resentment, that you're in a recovery journey and you have people who are supporting you, it will actually make me work efficiently" (PARTICIPANT 10).

> "Now, there is better cohesion with family members, which was one of the factors that stressed me. When I'm stressed, I do not usually go to work, I go take alcohol. When there is good cohesion when we are well, and the interaction with my family and my wife is better I'm motivated to go to work" (PARTICIPANT 4).

The findings suggest the participants' emphasis on the significance of psychological stability and its importance to their work satisfaction. The role of supportive relationships both at work and in their personal lives in fostering a positive work environment was highlighted, as indicated, for instance, by Participant 28, who describes the colleagues as family and emphasizes the importance of a harmonious and emotionally stable workplace free from negative elements. Additionally, Participant 4 indicates how improved relationships with family members were linked to reduced stress and increased motivation. These findings interlink with those of Alessandri et al. (2018), which underscore the importance of psychological stability, a key aspect of work satisfaction, which in the case of this study is reinforced by supportive networks at home and work, significantly contributes to work-family enrichment.

Additionally, clear communication at work was identified as an important aspect of work satisfaction from the participants' feedback: "Being more open and not skipping things. When somebody is wrong or when a colleague is wrong, you talk about it and you discuss and things are kept in the open and the productivity becomes much better." (PARTICIPANT 26).

> "One instance is that, now I know for certain, if I have an issue with anyone, I should face it head-on, and not call in, like I used to do." (PARTICIPANT 13).

> "Family therapy has helped a lot because my boss now usually communicates with my family about my whereabouts. Even me coming here, the boss played a very big role with my family because they decided that I came to this place." (PARTICIPANT 5).

Participants perceived that clear communication may be an essential factor for achieving work satisfaction. Feedback indicates that open dialogue and directly addressing issues may improve productivity and workplace dynamics. Participant 26 reported the value of openly addressing issues at work and maintaining transparency, while Participant 13 outlines their personal growth in effectively handling conflict at the workplace rather than avoidance. Additionally, integration of family therapy into communication practices was perceived to be beneficial, as Participant 5 noted how their boss's involvement in communicating with their family played a crucial role in their work attendance and overall well-being. Purwanto (2022) maintains that the family and work spectrum tend to have an influence on each other.

In the theme concerning rediscovering the purpose of work, participants associated transformative experience with family therapy. This was summarized through the following observations: "Being in therapy made me realize that I need to provide for my family, and that means I need to be serious about my job. I've rediscovered why I do what I do." (PARTICIPANT 13).

> "Taking this responsibility, especially since in my case it's a business, means getting to be accountable. I now feel more connected to the work I do and more motivated to make it successful." (PARTICIPANT 21).

Responses from Participant 13 and Participant 21 indicate a shift in their understanding of professional goals and the influence of family therapy. The participants reported their newfound commitment to their jobs by recognizing the necessity of being responsible providers for their families, as well as accountability in their business. These insights were in connection to the findings of Zhang et al. (2019), highlighting family motivation as a critical motivator to enhancing the instrumental meaning of work and increasing the perception of increased work effort's vitality to sustaining the family. This evidence, therefore, suggests that family therapy is perceived to foster a deeper understanding of the importance of work not only to the individual but to their family as well.

Further examination of feedback from respondents indicated work-life boundaries as another emerging impact of family therapy on work satisfaction. Participants reported the role family therapy played in establishing boundaries between their work and personal lives and, in the process, ensuring that their responsibilities do not infringe on their overall well-being as indicated: " I tended to choose the wrong colleagues, like say, workmates. I always went with the ones who indulged in merrymaking. Family therapy has shown me how to be able to interact with healthier workmates." (PARTICIPANT 4).

> "I think it goes back to the aspect of putting a healthy distance between work and home." (PARTICIPANT 15).

From the responses of Participant 4 and Participant 15, a recurring theme that emerged was that family therapy helped the participants understand the need to implement work-life boundaries. Participant 4, for instance, indicates the importance of being consciously selective with choosing and maintaining different relationships at work that positively influence their lives, underscoring the importance of boundaries. Participant 15, on the other hand, reports the need to exercise caution regarding the boundaries between work and personal lives. These findings corroborate with Gopalan and Patusami (2020), study which shows that establishing work-life boundaries is an important aspect of work satisfaction and professional fulfilment.

> Additionally, participants reported that family therapy enabled them to cope with work challenges, which led to enhanced stress management, resilience, and work efficiency. The participants associated the strategies employed to navigate work challenges with greater efficiency. "With stress management, I'll work knowing that I have a good support system from my family and also friends that I've not yet communicated with, but when I do get off of work, that's knowing that it's just easier to just go and tell them what is on your mind." (PARTICIPANT 2).

> "It helps that I communicate with him. being the firstborn, it's very bad when I don't have a good relationship with my father, and now, at least, having that relationship there, working with it, even if it's a day at a time, it's helping me cope and also work more efficiently." (PARTICIPANT 10).

Participants also reported that family therapy enabled them cope with challenges. They perceived that supportive family relationships and communication stood out as the key changes initiated by family therapy that allow the participants to approach work-related challenges with better effectiveness. Participant 2 highlighted how essential a good support system at home was to processing workplace stress and establishing a sense of relief. Further, the participants reported that family therapy influenced the individual's ability to cope with workplace demands by highlighting the benefits of addressing familial issues in the workplace. Participant 10 mentioned the benefits of resolving and rebuilding his relationship with his father and its influence on his coping mechanisms and efficiency at work. Similar to the study conducted by Afulani et al. (2021), in which perceived family support positively correlates to work satisfaction, these results emphasize the importance of family support from family therapy on coping and work satisfaction.

Improved problem-solving skills were reflected in the experiences of participants who reported that family therapy enhanced skills in that regard. This was summarized by the following excerpts; "From family therapy, I have learnt that I can't use alcohol or any of the other substances as a coping mechanism. I'll just have to handle it. So whatever challenge

comes up with me my supervisor, my boss, or whoever is in charge of me. I have to directly go to them and just communicate where I may have fallen short or they may, they might have done wrong towards me." (PARTICIPANT 2).

> "Sometimes we have staff meetings, it would be wrong for me, as his deputy, to go to the staff and criticize what the boss had said in the meeting. In that case, I've learned if I see anything negative about it, to approach him and talk to him the two of us give him my reasons of the same." (PARTICIPANT 14).

Responses from the participants associated a link between family therapy and improved problem-solving skills in the workplace. They reported that family therapy may equip individuals with mechanisms of addressing workplace challenges such as interpersonal issues, as indicated by Participant 14, who indicates a need to adopt a more inclusive and respectful form of conflict resolution. Participant 2, on the other hand, highlights a change in coping with workplace issues from using psychoactive substances to using open communication to address colleagues and supervisors. The findings align with the role of psychological capital derived from the family, including efficacy, resilience, and optimism in equipping individuals with the confidence to address workplace challenges (Mishra et al., 2017).

The theme of workplace support was also reported by the participants. They suggested that family therapy may enhance their appreciation for workplace support and their awareness of the encouragement received from co-workers and managers.

> "Family therapy benefits me because my employer who brought me here says now it is out of control. I am a very respectable person, very truthful. They say now before they leave me to just go and mess up somewhere so that I also don't quit my job. Let us just take him somewhere for him to secure his job." (PARTICIPANT 11).

> "My work has challenges, and the government gives out directives that those who are assessed to be stressed or under the influence are recommended and referred to rehabs to eliminate what is bothering them, and that is something I'm benefitting from." (PARTICIPANT 12).

Respondents reported that family therapy intervention appeared to have enhanced an individual's recognition of workplace support, especially supervisor support. The response from Participant 11 highlights the implications of a proactive employer in the provision or facilitation of therapy essential to not just the individual's wellbeing but to securing their employment as well, therefore creating a positive perception of workplace support. Similarly, Participant 12 perceived the importance of policies that facilitated family therapy and thereby directly benefitting both the work and family spectrums. The responses from the participants associated workplace support availability with personal and professional challenges. This corroborates results from Mishra et al. (2017) which indicate that the

interplay between psychological capital from family and supervisor support can be crucial to achieving work satisfaction.

Despite the potential for family therapy to influence work satisfaction, some participants reported no direct influence through no perceived impact on work. This was indicated by the following quotes:

> "No family therapy has not had any effect on my employment." (PARTICIPANT 27).
>
> "In terms of work, family therapy doesn't have much of an impact because my job doesn't have a lot of interpersonal interaction." (PARTICIPANT 1).
>
> "I have not been to work so I'm not yet sure whether the changes will translate to work. (PARTICIPANT 22).

These accounts suggest that for some individuals, the benefits of family therapy may not easily transfer to the workplace, especially when roles involve little interpersonal interaction or when participants have not yet returned to work. The sentiments of Participant 1 highlight the importance of job context in determining whether therapy outcomes can be applied, while responses from Participant 27 and Participant 22 emphasize both perceived irrelevance and uncertainty about the future transfer of therapeutic gains. This pattern aligns with broader findings from Su-Kubricht et al. (2024), that scepticism toward therapy can be influenced by cultural and family factors, with female participants often affected by expectations to handle problems independently. Such perceptions may lead to a decreased sense of relevance or value of therapy outcomes in non-family domains like the workplace.

Findings of the study established that family therapy may have influence on work satisfaction. Improvement results from attributes such as increased self-confidence, better emotional regulation, improved relationships all around, and a better understanding of the participants' roles.

Satisfaction gained from family therapy too seemed to have influence on self-confidence and motivation to work, since individuals would not want to abscond duty and to revert to old habits. Burrell et al., (2018) believe that self-confidence amplifies its impact beyond individual motivation and performance, permitting individuals to gain control over their interactions within their social environment and their behaviours too.

This study also established that individuals who achieve self-awareness identify their weaknesses and develop improved workplace communication, being able to seek support confidently when where tasks assigned are not quite clear to them. Gong et al. (2021) maintain that strategies which improve self-confidence create conducive environments for task completion where individuals seek mentorship and guidance from experienced individuals, which promotes positive emotional state that strengthens capability and competence.

Individuals reported that they experienced a peaceful and emotionally stable workplaces as a result of family therapy. They also managed to establish good working environments devoid of negative emotions, addiction and hangover. Gong and Paulson (2017) affirm that emerging adults with increased family expressiveness, heightened family cohesion and reduced family conflict are more competent in controlling their emotions.

Family therapy equipped participants with a sense of accountability in their workplace interactions. They understood the need to engage competently in their assigned duties for individual and collective benefit. The aim of family therapy is to create widespread changes which result to desirable outcomes and wellness for all individuals within the system (Lebow, 2018).

Some people don't believe in the direct influence of family therapy on work satisfaction, suggesting that the benefits may not transfer to all work contexts or individuals. Notwithstanding, this study underscores the potential of family therapy as a tool for improving workplace dynamics and personal well-being, warranting further exploration into its application across diverse work environments. Wijayati et al. (2019) and Gonzalez et al. (2016) emphasize the role of emotional intelligence and empathy in enhancing work satisfaction

6. CONCLUSION

Findings established a positive relationship between family therapy and work satisfaction although other participants maintained that its benefits did not extend to all professional settings.

RECOMMENDATIONS

This study suggests the formation of policies relevant to employee assistance programs that benefit employees going through rehabilitation or those who need psychological assistance, either for themselves or for important others. This would result to great milestones in enhancing the quality of life of employees, regularizing mental health related interventions and improving the wellbeing of the workforce.

Governments and relevant stakeholders need to apportion resources for facilitating the creation of awareness about the significance family therapy in improving mental health This may include increasing training of professionals, developing family intervention programs and conducting further research.

Conflict of Interest: The authors declare no conflict of interest.

Data Availability Statement: This study used non-public data confined to clients with substance use disorder. Participant privacy restricted the researchers from public release of the data.

Ethical Consideration: Research license was obtained from National Commission for Science, Technology and Innovation, through the University of Nairobi. Participants were informed about the aim of the research before commencement of data collection. Names of respondents and data provided was treated with utmost confidentiality. Data was used for research purposes only.

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