

UNIVERSITY OF CAPE COAST

EFFECT OF WORK-FAMILY CONFLICT ON EMPLOYEES' JOB AND
FAMILY SATISFACTION: TESTING THE MODERATING ROLE GENDER

BY

ADJOA AFEDUA NSAFUL

Dissertation submitted to the Department of Human Resource Management,
School of Business, of the College of Humanities and Legal Studies, University of
Cape Coast, in partial fulfillment of the requirements for the award of Master of
Business Administration degree in Human Resource Management

OCTOBER, 2016

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:

Date:

Name: Adjoa Afedua Nsaful

Supervisors' Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisors' Signature:

Date:

Name: Dr.(Mrs.) Abigail Opoku Mensah

ABSTRACT

The purpose of this study was to examine the moderating effect of gender on the relationship between work-family conflict on employees' job and family satisfactions. The study covered University of Cape Coast junior staff. Descriptive cross-sectional survey was employed to achieve the objectives of the study. A multi-stage sampling technique was used to select 339 respondents for the study. A structured questionnaire which consisted four sections was used as the main instrument for data collection. Descriptive (frequencies, mean and standard deviations) and inferential statistics (regression analysis) were employed. It was found out that work-family conflict (work interference with family and family interference with work) affect job satisfaction negatively. Furthermore, work-family conflict (work interference with family and family interference with work) negatively affect family satisfaction. Additionally, gender significantly moderates work-family conflict and family satisfaction, whereas gender does not moderate work-family conflict and job satisfaction. Recommendations were that managements and policy makers should tackle and implement work-family conflict managements programmes, job and family satisfaction initiatives and seminars to enrich the knowledge of junior staff on how to handle conflicts both at work and home. Also, managements and policy makers should apportion liberal work-load for women as compared to male counterparts since the society and culture determines what the obligations of males and females are.

ACKNOWLEDGEMENTS

I am very grateful to my supervisor Dr. (Mrs.) Abigail Opoku Mensah who through her contribution and guidance in diverse ways made this research work a success. I am much grateful to Frank Quansah, Charles Ebo Turkson for their guidance, time and efforts spent in shaping the study from the scratch.

I also acknowledge Mr. Emmanuel Ampofo from the Directorate of Human Resource, UCC for the data he made available. I am also grateful to the heads and junior staff of the various sections for the time they made to respond to the questionnaires.

Finally, I wish to thank my family and friends for their support.

DEDICATION

To the Nsafuls.

TABLE OF CONTENT

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGMENTS	iv
DEDICATION	v
LIST OF TABLES	ix
CHAPTER ONE: INTRODUCTION	
Background to the Study	1
Statement of the Problem	3
Purpose of the Study	6
Research Objectives	6
Hypothesis	7
Significance of the Study	7
Delimitations	8
Limitations	8
Organisation of the Study	9
CHAPTER TWO: REVIEW OF RELATED LITERATURE	
Introduction	10
Work – family Conflict	10
Bidirectional Nature of Work – family Conflict	11
Job Satisfaction	14
Family Satisfaction	16

Gender	17
Empirical Framework	18
Relationship between WFC and Job Satisfaction	18
Relationship between WFC and Family Satisfaction	22
Relationship between WFC and Gender	23
Conceptual Framework	25
Chapter Summary	26
CHAPTER THREE: RESEARCH METHODS	
Introduction	28
Research Approach	28
Research Design	29
Study Area	29
Source of Data	31
Population	31
Sampling Procedure	32
Validity and Reliability of the Instrument	33
Data Collection Instruments	35
Data Collection Procedures	37
Data Processing and Analysis	38
Chapter Summary	39
CHAPTER FOUR: RESULTS AND DISCUSSION	
Demographic Characteristics of Respondents	40
Analysis of Main Data	48

Work – to – Family Conflict	48
Family – to –Work Conflict	50
Job Satisfaction	52
Family Satisfaction	55
Hypothesis Testing	56
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND	
RECOMMENDATIONS	
Introduction	71
Summary of Findings	72
Conclusion	73
Recommendations	75
Suggestion for Further Research	76
REFERENCES	77
APPENDICES	89
A Questionnaire	89
B Introductory Letter	93

LIST OF TABLES

Table		Page
1	Sample distribution of Respondents' Department	33
2	Reliability Co-efficient of the Questionnaires's Sub-scales	34
3	Sex of Respondents	40
4	Age range of Respondents	41
5	Marital Status of Respondents	42
6	Educational Qualification of Respondents	43
7	Number of working hours per day of respondents	46
8	Work to Family Conflict	49
9	Family to Work Conflict	51
10	Job Satisfaction	53
11	Family Satisfaction	55
12	Relationship between WFC and Job Satisfaction	56
13	Relationship between Work Interference with Family (WIF) and Job Satisfaction	58
14	Relationship between Family Interference with Work (FIW) and Job Satisfaction	60
15	Relationship between WFC and Family Satisfaction	61
16	Relationship between Work Interferencewith Family (WIF) and Family Satisfaction	63

17	Relationship between Family Interference with Work (FIW) and Family Satisfaction	64
18	Relationship between WFC and Family Satisfaction with Gender moderating	66
19	Relationship between WFC and Job Satisfaction with Gender moderating	68

LIST OF FIGURES

Figure		Page
1	Relationship between the independent variable, dependent variable and moderated variable as hypothesized in this study	25

CHAPTER ONE

INTRODUCTION

Globally, a lot of social vices have been attributed to parents not having time for their wards and participation in family activities. On the other hand, individuals who tend to focus or put family first than work are branded as not committed to their work and always finding excuses to skip work. These two areas of life; work and family are the weightiest constituents of an individual's life. Workers who in varied ways try to make balance to arise between work related domain and family related domain possibly experience conflicting interest between these two (Rathi & Barath, 2013). Gender as a variable has been a central focus of work-family conflicts in the past three decades (Martinengo, Jacob & Hill, 2010). Previous findings and existing theories posit that work family conflict negatively affects job satisfaction and family satisfaction. Also, findings on gender as a moderating variable on work-family conflict, job satisfaction and family satisfaction had inconsistent findings.

Background to the Study

The pressures of work for individuals in various organizations have been intensifying in recent years due to the advancement of technology and overload of information all attributed to globalization and the urge to fulfil consumer or customer satisfaction. All these happen in the quest to gain customer patronage and the strive for organizational success. Workplace environment is transforming rapidly due to technological revolution which in effect is triggering organizational

policies and practices to change resulting in work and family conflict (Nweke & Ezueh, 2015; Afzal & Farooqi, 2014; Chiappo & DiDona, 2014; Akintayo, 2010).

Human Resource Management practices across the globe have made it clear that humans or employees are the most difficult resources to manage and imitate. Besides, these resources can easily walk out of the organization when management least expects. This comes to confirm the assertion that employees are the driving force of the organizational success (Huq, Aghazadeh, Najjar & Hafernezami, 2010). However, families fulfill a paramount function in person's life and the society as a whole. Research conducted over the last decades shows that parental involvement has a significant role to play in children's cognitive, social and emotional development (Hakyemez, 2015). Hence, work and family are the two most significant constituents of an individual's life (Rathi & Barath 2013).

Employees who in diverse ways try to strike a balance between work related domain and that of family related domain possibly experience conflicting interest between these two domains. This result in the phenomenon termed as work- family conflict. Charkhabi, Sartori and Ceschi (2016), have indicated another approach on work-family conflict that appears when participation demands in the work domain are in contrast with participation demands in the family. The concept of Work-family Conflict (WFC) is a growing area of research that has attracted a plethora of studies examining the role of work and family interferences on various work outcomes of employees and individual consequences (Zhang, Griffeth & Fried, 2012; Ru Hsu, 2011). A good number of

researchers have looked at WFC in relationship with other variables like personality (Priyadharshini & Wesley, 2014), cognition (Turlic & Buliga, 2014), organizational commitment (Rehman & Waheed, 2012; Akintayo, 2010), job and (life) family satisfaction (Qiu & Fan, 2015; Afzal & Farooqi, 2014; Nawab & Iqbal, 2013; Rathi & Barath, 2013; Ru Hsu, 2011), health (Grzywacz & Smith, 2016), ethnicity (Chiappo & DiDona, 2014), National paid-leave policies (Allen et al., 2014), work schedule and control (Beutell, 2010), social provision (Kossek, Pichler, Bodner & Hammer, 2011), family boundary characteristics (Qiu & Fan, 2015), gender (Zhao, Zhang & Foley, 2014; Ruppner & Huffman, 2013; Martinengo et al., 2010) and enrichment (Nabong, 2012).

Scholars world wide have argued that work-family conflict affect individuals' work and family domains leading to outcomes in organizational commitment, job satisfaction and eventually resulting in turnover (Nawab & Iqbal, 2013; Bagger & Li, 2012; Akintayo, 2010) where Ghana is of no exception. Some workers who tend to focus on or put their family first than work are labelled as not committed to their work and always ready to find excuses to skip work. However, due to intense job requirements and the persistent increase in family needs have made it extremely difficult for an employee to establish a proportionate balance and satisfaction between these two domains (Nawab & Iqbal, 2013). According to Spagnoli, Ceatano and Santos (2012), one of the greatest challenges in evaluating job satisfaction is that an individual is likely to be satisfied with certain aspects of a job and at a time be dissatisfied with other aspects of the same job.

For the past three decades, issues of gender have been a central focus of work-family conflicts (Martinengo, Jacob & Hill, 2010). In Ghana, gender orientation tends to play an integral role in family setting. An individual with a gender role orientation may be of the view that a man is traditionally believed to work hard outside home to provide the family needs while the female as tradition and culture mandates are seen as caregivers at homes (Centre for Advanced Human Resource Studies, 2010). This confirms the common notion that work-family conflict can be dependent on the sexes involved, in that, females are likely to experience more of family-work conflict than males while males are expected to experience more of work-family conflict than females (Bloemberg & Beek, 2011).

Statement of the Problem

The educational sector like the other sectors, are prone to the effect of work family conflicts. In Ghana, working in a tertiary institution and for that matter in a public university like the University of Cape Coast can be stressful for both employees and management in meeting the educational demands of the society. There are rich literature in WFC, predominantly on the bi-directional of work-family conflict (Erdamar & Demirel, 2016; Qiu & Fan, 2015; Madhavi, 2015; Afzal & Farooqi, 2014; Turliuc & Buliga, 2014; Rathi & Barathi, 2013; Beutell, 2010). This current study is of no exception to the literature reviewed, it will intend focussing on the bi-directional nature of conflicts.

Although, job satisfaction correlation with WFC has been most widely studied, literature reviewed focused on general job satisfaction (Turliuc & Buliga,

2014; Nawab & Iqbal, 2013; Rathi & Barath, 2013) without throwing much emphasis on relevant and critical variables as the type of job, working conditions, supervision as well as interpersonal relationship among colleagues separately since job satisfaction is subjective to individuals. Another gap in literature is that, little is known on the effect of WFC on family satisfaction success. Literature reviewed indicted that researchers who attempt to assess the level of family satisfaction normally include family satisfaction as part of life satisfaction studies in association with other variables (Afzal & Farooqi, 2014; Nawab & Iqbal, 2013; without highlighting on the elements of family satisfaction or either interchange the term (Shockley & Singla, 2011).

Final gap in literature is the role that gender plays in WFC. For a long period of time, studies only focus on females when exploring work-family conflict, (Bloemberg & Beek, 2011). From the literature reviewed, majority of studies indicate that men and women reported similar levels of work, life and family success with differing levels of work-family conflict (Martinengo et al., 2010). Contrary to this, The Centre for Advanced Human Resource Studies (2010), found out that men with the most traditional gender attitudes experience the most guilt when their family life clashes with their work life, compared to that of women. Until recently, it has become clear that the problem is also relevant for men. It is against this backdrop that this study sought to examine the effect that gender has in moderating WFC and job and family satisfaction junior staffs in University Cape Coast.

Purpose of the study

The purpose is to examine the effect of work-family conflict on employees' job and family satisfaction among junior staff in University of Cape Coast in the Central Region taking into consideration the moderating role that gender plays.

Research Objectives

In order to achieve a successful and valid conclusion, the research would be guided by the following objectives:

1. To examine the effect of work- family conflict (work to family conflict and family to work conflict) on job satisfaction among junior staff in the University of Cape Coast;
2. To examine the effect of work- family conflict (work to family conflict and family to work conflict) on family satisfaction among junior staff in the University of Cape Coast;
3. To assess the effect of gender in moderating the relationship between WFC (work to family conflict and family to work conflict) and job satisfaction;
8. To assess the effect of gender in moderating the relationship between WFC (work to family conflict and family to work conflict) and family satisfaction.

Hypothesis

The following hypotheses were tested to examine the effect that gender has on WFC in determining the level of satisfaction in family and job of junior staff employees of UCC.

H1: WFC will negatively influence job satisfaction.

H2: Work interference with family (WIF) will significantly influence job satisfaction.

H3: Family interference with work (FIW) will negatively affect job satisfaction.

H4: WFC will negatively affect family satisfaction.

H5: Work interference with family (WIF) will be significantly influence to family satisfaction.

H6: Family interference with work (FIW) will be significantly be related to family satisfaction.

H7: Gender does not moderate the relationship between work-family conflict and job satisfaction.

H8: Gender does not moderate the relationship between work-family conflict and family satisfaction.

Significance of the Study

The study will provide vital information to policy, practice and research. To policy, universities will be informed on how WFC affects the job satisfaction as well as family satisfaction factors of staffs. Hence, effective organizational policies will lead to high or low rate in job satisfaction and family satisfaction among junior staff in the university will be guided by this research. For practice,

HR executives will be provided with the necessary empirical information to guide decisions affecting WFC, job satisfaction and family satisfaction training programmes. For research, this study will provide useful insights on whether there is a significant causal relationship between WFC, job satisfaction and family satisfaction. It will also add and improve the scanty literature on the effect of WFC on family satisfaction. The study would motivate other researchers to undertake a study into WFC and job and family satisfaction among junior satisfaction in other universities or tertiary institutions so that more general information could be obtained to improve and manage employees.

Delimitation

This study focussed on only junior staff employees of the University Cape Coast. Ziauddin, Khan, Jam and Hijazi (2010), suggested that individuals in public institutions showed less dedication to their job than that of individuals in the private institutions given them the chance to attend to related to family related domain. This study was confined to WFC bidirectional nature of work family conflict while job satisfaction focussed on the type of job, working conditions, supervision as well as interpersonal relationship among colleagues and that of the family satisfaction variables included family participation or involvement.

Limitation

The collection of the data was through the use of questionnaires because of the quantitative nature of the research. The questionnaire was limited to the responses of the respondents in the case where a respondent could neither read nor write. Additionally, during the data collection some of the respondents felt

they were busy and thus reluctant in responding to the instrument. Also some respondents felt their bad deeds of skipping work to attend to family issues will be brought to book so they responses elicited could not be a truth reflection of what they do both at home and work. Nevertheless, the respondents were assured of anonymity and confidentiality of their responses. Furthermore, the inability to include all employees will not permit generalizations to be made.

Organization of the study

The study was divided into five (5) main chapters. Chapter One was the introduction and was organized under the following headings: background to the study, statement of the problem, purpose of the study, research objectives, research questions, hypothesis, significance of the study, delimitations, limitations and then completes with how the study is organized. Chapter Two covered the review of related literature, which included the theoretical framework and empirical literature review of work-family conflict, job satisfaction, family satisfaction, the relationships between WFC and job satisfaction, work family conflict and family satisfaction as well as the relationship among the three variables and gender as a moderator. The Third Chapter discussed the research methodology used in the study. It also identified the research design used for the study, the population of the study, the sample and sampling procedure used. It also stated the research instrument used for data collection, pre-testing of the research instrument, data collection and data analysis procedures. Chapter Four presented the results and discussion. Chapter Five comprised the summary of the main findings, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter reviews literature on the issues the study sought to investigate. Literature is reviewed on the Theoretical Framework which include the Domain Specificity Model, Source Attribution Model, Herzberg's two factor theory and the Gender Perspective Theory, then Empirical framework which includes review on Work-family Conflict (WFC) and job satisfaction, WFC and family satisfaction and that of WFC and gender. The conceptual framework concludes this chapter.

Work-family Conflict

The conflict flanked by work and family was first explained by Kahn, Wolfe, Quinn, Snoek and Rosenthal (1964), and further conclusion was made by Greenhaus and Beutell (1985), on how demands from one role influences one's capabilities to meet the requirement connected with other roles in the other domain. Work-family conflict has adverse concerns for both employees and organizations (Hamid & Amin, 2014). Employees experience conflicts from work domain related to obvious reasons of work stressors such as working hours, work overload, limited authority but dominant from the family domain needs should be taking into deliberation by management (Nawab & Iqbal, 2013). The male and female tend not to have significant variations in their experience of Work- Family issues due to their gender difference (Nasurdin, Ahmad, & Zainal, 2013). Work-

family conflict when managed appropriately can lead to significant consequences for instance job satisfaction, family satisfaction, family performance, work performance, marital satisfaction and organizational commitment (Greenhaus, Ziegert & Allen 2012).

Work-family conflict refers to conflict triggered by necessities from the work domain that confines one's capabilities to meet obligations in the family, whereas family-work conflict refers to conflict triggered by necessities from the family domains that confines one's capabilities to meet obligations at work (Bagger & Li, 2012). Scholars who analyse work-family conflict usually expound family as the conflict originating role and work as the conflict accepting role or some may perhaps propose that work is the conflict originating role whereas family is the conflict receiving role.

Bidirectional Nature of Work-family Conflict

Loads of studies have proved that work-family conflict can be bidirectional in nature (Qiu & Fan, 2015; Allen et al., 2013; Rathi & Barath, 2013; Beutell, 2010; Kinnunen et al., 2010) that is, work-to-family conflict (W-FC) or work interfering with family (WIF) implies that issues at the workplace interfering the family issues and the family-to-work conflict representing (F-WC) or family interfering with work (FIW) also implies that issues at home clashing with work. Researchers are keen in finding out how work and family variables are linked to these two directions of conflict (Karimi, Jomehri, Asadzade & Sohrabi, 2012). However, this bidirectional nature of conflict has been studied to indicate a negative effect on organizational, family and personal outcomes (Erdamar &

Demirel, 2016; Dartey-Baah, 2015). WFC is suggested by many scholars to occur when employees bring problems and stress from the job to their homes that negatively affect their family's quality of life while FWC occurs when family responsibilities interfere with the employee's work-related duties which can lead to work-related consequences (Dartey-Baah, 2015; Afzal & Farooqi, 2014; Priyadharshini & Wesley, 2014; Aslam, Shumaila, Azhar & Sadaqat, 2013; Hsu, 2011).

Bagger and Li (2011), argued that working adults are frequently exposed to FWC. Nawab and Iqbal (2013), stipulated that everybody whether married or unmarried can be prone to either WFC or FWC which could be dependent on the situation. Obvious determinants of FWC include marital tension, dual-career couple, limited spousal support and lack of childcare (Chiappo & Didona, 2014). Previous research has indicated that such contention between WFC and FWC can also be associated to negative outcomes like low job and family satisfaction, decline in work performance, increase level of stress and even high intention to quit (Amstad, Meier, Fasel, Elfering & Semmer, 2011; Bagger & Li).

Work confines are less porous than that of family confines (Dugan, Matthews & Barnes-Farrell, 2012) asserting to the argument by majority of researchers that WFC has been explored extensively as compared to FWC (Mihelič & Tekavčič, 2014). In addition, WFC is believed to have stronger relationship and/or negative consequences on the family, work and other variables for example, job stress (Chelariu & Stump, 2011) than FWC. Contrary, to the extensive studies on WFC, few researchers have studied FWC while other

scholars study the two directional construct of conflict simultaneously in their research (Erdamar & Demirel, 2016; Madhavi, 2015; Chaiappo & DiDona, 2014; Rathi & Barath, 2013). This study would not be of any exception in that, the focus will be on both directions that would intend add up to literature.

This research will consider the domain specificity model and the source attribution model. The domain specificity model was propounded by Frone, Russell and Cooper, (1992). The domain specificity model assumes that family involvement and family stressors such as time commitment and overload are antecedents of FIW which in turn connects to job distress or dissatisfaction. The Frone, Russell and Cooper argued however that, when one role for instance family inhibits another role (e.g. work) the individual will have difficulty meeting demands with the latter role. This theory is applicable to this current research in the sense that the struggle in meeting the receiving role pressures can facilitate the individual to experience a probable devastation and/or suffer greater distress which will decreased satisfaction in the specific role. On the other hand, some researchers were not in consonance with the domain specificity. Hence, Shockley and Singla, (2011) conceptualized their model known as the source attribution perspective.

The source attribution perspective model however on like the domain specificity model stipulates that when an individual encounters negative work outcome, decline in performance at work or lateness at work, for instance, that individual is likely to psychologically attribute blame to the source of the problem that could be in family domain. This could lead to decline in family satisfaction

due to the struggle that the individual might be encountering at work. According to Shockey and Singla, this source attribution of conflict is usually grounded in appraisal theories that state when self-relevant roles are threatened. This two models of work-family conflict fits this study in that university junior staff are more likely to have interference with work and family and therefore the probability of attributing the source of conflict to either family or work or both.

Job satisfaction

Modern-day bosses find job satisfaction as one of the most challenging and multifaceted areas when handling their staffs (Afzal & Farooqi, 2014). The bond that ties the organization and its staffs is solely based on what persuades and motivates employees to work hard as well as the rewards and fulfilment the organization gives out plus what the employees derive from them. To some extent, job satisfaction concept aims to apply the same theories as motivation. Even though, job satisfaction is different from motivation (Mullins, 2012), the phenomenon of job satisfaction is believed to be closely related to motivation (Aziri, 2011). Several authors have various approaches towards defining job satisfaction most of these explanations comprise the affective feeling that an employee has regarding their job.

According to Erdamar and Demirel (2016), suggested that job satisfaction is, individuals' being satisfied with what they do, their being effective at what they deal with and feeling content in all aspects. Also, Locke (as cited in Rathi & Barath, 2013) defined job satisfaction as "a pleasurable emotional state that results from an individual appraisal of one's job". Job satisfaction can be

prejudiced by several factors. These factors could be individuals (e.g. age, gender, personality, level of education, work experience, occupation etc.) and environmental (e.g. pay, promotion, nature of work, the employer, working conditions etc.). Whereas, Mullins (2012), also identified individual, social, culture, organizational and environmental factors as those variables that influence and affect the degree of job satisfaction. The Herzberg's two factor theory is applicable to this research. This research seeks to examine the intrinsic and extrinsic factors like, type of job, working conditions, supervision as well as the interpersonal relationship among colleagues and how these factors to some extent influence job satisfaction in order have a significant effect on WFC.

The Herzberg's two factor theory can best explain job satisfaction in this current study. The Herzberg's two factor theory is divided into two categories, these are the Hygiene factors and the Motivation factors. The Hygiene factors are related to job content of the work itself which this research emphasizes on three of them (working conditions, supervision and the interpersonal relationship). While as, the Motivation factors lead to positive job attitudes which this research highlights on one only of them (the type of work or the work itself). According to Stello (2011), it is similarly vital to recognize the supervisor's role in order for the employee to be satisfied with his or her job. Leaving the employees unmonitored gives them the chance to skip or leave work before close of work.

As a ration of employees' feeling or state of mind considering the type of their work or work setting, job satisfaction can be grouped into Affective and Cognitive job satisfaction (Thompson & Phua, 2012). Where the Affective job

satisfaction is the magnitude of pleasurable emotional feelings usually subjective in nature that employees have about various aspects of their job circumstance as well as job overall and that of the Cognitive job satisfaction is usually objective in nature where employees evaluate their satisfactory in comparison with goals that they themselves set or with other jobs. It is stipulated that an individual's personality trait and the working environment has a significant impact on the individual's chances on job satisfaction (Erdamar & Demirel, 2016; Nicodemus, 2012). So organizations are recommended to employ staffs in accordance with their talents and personality trait in order to make the best of labour force.

Family Satisfaction

“Family is a group of two or more persons residing together who are related by birth, marriage or adoption” (Bureau of Labour Statistics, U.S., 2016). From literature reviewed, Henderson (2014) and Afzal and Farooqi (2014) considered family satisfaction as embedded and a standard to measure an individual's overall satisfaction level in life. Family satisfaction may be defined as the extent to which an individual is satisfied with his or her family life or situation (Rathi & Barath, 2013). Furthermore, Bagger and Li (2012), also conceptually defined family satisfaction as “positive feelings and attitudes towards one's family”. Some researcher suggested that certain spillover from specific job demand and job characteristics can facilitate an employee's family satisfaction (Mustapha, Ahmad, Uli & Idris, 2011). Some scholars established a positive relationship between work-family conflict and family satisfaction (Pattusamy & Jacob, 2016) and others asserted a negative effect between work-

family conflict and family satisfaction (Beutell, 2010). Extreme job requirements and the continuous increase in family needs, have made it extremely difficult for an employee to establish an equivalent balance between these two domains (Nawab & Iqbal, 2013).

Gender

For quite some time now, studies only emphasize on women when researching work-family conflict, neglecting the male counterparts. The conventional male and female roles have revolved over the last decades hence the obligations and needs of men and women have become more similar making it obvious the dilemma of work-family conflict to be also crucial for men. According to the Gender Perspective Theory, sexual characteristics are capable of influencing the behaviour of individuals in the work and family domain because of the various obligations that men and women have in these domains (Bloemberg & Beek, 2011). Even though the roles of males and females have become more similar, gender perspective theory stipulated that, it is culture and society that governs what the male and female obligations are. For instance, traditionally, females are subjected to taking care of children at home, preparing meals, cleaning and more tasks of this kind at home are her responsibility.

Contrariwise, most of the males' responsibilities can be found in the work domain. The gender perspective theory proposes that an individual will experience work-family conflict if he or she is not able to fulfil his or her obligations, hence women are still required to meet the demands emanating from both work and family domains. According to Bloemberg and Beek, it is expected

that women experience higher levels of work-family conflict because the overall demands of family and work are greater for women than for men. While the men are likely to experience lesser levels of work- family conflict because their main responsibility is work. This theory fits the current study because the study deems to find out if gender plays significant role in moderating the obligations of male and female in work-family conflicts and job satisfaction as well as family satisfaction.

Empirical Framework

Work-family conflict has been correlated with a lot of variables by researchers and these variables can be categorized into work related factors such as work demand, work schedule, commitment and the family related factors such as family involvement. Researchers claim that both job and family satisfaction are appraisal stages that vary substantially over time (Rathi & Barath, 2013).

Relationship between WFC and Job Satisfaction

Dartey-Baah (2015), carried out a comprehensive cross-sectional survey of work-family conflict, demographic characteristics and job satisfaction among Ghanaian Corporate Leaders. Where 100 Ghanaian corporate leaders in business organization within the Accra Metropolis participated in the study. The purpose was to examine the relationship between the work-family conflicts construct and job satisfaction along with the difference in work-family conflict using the corporate leadership. The results showed a negative effect of WFC and managers' job satisfaction. Although, Dartey-Baah studied the two directions of conflict and the differences in work-family conflict based on gender which is applicable to the

current study, there might be a slight difference in result of job satisfaction because the current study tends to examine job satisfaction levels among junior staff of the university and not corporate leaders in business.

Madhavi (2015), studied the impact of work-family conflict on job and life satisfaction. The purpose of this descriptive research was to examine the relationship among work-family conflict, social support and employees' satisfaction both in work and life in general of a public sector organization in India. A pilot study was conducted which expressed 46 per cent of respondents above and average level of work family conflict. A proportionate stratified random sampling was employed with which questionnaires were used to solicit responses from 473 executive participants working in various departments in an organization at Trichy in India for the final study. The analysis of the data employed the Pearson's Correlation Co-efficient test, the Individual Regression and the Multiple Regression Analysis (Adjusted R^2 was implemented). The researcher studied the bidirectional and the multidimensional forms of work-family conflicts.

However, the executives felt that the multidimensional and work interference with family were positively related and also there were positive relationships with the multidimensional aspect of conflict and family interference with their work. Nevertheless, their results revealed that there was a negative effect between work-family conflict and variables under study (job satisfaction, social support and life satisfaction). The author formulated the objectives and theoretical framework based on Kopelman, Greenhaus and Connolly, (1983) and

Kossek and Ozeki, (1998) model of work-family conflict. Madhavi's (2015) study relied on all aspects of work-family conflict (bidirectional and multidimensional) and the satisfaction outcomes which fits the current study even though the current study would not focus on social support. Furthermore, the study area conforms to the current study although Madhavi did not specify the section within which the public sector organization was understudied in India. The research inasmuch was conducted in a public sector will be applicable since this current study will focus on public sector due to the similar bureaucratic nature of public sector.

Similarly, Afzal and Farooqi (2014), conducted a quantitative study on the impact of work-family conflict and family-work conflict on employees' job satisfaction and life satisfaction which was a study on public university employees of Gujranwala Division of Pakistan. A university from the Gujranwala Division was purposively selected for the research with which 430 gazetted employees made up the population required for the study. The authors used a stratified random sampling technique to select 180 respondents out of 207 target population for the study and employed a quantitative approach of conducting research. Questionnaire was used to solicit for information. The authors employed the Descriptive statistics, reliability and correlation analysis to draw the results of the research.

Their result revealed that a relationship existed between work and family conflict, job satisfaction and life satisfaction which were negative. They also explored a new dimension that strong positive relationship exists between work-family conflict and that of family-work conflict. Furthermore, they found out that

job satisfaction and life satisfaction of employees got influenced due to the imbalance between their work and non-work responsibilities and that university employees should be given the necessary support from their family and institution in order to be mentally satisfied to perform well on job. Equally their research is in line with the current study but the current study will eliminate the life satisfaction and will focus on family satisfaction. Furthermore, the current research will only focus on non-teaching junior staff employees of the university under study.

Anafarta's (2010), purpose of the study was to examining the relationship between bidirectional conflict of work-family conflict (work interfering with family as well as family interfering with work) and job satisfaction by making use of the structural equation modelling (SEM). The author obtained data by soliciting information via questionnaire from 226 health service staff from two different public hospitals in Turkey mainly doctors and nurses in Antalya. In the author's findings, it was stipulated that WFC affect job satisfaction while FWC does not affect job satisfaction reason given as the working conditions (heavy workload, overtime) of the health workers sampled. Results gotten from the SEM show the existence of reciprocal relationship between the bidirectional conflicts of WFC. Also work-family conflict has a significant influence on job satisfaction while family- work conflict does not have a significant consequence on job satisfaction. Although Anafarta's research was conducted on health service staffs, it is still applicable to this current study in the sense that the current study seeks to examine if there is truly a relationship between FWC and job satisfaction.

Relationship between WFC and Family Satisfaction

In another study, Pattusamy and Jacob (2015), delved into work-family conflict and job and family satisfactions in which work-family balance was tested as a mediator among members of teaching faculty in various higher education institutions that included various government, private institutions and universities in the southern part of India. Quantitative approach and a cross-sectional research design was adopted to focus on the outcomes of work-family balance according to the research were the family and job satisfaction. Pattusamy and Jacob based their research on foundations of the both directions of work-family conflict, the relationship that exist between WFB as the mediating variable and that of family and job satisfactions and finally on the role balance theory.

The target population were to be married and were supposed to have full-time employment in any of the higher education institutions and the universities under study. Data were collected from 218 participants using an online questionnaire via email. Both the Structural Equation Modelling (SEM) technique and the Bollen- Strain bootstrap estimation method were employed. The result indicated that work-family balance partially mediate the relationship between work-family conflict and job and family satisfaction. Also, the authors established that there was an indirect effect of WFC on job and family satisfactions. In the sense that, enhancement of job and family satisfaction can be possible if faculty members are able to balance their job and family roles.

Bagger and Li (2012), also assessed whether the impact of work and family centralities would moderate the relationship between FWC and family and

job satisfaction. 149 returned surveys were used out of 250 total surveys which involved working adults from Sweden. Their result presented the relationships between FWC and job and family satisfaction to be jointly manipulated by work and family centralities. In that, when work centrality was high, family centrality does not moderate the relationships between FWC and job and family satisfaction. However, the inverse of work centrality would lead to moderation between FWC and job satisfaction. The research took into consideration FWC which is one part of the bidirectional conflict and also only the strain-based multidimensional of conflict. Despite the fact that, Bagger and Li's study used only one direction of the WFC and one aspect of the multidimensionality of conflict, the current would employ all forms of the bidirectional nature and the multidimensionality of conflicts.

Relationship between WFC and Gender

Bloemberg and Beek (2011), used a secondary data from the International Social Survey Program (ISSP). The purpose of the study was to examine gender differences in perceived work-family conflict where 1249 Dutch completed a questionnaire. Because Bloemberg and Beek's studies specifically focused on individuals who were married or cohabiting, 417 respondents were selected which included 244 men and 173 women. The target group were to have a paid work and lived in the Netherlands. The multiple regression analysis was used in their research. The findings revealed a negligible gender differences in work-family conflict indicating minor gender differences in the levels of perceived work-family conflict among men and women. Also, the study did not find much gender

differences in the way that work and family demands leads to work-family conflict. The research will be applicable since the current study will look at gender as a moderator between work-family conflict and job satisfaction as well as family satisfaction.

Shockley and Singla (2011), employed a meta-analytic path analysis as the purpose of their study was to evaluate the comparative advantages of domain specificity and source attribution theories for both positive and negative work-family interactions. Shockley and Singla also examined gender as the moderating role in the pattern of work-family conflict and work-family enrichment and the job and family satisfaction relationships. Gender as a moderator was analysed using multi-group analysis in Mplus 4.0. In their studies, findings were that work interference with family resulted in family satisfaction been strongly related than as compared to job satisfaction and family interference with work leads to job satisfaction rather than family satisfaction. Although, the current research would not take work-family enrichment into consideration Shockey and Singla's study still fits this current study.

Conceptual Framework

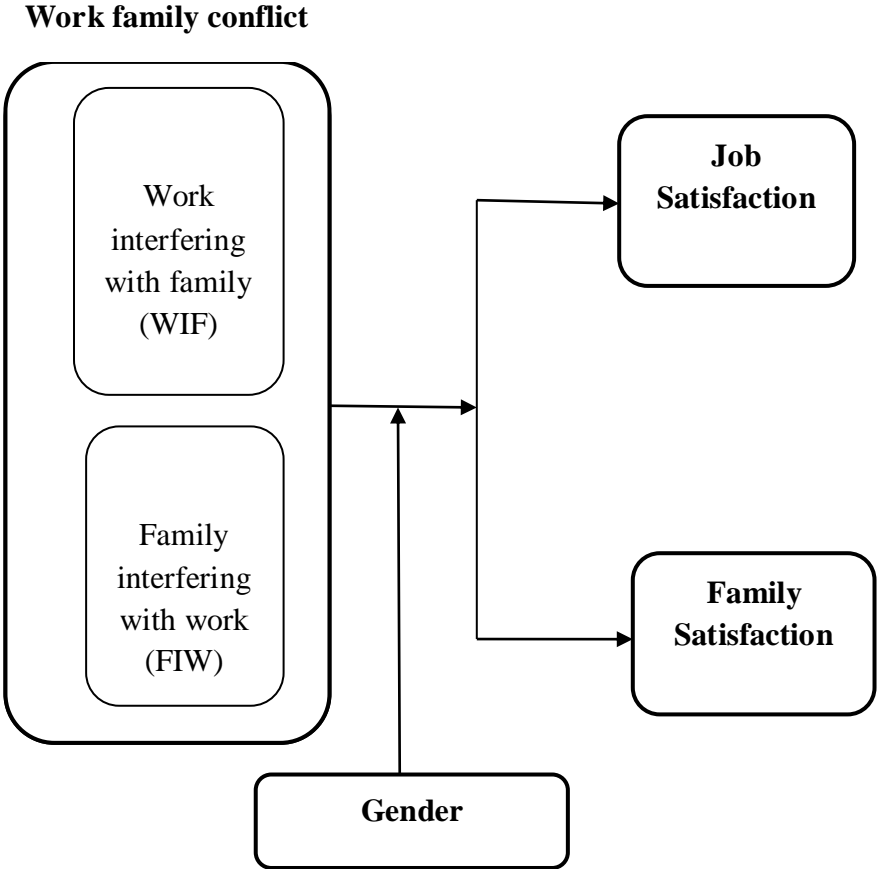


Figure 1: Relationship between the independent variable, dependent variable and moderated variable as hypothesized in this study (Author’s construct).

The model illustrates what this study intends to explore and that is the effect of work-family conflict that is using both the bidirectional and the multidimensional conflicts on employees' job and family satisfaction by testing the moderating role of gender. The broken lines indicate an indirect relationship of the moderating role of gender on WFC, job and family satisfactions. Besides, the straight lines indicate the direct relationship that WFC has with job satisfaction and family satisfaction. The independent variable, being the work-family conflicts variables, that is the bidirectional conflict (work interfering with family and family interfering with work) as well as the multidimensionality of conflicts (time-based conflict, strain-based conflict and behaviour-based conflict). Furthermore, the dependent variables include the employees' job and family satisfactions. The job satisfaction domain consists the intrinsic and extrinsic determinants that could facilitate employees' work while as that of the domain of family satisfaction is family involvement. The research model tends to examine the moderating role of gender in the model of WFC and job and family satisfaction relationships. Attaining an enhanced insight of the pattern of relationships between work-family interactions and the domains of employees' job and family satisfactions holds significance for both research and practice (Shockley and Singla, 2011) is what this research seeks to achieve.

Chapter Summary

Based on these assumptions and literature, the current study postulate that gender is likely to mediate the relationship between work-family conflicts; bidirectional (WIF and FIW), multidimensional (T-B, S-B and B-B) and

employees' satisfaction (job and family) in the context of UCC junior staff sample. However, inasmuch as the review shows that some employees experience conflict at work and home, this research sought to examine how these claims are valid for this study area.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter entails the study area and the methods that were used in carrying out this research. With regards to the methods, the section covers the study design, sources of data, population of the study, sampling and sampling procedure, data collection methods and instruments and data analysis procedure that were employed for the study.

Research Approach

According to Tuli (2010), quantitative approach measures social phenomenon by collecting and analysing numerical data. The quantitative approach was used for the study from the positivist view which is based on logic, realities and truths. This is because the study was intended to find out the number of junior staff of the university who found it challenging to attain satisfaction in both their job and family spheres of life due to disagreements between work and family. Furthermore, data were collected predominately by structured questionnaire for participants who were either literate or illiterate. This was done in order not to disadvantage participants who could neither read nor write. The antecedent of these conflicts specifically time demanded by reason of one role obstructing an employee to set aside ample time for other roles; the strain of a particular role making it tough to achieve the needs of the other; and precise

behaviour necessitated to apportion one role that make it tiring for the success of the other roles.

Research Design

Research design depicts the outline and procedure that the researcher put down in the study, thus, the hypotheses and operational inferences to the final analyses of the data (Akubia, 2011). The study examined the effect of work-family conflict on employees' job and family satisfaction whereas testing the moderating role of gender. The study adopted a descriptive cross-sectional survey. A descriptive cross-sectional survey because the research intended to provoke questions by assessing the frequency of a specific attribute practices, attitudes, knowledge and beliefs of a particular population and how often certain empirical phenomena occur adding to the knowledge of work-family conflicts and satisfaction levels of employees' job and family spheres of life.

The descriptive cross-sectional survey is concerned with and designed only to describe the existing distribution of variables, without regard to causal or other hypotheses. Temporal associations between causes and effects might be unclear under descriptive studies. Cross-sectional descriptive research design was most appropriate in this case because the study aimed to describe a phenomenon.

Study Area

The University of Cape Coast was the third public university to be instituted, after the University of Ghana, Legon and the Kwame Nkrumah University of Science and Technology, Kumasi, in an effort to foster higher

education in Ghana. It is located five kilometres west from Cape Coast which is in the Central Region part of Ghana. The university commenced in 1960 as the University College of Cape Coast with its principal emphasis on training professionally qualified graduate teachers and diplomats for the secondary, technical and teacher training schools that had sprung up between 1952 and 1957 in the country as at that time, as well as those to be inaugurated in the future. In 1971, University College of Cape Coast was endorsed and established as University of Cape Coast (Osei Kwarteng, Boadi-Siaw & Dwarko, 2012).

The University does not only provide academic functions but also employment for individuals within and outside its environs. The University of Cape Coast community is made up of students, teaching and administrative staff and other persons whose obligations provide auxiliary services for efficient and effective operation of the university. The university seeks to provide alternative approaches to react to fluctuating demands hence developing its highly competent intellectual and administrative workforce by motivating them to place University of Cape Coast to take action that will effectively lead to the developmental needs of the world at large.

The study chose University of Cape Coast because of the high number of employment it offers to junior staff members and also the high representatives of both male and female in the number of junior staff members employed. Thus, a recognized number of both male and female junior staff members can be found to aid the generalisation of findings of this study. Secondly, in a busy academic environment such as the University of Cape coast, the aptness and essentiality of

the work of junior staff during the early hours of the weekdays by making the University accessible to students, senior members and senior staffs demands a tight schedule of coming to work early and leaving work late. The study seeks to examine how these junior staff members are able to balance family happiness and job satisfaction.

Source of Data

The data for the research were collected from primary source. According to Kotler and Armstrong, (2010), primary data is defined as “information collected for the specific purpose at hand”. However, like collecting secondary data, researchers have to be sure that collecting primary data will be relevant, accurate, current and unbiased. The primary data for this study were collected from the field by the use of a structured questionnaire to solicit for information from participants for the measurement of the outlined objectives.

Population

The university by nature is a community on its own. University of Cape Coast (UCC) has an employee population of 5186 which consist of 841 senior members that is made up of the teaching staff, 1475 senior staff that is the middle to top level administrative managements and 2870 junior staff that entails conservancy cleaners and labourers, clerks, hall assistants (porters), cooks, artistry, drivers, security officers, laboratory assistants and technical staff (UCC-DHR, 2016). The study intended to probe work and family issues in a public university specifically the effect that work-family conflict has on lower level employees’ job and family satisfactions with regards to their gender. The target

respondents for the study were the junior staff employees who are 2870 in number (2379 males and 491 females). The study opted for junior staff because of their daily aptness and essentiality of their work during the early hours of the weekdays by making the university accessible to students and senior members and senior staffs. And, how their tight schedule of coming to work early and leaving work late, even to some extent of skipping work do affect the family and job satisfaction.

Sampling Procedure

According to Burns and Bush (2010), a sample size can have a significant bearing on how the sample decisions exactly represent the population. A total number of 339 participants out of the 2870 employees were selected to participate in the study. The sample size was appropriate based on the target population. Moreover, Krejcie and Morgan (1970) sample determination formula confirmed the appropriateness to use 338 respondents as a sample size for a population size of 2800. The University's academic and central administration sections are grouped into six colleges and two offices respectively. Under these colleges and offices, various schools and departments are operated, in order to have an accurate representation of the population in this research, stratified random sampling technique was deemed appropriate to select one out of the eight (colleges and offices).

Hence, the Registry office was selected out of the six colleges and two offices. Since, there are a lot of offices under the office of the Registry and the heterogeneous nature of the target population, the cluster sampling technique was

employed to select six sections under the Registry. These included the Directorate of Human Resource, Directorate of Legal Consular and General Service, Directorate of Physical Development and Estate Management, Halls/Hostel and the Environmental Health Section and Library services. Convenient sampling technique was used to sample the participants from the various departments under Registry office. Thus, individuals who were available and willing to participate in the study were administered the questionnaire.

Table 1: Sample distribution of Respondents' Department

Department	Frequency	Percentage
Directorate of Human Resource	13	3.8
Directorate of Legal Consular and General Service	75	22.1
Directorate of Physical Development and Estate Management	115	33.9
Halls/Hostel	62	18.3
Environmental Health Section	46	13.6
Library services	28	8.3
Total	339	100.0

Validity and Reliability of the Instrument

In every research study, it is essential to test for the validity and reliability of the instrument used. The validity of an instrument guarantees that the variables used in the study are adequately measured. To make sure the questionnaire used is valid, the designed questionnaire was given to the supervisor for assessment. The remarks and recommendations of the supervisor was accurately noted and were

immediately affected. Additionally, the reliability of a questionnaire guarantees its consistency with regards to the items measuring a specific variable. To make sure the questionnaire is reliable, a pilot-test was conducted using 20 respondents from Directorate of University Health Services. The Cronbach's alpha reliability method was utilized for the estimation of the overall questionnaire's reliability yielding 8.0.

According to Pallant (2010), a reliability co-efficient of .70 and above is enough. The sub scales for the questionnaire was estimated and the results is shown in Table 2. As indicated in Table 2, the reliability co-efficient of the questionnaire sub-scale ranged between 0.89 to 0.61 which shows reasonable levels of internal consistency reliability of measures used in this study. However, family satisfaction is reliability co-efficient turned to be lower than expected nevertheless Pallant indicated that the reliability of a subscale is dependent on the number of items measuring that construct. If the items are less than 10, then there is a likelihood of its having a lower reliability coefficient.

Table 2: Reliability Co-efficient of the Questionnaire's Sub-scales

Variables	Number of items	Co-efficient
Work to Family Conflict	18	0.89
Job satisfaction	20	0.78
Family satisfaction	7	0.61

Data Collection Instruments

The structured questionnaire was used for soliciting for information from the participants. The choice of the structured questionnaire was informed by the notion of getting access to a lot of respondents within a short possible time would be achieved. Also respondents may give more honest answers to personal questions since the researcher would not be on their neck. Furthermore, the instrument was thought to be convenient for respondents who can answer when they have time. Amidst all these advantages that the structured questionnaire gives, it was not favourable to illiterate participants. This major challenge required the assistance of a third party to explain the questions to some of the participants. Misinterpretation on the part of the third party would have caused the participants not to have provided certain vital information correctly. Also, the participants might not reveal their true opinions but would answer what they might think to be appropriate in order to please the researcher. However, certain measures such as confidentiality and anonymity were put in place to curb this challenge. The structured questionnaire was made up of 4 sections (Sections A, B, C and D) with 58 items in all. Sections B to D used a Likert scale with responses ranging from Strongly Disagree = 1 to Strongly Agree = 5.

The section A of the instrument was a 13 self-developed items by the researcher to collect vital information on demographic variables of respondents such as sex, marital status, length of service, number of children and dependents. Section B has 18 questions on work-family conflict which was adopted from Carlson, Kacmar and Williams' (2000) Work-family Conflict scale. This section

was made up of two sub sections which was the bidirectional nature (work to family conflicts and family to work conflicts) under each direction entailed 3 items each on the multidimension of conflicts (time-based, strain-based and behaviour-based). A high score on the Likert scale at the section indicate that the individual is battling with either work to family conflict or family to work conflict in the area of time or strain or behaviour or all the three. However, a low score indicates that there are no clashes in individual's work and family spheres. For example, an item under work to family conflict direction in multidimensionality of time, "My work keeps me from my family activities more than I would like."

Section C measured job satisfaction level of employees by adopting the Minnesota Job Satisfaction Questionnaire (MSQ) short version which was developed by Weiss, Dawis, England and Lofquist (1967). An item response under this section indicates the degree to which the participant is satisfied and dissatisfied with his or her job. The lower the level of responses on job satisfaction items the more dissatisfied the respondents whereas, the higher the level of responses on job satisfaction items the more satisfied the respondents. Although, the Minnesota Satisfaction Questionnaire has a long version consisting 100 items, the researcher opted for the short form in order not to bore the respondents with many questions. Also, this version of MSQ is the short form of the 100 original items, namely the ones that better represented each original subscale, so the items were well represented (Martins & Proenca, 2012).

Section D also was adapted from Lodahl and Kejner's (1965) Job Satisfaction scale and certain "modification made on some items. Although, the

scale measured job satisfaction by assessing the job involvement level that leads to an individual being satisfied with the job that he or she has or being dissatisfied. The researcher of this current study sought to modify seven items in Lodahl and Kejner's job satisfaction scale to measure family satisfaction level of participants by assessing the level of family involvement in the family domain. For example, an item measured under family satisfaction is "The most important things that happen to me involve my family". Depending on the level of agreement will determine the satisfaction and dissatisfaction level the respondent feels in matters involving the family.

Data Collection Procedures

Before the distribution of the questionnaire an introductory letter was taken from Department of Management Studies and permission sought from the Directorate of Human Resource so as the respondents be convinced enough that the research was for academic purpose aiding the intent and authenticity to be explained. Ethical considerations were imperative in the research to ensure the protection of information gathered from participants. In order to achieve this, respondents were obliged to provide written informed consent by ticking in agreement to participate in the research voluntarily and were competent and had full understanding of the objectives of the study. Furthermore, the researcher ensured that responses given by respondents could not be traced back during the analysis hence confidentiality and anonymity was achieved.

The field work took place over a period of four weeks between the months of July to August, 2016. The administration of the questionnaire was done by the

researcher with the assistance of two individuals where the assistants were oriented on the “do’s and don’ts” to attain the maximum credibility of the data gathered. The various sections under the registry were contacted a week ahead of time and appropriate schedules were made before the questionnaires were distributed to them. The intent to finish as scheduled proved futile making it challenging to get the appropriate number of respondents and finishing on time. In addition to the challenges faced, the unwillingness of some junior staff to participate in the study with the reason that the study would not benefit them in anyway but rather expose their deeds of skipping work and other negative attitude towards work hence convincing those respondents who were ready to participate not to. To overcome this challenge anonymity and confidentiality was assured.

Data Processing and Analysis

The gathered questionnaires were sequentially numbered from 1 – 339. The data was carefully screened to check for missing values and outliers. The data was processed using IBM SPSS Statistics Software (SPSS, version 20). The personal background of participants was analysed through the use of frequencies and percentages. Hypotheses 1 to 8 were tested using Regression analysis however, hypotheses 1 and 6 sought to examine the relationship between two variables which was measured on continuous basis whilst Hypotheses 7 and 8 sought to investigate the moderating role of gender in some specified variables. All the hypotheses were tested under 95% confidence interval and a significance level of .05.

Chapter Summary

The study adopted an explanatory design and a quantitative approach to research. A multi-stage (stratified, cluster and convenience) sampling technique was employed to select 339 junior staff employees from the University of Cape Coast for this study. Data were collected predominately by structured questionnaire which consisted four sections. The questionnaire limited the responses of the respondents who could neither read nor write. Voluntary participation of respondents was employed to overcome this limitation. However, respondents were assured of an anonymity and confidentiality of their responses.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In this chapter, the data collected from the field were presented, analysed and the results interpreted. As mentioned early on in the previous chapters, the study sought to examine the effect of work-family conflict on employees' job and family satisfactions with the role of gender moderating. The presentation of this chapter was divided into two subsections; the demographic characteristics of respondents and the main section which addressed the objectives of the study. To test the hypotheses and answers the research objectives, descriptive and inferential statistics were employed.

Demographic Characteristics of Respondents

The demographic characteristics of respondents were in relation to sex, age, marital status, educational qualification, department, type of work, length of service, living with spouse or partner, spouse working status, working hours, number of children if any, the ages of children, dependents living with respondents and the number of such dependents.

Table 3: Sex of Respondents

Sex	Frequency	Percentage
Male	249	73.5
Female	90	26.5
Total	339	100.0

Source: Field work, 2016

Table 3 indicate that out of a sample size of 339 respondents selected, 249 respondents were male representing 73.5 percent of the sample size whereas 90 respondents were females representing 26.5 percent. From this study, it clearly shows that majority of the respondents were males. This finding comes to emphasize on the notion that men are directly engaged in the labour force at significantly higher rate than women, which conversely means that women engage more in non-labour market activity (ILO, 2005). This also asserts to the fact made in the Ghanaian occupational structure that the employment-to-population ratio in the country is relatively higher in males than females (GSS, 2014). Amidst this differences, the nature of work done by junior staff in the university relatively involves much physical ability and time consuming hence women in the urban settings may not prefer such tasks.

Table 4: Age range of respondents

Age	Frequency	Percentage
18-28	58	17.1
29-39	171	50.4
40-50	85	25.1
Above 50	25	7.4
Total	339	100.0

Source: Field work, 2016

From Table 4, the age range of the 339 respondents was as follows; 58 respondents were between the ages of 18-28 being 17.1 percent of the total sample. Also, ages 29-39 gave 50.4 percent representing 171 respondents and

ages 40-50, were made up of 85 respondents representing 25.1 percent. Finally, respondents above age 50 were 25 in number given a percentage of 7.4. These findings in Table 4 show that majority of the respondents were between the age of 29-39. This indicates that more than 50% of the junior staff sampled are 39 years and younger. This is probably due to the nature of tasks undertaken at these levels of employment in the university.

Table 5: Marital Status of respondents

Marital Status	Frequency	Percent
Single	102	30.1
Married	209	61.7
Divorced	19	5.6
Separated	7	2.1
Widowed	2	0.6
Total	339	100.0

Source: Field work, 2016

The study sought to find out the marital status of junior staff in UCC to determine which group experience work-family conflict. Table 5 evidently shows that out of the 339 respondents, 102 respondents (30.1%) were single, 209 respondents (61.7%) were married. The number of respondents who were divorced, separated and widowed was 19 representing 5.6 percent, 7 respondents representing 2.1 percent and 2 respondents representing 0.6 percent respectively. This can be deduced that a greater number of respondents were married followed by the singles.

Table 6: Educational Qualification of respondents

Educational Qualification	Frequency	Percentage
Never been to school	28	8.3
JHS	90	26.5
SHS	147	43.4
First degree	27	8.0
NVTI	33	9.7
Diploma	10	2.9
HND	4	1.2
Total	339	100.0

Source: Field work, 2016

From Table 6, majority of respondents 147 (43.4%) had SHS educational qualification which implies that a greater number of respondents who participated in the study had a secondary level education. Followed were 90 respondents representing 26.5 percent of the total respondents who had Junior High School education, then 33 (9.7%) respondents had a vocational or technical education (NVTI). Twenty-eight respondents (8.3%) have never been to school which implies they have no formal education. Further, 27 (8.0%), 10 (2.9%) and 4 (1.2%) respondents had attained a first degree, diploma and Highest National Diploma (HND) respectively.

Department of Respondents

The study sought to identify the departments in which the respondents who participated in the study were from and which department experienced more of work-family conflict. Directorate of Physical Development and Estate Management had 115 respondents representing 33.9 percent of the total number of respondents. Seventy-five respondents giving 22.1 percent were from the Directorate of Legal, Consular and General Service. There were 62 respondents from the hall/ hostels who participated in the study representing 18.3 percent of the 339 respondents. In addition to the participating departments, 46 respondents (13.6%), 28 respondents (8.3%) and 13 respondents (3.8%) were from Environmental Health section, Library and Directorate of Human Resource respectively.

Type of Work

The information on the type of work of respondents helped the researcher to find out the various categories of work that the respondents were engaged in and if that type of work was flexible enough for the respondents to be satisfied or dissatisfied in their job. Eighty-three respondents were cleaners representing 24.5%, 80 respondents were clerks given 23.6% and 75 respondents were security officers signifying 22.1 % out of the total respondents. Meanwhile, 15.6% of respondents who were 53 in number were technical staff, 39 respondents (11.5%) and 9 respondents (2.7%) were hall assistants and drivers respectively. These findings showed that majority of the respondents who participated in the study were cleaners and clerks.

Length of Service

As part of the demographic characteristics of respondents, the length of service helped the researcher to determine how long employees had spent in the University. Also probably, determine if the employees had been able to adjust or had familiarized themselves with the work they do and were able to minimize the conflict they might experience with work and family domain. The study found out 235 respondents signifying 69.3 percent have worked between 0-9 years. Eighty-five respondents signifying 25.1 percent have worked with the University between 10-19 years. Whiles, 9 respondents signifying 2.7 percent and 10 respondents signifying 2.9 percent have worked with the university between 20-29 years and 30-39 years respectively. This finding indicated that majority of respondents who were 235 in number had worked with the university for less than a year to nine years.

Living with spouse and Spouse working status

Information on whether an employee was living with a spouse or not and the spouse working full-time or not, helped the researcher to determine if the employees in any form had spousal support that might intend ease the burden or conflict that the respondents might possibly encounter in discharging their duties in both family and work domains. Out of the 399 participants, 212 respondents signifying 62.5 percent, answered in the affirmative that they were living with their spouses or partners while 127 respondents signifying 37.5 percent out of the total respondents answered that they were not living with their spouses or partners. For the spouse working status, it was revealed by 159 of respondents

signifying 46.9 percent said that their spouses had full-time jobs. In contrast, 180 respondents signifying 53.1 percent, answered that their spouse were not working full-time.

Table 7: Number of working hours per day of Respondents

Working Hours	Frequency	Percentage
8-10	259	76.4
11-13	78	23.0
14-16	2	0.6
Total	339	100.0

Source: Field work, 2016

According to the Ghana Statistical Service (2014), the enacted utmost number of hours of work per week is averagely 40-49 hours, which implies 8-9 hours per day. From Table 7, 259 (76.4%) respondents worked between 8-10 hours a day which is in alignment with the enacted utmost number of hours of work per day which when stipulated for a week is 40-49 hours. Besides, 78 respondents representing 23 percent of the total respondents were found to be working between 11-13 hours per day and 2 (0.6%) respondents working between 14-16 hours a day. This finding indicated that majority of respondents worked between the hours of 8-10 hours per day given a total average of 40-49 working hours per week.

Number of children and the ages of children of respondents

From the findings, it was revealed that 245 respondents had children which represented 72.3 percent of the total respondents while 94 respondents representing 27.7 percent have no children. Furthermore, the number of respondents who had between 0-2 number of children were 217 representing 64 percent out of the 339 respondents, while 111 respondents representing 32.7 percent and 11 respondents representing 3.2 percent had between 3-5 and 6-8 numbers of children respectively.

Additionally, the ages of these children were significant to the study in the sense that, Martinengo, Jacob and Hill (2010), stipulated that having younger children at home was a critical driver for gender differences in the work-family conflicts of employees. One hundred and seventy-three respondents (51%) reported to have children who were between the ages of 0-5 years. Sixty-one respondents (18%) had children who were between the ages of 6-10 years and 38 respondents (11.2%) revealed that they had children between the ages of 7-11 years. Furthermore, 18 respondents (5.3%) and 22 (6.5%) respondents had children between the ages of 12-16 years and above 17 years respectively. Moreover, 27 respondents (8%) could not provide the ages of the children.

Number of dependents living with respondents

This study sought to assess the number of dependents living with respondent aside the respondent's children. This assisted the researcher to determine the respondents' level of extended family involvement or the dependence load on the respondent that might probably lead to family satisfaction

or dissatisfaction. One hundred and sixty-six respondents (49%) reported to have dependents living with them while 173 respondents (51%) reported not to have any dependents living with them. Furthermore, the findings also revealed that 332 respondents (97.9%) who reported to have 0-4 dependents living with them, while 6 respondents (1.8%) reported to have 5-9 number of dependents living with them and one respondent (0.3%) reported to have 10-14 number of dependents living with them.

Analysis of Main Data

This section presents summary of analysis of responses from the collected data in order to test the stated hypothesis and to achieve the overall objective of the study. Under this section mean, standard deviation and regression analysis were used in analysing the data. Prior to the testing of the hypothesis, items measuring the various variables in the study were explored to get the overview of results with regards to each variable. Specifically, variables explored include Work-to-Family Conflict, Family-to-Work Conflict, job satisfaction and family satisfaction.

Work-to-Family Conflict

This section provides a summary of analysis on Work-to-Family conflict. The nine (9) items constructed to measure Work-to-Family conflict were measured on a five point Likert scale of agreement (1- strongly disagree, 2- disagree, 3- neither agree nor disagree, 4- agree, 5- strongly agree). Mean and standard deviation were computed to know the direction of responses by the respondents. Thus, mean scores above 3 indicate that a larger percentage of the

respondents agree to the statement while a mean score below 3 shows that a greater percentage of the respondents disagree with the statement. Table 8 provides details of the analysis.

Table 8: Work to Family Conflict (n=339)

Statements	N	Mean	SD
My work keeps me from my family activities more than I would like	339	2.75	1.28
The time I must devote to my job keeps me from participating equally in household responsibilities and activities	334	2.78	1.20
I have to miss family activities due to the amount of time I must spend on work responsibilities	339	2.99	1.26
When I get home from work am often too frazzled to participate in family activities/responsibilities	399	2.95	1.23
I am often so emotionally drained when I get home from work that it prevents me from contributing to my family	339	2.81	1.20
Due to all the pressure at work, sometimes when I come home I am too stressed to do things I enjoy	339	3.01	1.21
The problem-solving behaviours I use in my job are not effective in resolving problems at home	337	2.81	1.17
Behaviours that is effective and necessary for me at work would be counterproductive at home	335	2.79	1.03
The behaviours I perform that makes me effective at work do not help me to be a better parent or spouse	335	2.52	1.16

N- number of responses, SD- standard deviation

Table 8 presents summary of responses on family work conflict. Among the responses, majority of the respondents disagreed that their work keeps them from family activities more than they would like (M=2.75, SD=1.28). Greater

proportion of the respondents disagreed to the following responses: “The time I must devote to my job keeps me from participating equally in household responsibilities and activities” (M=2.78, SD=1.20), “I have to miss family activities due to the amount of time I must spend on work responsibilities” (M=2.99, SD=1.26), “When I get home from work am often too frazzle to participate in family activities/responsibilities” (M=2.95, SD=1.23), “I am often so emotionally drained when I get home from work that it prevent me from contributing to my family” (M=2.81, SD=1.20).

However, respondents indicated that due to all the pressure at work, sometimes when they come home they were too stressed to do things they enjoy (M=3.01, SD=1.21). It was further disagreed that “The problem-solving behaviours they use in their job are not effective in resolving problems at home” (M=2.81, SD=1.17), “Behaviours that is effective and necessary for them at work would be counterproductive at home” (M=2.79, SD=1.03) and “The behaviours they perform that makes them effective at work do not help me to be a better parent or spouse” (M=2.52, SD=1.16).

Family-to-Work Conflict

This section provides a summary of analysis on the nine (9) items measuring Family-to-Work conflict. Responses on Family-to-Work conflict were measured on a five point Likert scale of agreement (1- strongly disagree, 2- disagree, 3- neither agree nor disagree, 4- agree, 5- strongly agree). Mean and standard deviation were computed to know the direction of responses by the respondents. Thus, mean scores above 3 indicates that a larger percentage of the

respondents agrees to the statement while a mean score below 3 shows that a greater percentage of the respondents disagrees with the statement. Table 9 presents the summary of the analysis.

Table 9: Family to Work Conflict

Statements	N	Mean	SD
The time I spent on family responsibilities often interferes with my work responsibilities	337	2.44	1.15
The time spent on my family often causes me not to spend time in activities at work that could be helpful to my career	338	2.38	1.13
I have to miss work activities due to the amount of time I must spend on family responsibilities	337	2.36	1.15
Due the stress at home, I am often preoccupied with family matters at work	338	2.43	1.17
Because I am often stressed from my family responsibilities, I have a hard time concentrating on my work	338	2.58	1.22
Tension and anxiety from my family life often weakens my ability to do my job	338	2.46	1.20
The behaviours that work for me at home do not seem to be effective at work	338	2.73	1.17
Behaviour that is effective and necessary for me at home would be counterproductive at work	338	2.86	1.16
The problem solving behaviours that work for me at home do not seem to be as useful at my work	338	2.76	1.12

N- number of responses, SD- standard deviation

Table 9 gives summary of responses on family to work conflict. It was disagreed that “The time they spent on family responsibilities often interferes with their work responsibilities” (M=2.44, SD=1.15), “The time spent on my family often causes them not to spend time in activities at work that could be helpful to

my career” (M=2.38, SD=1.13), “They have to miss work activities due to the amount of time they must spend on family responsibilities” (M=2.36, SD=1.15) and “due the stress at home, they are often preoccupied with family matters at work” (M=2.43, SD=1.17). It was again disagreeing that because they are often stressed from their family responsibilities, they have hard time concentrating on their work (M=2.58, SD=1.22).

Greater proportion of the respondents disagreed that “tension and anxiety from their family life often weakens my ability to do their job” (M=2.46, SD=1.20), “The behaviours that work for them at home do not seem to be effective at work” (M=2.73, SD=1.17), “Behaviour that is effective and necessary for them at home would be counterproductive at work” (M=2.86, SD=1.16) and “The problem solving behaviours that work for them at home do not seem to be as useful at their work” (M=2.76, SD=1.12).

Job Satisfaction

In order to measure job satisfaction of respondents 20 items were constructed. This section provides a summary of analysis of responses on job satisfaction. These 20 items were measured on a five point Likert scale of agreement (1- strongly disagree, 2- disagree, 3-neither agree nor disagree, 4- agree, 5- strongly agree). Mean and standard deviation were computed to know the direction of responses by the respondents. Thus, mean scores above 3 indicates that a larger percentage of the respondents agrees to the statement whiles a mean score below 3 shows that a greater percentage of the respondents disagrees with the statement. Table 10 provides details of the analysis.

Table 10: Job Satisfaction

Statements	N	Mean	SD
Being able to keep busy all the time	332	3.00	1.13
The chance to work alone on the job	337	3.07	1.12
The chance to do different things from time to time	338	3.23	1.13
The chance to be “somebody” in the community	335	3.39	1.12
The way by boss handle his/her workers	337	3.48	1.04
The competence of my supervisor in making decisions	336	3.29	1.11
Being able to do things that go against my conscience	338	3.22	1.06
The way my job provides for steady employment	338	3.17	1.07
The chance to do things for other people	337	3.44	1.06
The chance to tell people what to do	331	3.37	1.12
The chance to do something that makes use of my abilities	338	3.39	1.11
The way company policies are put into practice	336	3.10	1.12
My pay and the amount of work I do	337	2.61	1.25
The chances for advancement on this job	336	3.33	1.14
The freedom to use my own judgement	335	3.08	1.09
The chance to try my own methods of doing the job	338	3.20	1.13
The working conditions	337	3.04	1.22
The way my co-workers get along with each other	338	3.33	1.11
The praise I get for doing a good job	334	3.40	1.12
The feeling of accomplishment get from the job	338	3.41	1.06

N- number of responses, SD- standard deviation

Table 10 presents analysis of responses on job satisfaction. The majority of the respondents indicated that they are satisfied with; “the chance to work alone on the job” (M=3.07, SD=1.12), “The chance to do different things from time to time” (M=3.07, SD=1.12), “The chance to be “somebody” in the community” (M=3.39, SD=1.12), “The way by boss handle his/her workers” (M=3.48, SD=1.04). The greater proportion of the respondents asserted that they are satisfied with the competence of my supervisor in making decisions (M=3.29, SD=1.11) and thus, are able to do things that go against their conscience (M=3.22, SD=1.06).

More than half of the respondents argued that they are satisfied with the way their job provides for steady employment (M=3.17, SD=1.07) and the chance to do things for other people (M=3.44, SD=1.06). Respondents also indicated that they are satisfied with: “The chance to do something that makes use of my abilities” (M=3.39, SD=1.11), “The way company policies are put into practice” (M=3.10, SD=1.12), “The chances for advancement on this job” (M=3.33, SD=1.14), “The freedom to use my own judgement” (M=3.08, SD=1.09), “The chance to try my own methods of doing the job” (M=3.08, SD=1.09), “The way my co-workers get along with each other” (M=3.33, SD=1.11), “The praise I get for doing a good job” (M=3.40, SD=1.12), “The feeling of accomplishment get from the job” (M=3.41, SD=1.06). However, majority of the respondents were not satisfied with the pay and the amount of work to they do (M=2.61, SD=1.25).

Family Satisfaction

This section provides a summary of analysis of responses on family satisfaction. The seven (7) items constructed to measure family satisfaction were measured on a five point Likert scale of agreement (1- strongly disagree, 2- disagree, 3-neither agree nor disagree, 4- agree, 5- strongly agree). Mean and standard deviation were computed to know the direction of responses by the respondents. Thus, mean scores above 3 indicates that a larger percentage of the respondents agrees to the statement while a mean score below 3 shows that a greater percentage of the respondents disagrees with the statement. Table 8 provides details of the analysis.

Table 11: Family Satisfaction

Statements	N	Mean	SD
The most important things that happens to me involve my family	338	3.48	1.19
The major satisfactions in my life come from my family	338	3.43	1.16
I have other activities more important than my family	337	2.40	1.18
To me, family is only a small part of who I am	336	2.69	1.24
I used to be more ambitious about my family than I am now	336	2.95	1.15
I am very personally involved in my family	337	3.76	1.06
I used to care more about my family but now other things are more important to me	338	2.57	1.17

N- number of responses, SD- standard deviation

As shown in Table 11, majority of the respondents stated that the most important things that happens to them involve their family (M=3.48, SD=1.19) and thus, the major satisfaction in their life comes from the family (M=3.43,

SD=1.16). Respondents further argued that they are personally involved in their family (M=3.76, SD=1.06). More than half of the respondents disagreed that; “they have other activities more important than their family” (M=2.40, SD=1.18), “To them, family is only a small part of who they are” (M=2.69, SD=1.24), “they used to be more ambitious about their family than they are now” (M=2.95, SD=1.15), “they used to care more about their family but now other things are more important to them” (M=2.57, SD=1.17).

Hypothesis Testing

In this section, the eight (8) hypotheses stated were tested. Hypotheses 1 to 8 were tested using regression analysis, Hypotheses 1 to 6 were tested with the aim of explaining the relationships that exists between variables. Hypotheses 7 and 8 were tested to investigate the moderating role of gender. All the hypotheses were tested using a confidence interval of 95% and a significance level of 5%.

Relationship between Work-Family Conflict and Job Satisfaction

Hypothesis 1:WFC will be negatively related to job satisfaction.

This sought to examine the relationship between Work-Family Conflict and job satisfaction. Table 12 presents the summary of responses.

Table 12: Relationship between WFC and Job Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.342	.103	.100	-5.803	33.676	.000

A simple regression analysis was conducted to examine the relationship between work-family conflict and job satisfaction. Results of regression analysis, as shown in Table 12, indicates there is a negative relationship between work-family conflict and job satisfaction with a beta of $-.321$. Table 12, further reveals that much of the variation in the dependent variable is explained with R-square of 0.103 and t-value of -5.803 with the independent variable. The R-square value of 0.103 indicates that the 10.3% of the variance in job satisfaction can be attributed to work-family conflict. The F value is 33.676 which is significant at $P = 0.000$ suggests that work-family conflict (independent variable) do appear as statistically significant predictor of job satisfaction.

The negative relationship that exists between work-family conflict and job satisfaction depicts that employees tend not to be satisfied with their job if they experience much of work-family conflict. This finding is in line with that of Dartey-Baah (2015) who carried out a comprehensive cross-sectional survey of work-family conflict, demographic characteristics and job satisfaction among Ghanaian Corporate Leaders. The findings of Dartey-Baah show that there exists a negative effect of WFC on managers' job satisfaction. Even though the current study was carried out using University of Cape Coast junior staff, the results are similar to that of Dartey-Baah.

Relationship between Work Interference with Family and Job Satisfaction

Hypothesis 2: Work interference with family (WIF) will be significantly related to job satisfaction.

This sought to examine the relationship between work interference with family and job satisfaction. Table 13 provides the summary of analysis of responses.

Table 13: Relationship between Work Interference with Family (WIF) and Job Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.495	.071	.068	-4.761	22.665	.000

In order to find out the relationship between Work Interference with Family and job satisfaction, regression analysis was used. The result, as shown in Table 13 indicates that there is a negative relationship between Work Interference with Family (WIF) and job satisfaction with a correlation co-efficient of -.495. The results reveals that much of the variation in the dependent variable is explained with R-square of 0.071 and t-value of -4.761 with the independent variable. The R-square value is 0.071 indicates that the 7.1% of the variance in job satisfaction can be explained by Work Interference with Family. The F value is 22.665 which is significant at $P = 0.000$ suggests that Work Interference with Family (independent variable) do appear as statistically significant predictor of job satisfaction.

The findings show that whenever an employee experience work interference with family, job satisfaction reduces. This shows the extent to which job satisfaction can be affected by work interference with family. The findings of this study is in agreement to that of Afzal and Farooqi (2014) which examined the impact of work to family conflict on employees' job satisfaction on employees of University of Gujranwala Division of Pakistan. Their result revealed that the relationship which exists between work interference with family and job satisfaction is negative.

Consistent with the current study, Anafarta's (2010) conducted a study to examining the relationship between bidirectional conflict of work-family conflict (work interfering with family as well as family interfering with work) and job satisfaction of 226 health service staff from two different public hospitals in Turkey by making use of the structural equation modelling (SEM). In the author's findings, it was stipulated that WFC affect job satisfaction. Also work-family conflict has a significant influence on job satisfaction. The findings of Anafarta's are congruent with that of the current study. This has implications for employees to manage the balance between work and family since it affects job satisfaction. Thus, management should also make sure that work responsibilities are scheduled in a way to help employees maintain a balance between work and family life.

Relationship between Family Interference with Work (FIW) and Job Satisfaction

Hypothesis 3: Family interference with work (FIW) will be negatively related to job satisfaction.

This sought to examine the relationship between family interference with work and job satisfaction. Summary of analysis of responses is presented in Table 14.

Table 14: Relationship between Family Interference with Work (FIW) and Job Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.482	.073	.070	-4.877	23.790	.000

Table 14 shows results of simple regression analysis computed to examine the relationship between family interference with work and job satisfaction. The results indicate there is a negative relationship between family interference with work (FIW) and job satisfaction with a correlation co-efficient of -.482. The results further indicate that much of the variation in the dependent variable is explained with R-square of 0.073 and t-value of -4.877 with the independent variable. The R-square value is 0.073 indicates that the 7.3% of the variance in job satisfaction can be explained by family interference with work. The F value is 23.790 which is significant at $P = 0.000$ suggests that family interference with work (independent variable) do appear as statistically significant predictor of job satisfaction.

The findings of this study is also in agreement to that of Afzal and Farooqi (2014) which examined the impact of family to work conflict on employees' job satisfaction on employees of University of Gujranwala Division of Pakistan. Their result revealed that there exist a negative relationship family to work conflict and job satisfaction. However, the findings of the current study contrasts with that of

Anafarta's (2010) who examined the relationship between bidirectional conflict of work-family conflict (work interfering with family as well as family interfering with work) and job satisfaction of 226 health service staff by making use of the structural equation modelling (SEM). In the author's findings, it was stipulated that family interference with work does not affect job satisfaction reason given were based on the working conditions (heavy workload, overtime) of the health workers sampled. Thus, family- work conflict does not have a significant effect on job satisfaction.

Relationship between WFC and Family Satisfaction

Hypothesis 4: WFC will be negatively related to family satisfaction.

This sought to examine the relationship between Work-Family Conflict and family satisfaction. Table 15 presents the summary of analysis of responses.

Table 15: Relationship between WFC and Family Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.081	.051	.048	-4.128	17.040	.000

A simple regression analysis was conducted to examine the relationship between work-family conflict and family satisfaction. As shown in Table 15, it is revealed that there is a negative relationship between work-family conflict and family satisfaction with a correlation co-efficient of -.081. Table 15, further reveals that much of the variation in the dependent variable is explained with R-square of 0.051 and t-value of -4.128 with the independent variable. The R-square value of

0.051 indicates that 5.1% of the variance in family satisfaction can be attributed to work-family conflict. The F value is 17.040 which are significant at $P = 0.000$ depicts that work-family conflict (independent variable) do appear as statistically significant predictor of family satisfaction.

A study by Pattusamy and Jacob (2015) delved into work-family conflict and family satisfaction in which work-family balance was tested as a mediator among members of teaching faculty in various higher education institutions that included various government, private institutions and universities in the southern part of India. The target population were to be married and were supposed to have full-time employment in any of the higher education institutions and the universities under study. The result indicated that there was an indirect effect of WFC on family satisfactions. In the sense that, enhancement of family satisfaction can be possible if faculty members are able to balance their job and family roles. This also suggested a negative relationship between the two variables. The findings of Pattusamy and Jacob (2015) are in agreement to the findings of the current study. Thus, it is necessary for junior staffs of the University of Cape Coast to ensure a balance between work and family responsibilities in order to enhance family satisfaction.

Relationship between Work Interference with Family (WIF) and Family Satisfaction

Hypothesis 5: Work interference with family (WIF) will be significantly be related to family satisfaction.

This sought to examine the relationship between work interference with family and family satisfaction. Table 16 presents the summary of analysis of responses.

Table 16: Relationship between Work Interference with Family (WIF) and Family Satisfaction

R	R square	Adjusted R square	t value	F	Sig.
-.102	.027	.024	-2.992	8.952	.003

In order to find out the relationship between Work Interference with Family and family satisfaction, simple regression analysis was employed. The results, as shown in Table 16 indicate there is a negative relationship between Work Interference with Family (WIF) and family satisfaction with a correlation co-efficient of -.102. The results reveal that much of the variation in the dependent variable is explained with R-square of .027 and t-value of -2.992 with the independent variable. The R-square value is 0.027 indicates that the 2.7% of the variance in family satisfaction can be explained by Work Interference with Family. The F value is 8.952 which is significant at $P = 0.000$ suggests that Work Interference with Family (independent variable) do appear as statistically significant predictor of family satisfaction.

The current study's findings were in agreement with that of Beutell's (2010) study which revealed a negative relationship between WIF and family satisfaction. Beutell argued similarly on issues that the current study indirectly underlined which included employee control over work schedule, employee

satisfaction with work schedule and supervisor support needed to be considered to minimize employee work-family conflict.

However, the findings in not in agreement with that of Pattusamy and Jacob's (2016) study which shown a positive and significant relationship between WIF and family satisfaction. This could be attributed to the assertion that the study focused on teaching faculty members in southern part of Indian's private and government institutions of higher education and universities rather than junior staff of the institutions.

Family Interference with Work (FIW) and Family Satisfaction

Hypothesis 6: Family interference with work (FIW) will be significantly be related to family satisfaction

This sought to examine the relationship between family interference with work and family satisfaction. Summary of analysis of responses is presented in Table 17.

Table 17: Relationship between Family Interference with Work (FIW) and Family Satisfaction

Beta	R square	Adjusted R square	t-value	F	Sig.
-.137	.053	.050	-4.252	18.081	.000

A simple regression analysis was conducted to examine the relationship between Family Interference with Work and family satisfaction. Results of the analysis, as shown in Table 17, indicates there is a negative relationship between Family Interference with Work and family satisfaction with a correlation co-

efficient of $-.229$. Table 17, further reveals that much of the variation in the dependent variable is explained with R-square of 0.053 and t-value of -4.252 with the independent variable. The R-square value of 0.053 indicates that 5.3% of the variance in family satisfaction can be attributed to Family Interference with Work. The F value is 18.081 which is significant at $P = 0.000$ depicts that Family Interference with Work (independent variable) do appear as statistically significant predictor of family satisfaction.

The findings of this study are also in agreement to that of Beutell (2010). Although, Beutell studied work schedule, work schedule control and satisfaction in relation to work-family conflict, work-family synergy and domain satisfaction, it was revealed that there was a negative relationship between FIW and family satisfaction. The domain satisfaction included job, life, marital and family satisfactions. The author's purpose of the study was to examined the effect of work schedules on work-family conflict and synergy using the job demands-resources and conservation of resources models.

Relationship between Work-Family Conflict and Family Satisfaction with Gender as a Moderating Variable

Hypothesis 7: Gender does not moderate the relationship between WFC and family satisfaction.

This sought to examine the relationship between work-family conflict and family satisfaction with gender as a moderating variable. Prior to the analysis, all the predictors were centred to reduce multi-collinearity. Summary of analysis of responses is presented in Table 18.

Table 18: Relationship between WFC and Family Satisfaction with Gender moderating

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
Model 1					
(Constant)	24.907	.978		25.46	.000
Work-Family Conflict	-.080	.019	-.223	-4.08	.000
Gender	-.913	.514	-.097	-1.78	.077
Model 2					
(Constant)	21.949	.970		25.72	.000
Work-Family Conflict	-.080	.019	-.225	-4.16	.000
Gender	-.853	.510	-.091	-1.67	.096
Interaction/Moderator	-.112	.044	-.138	-2.54	.012

R-square value: Model 1 - .061 and Model 2 - .080

Dependent Variable: Family Satisfaction

Regression analysis was used to examine the relationship between work-family conflict and family satisfaction with gender moderating as shown in Table 18. From model one, it is revealed that there is a significant negative relationship between work-family conflict and family satisfaction with a t-value of -4.08, a p-value of .000 and a standardised beta value of -.223. However, gender was not significant predictor of family satisfaction with a t-value of -1.78 with a p-value of .077 and a standardised beta of -.079. A R-square value of .061 was obtained in the first model suggesting that 6.1% of the variances in the family satisfaction can be explained by work-family conflict.

In model two gender was used as a moderating variable to examine whether it can moderate the relationship between work-family conflict and family satisfaction. From the second model work-family conflict again significantly predict family satisfaction when moderated by gender with a t-value of -4.16, a p-value of .000 and a standardized beta of -.225. The result, reveals that gender significantly moderates the relationship between work-family conflict and family satisfaction with a t-value of -2.54, a p-value of .012 ($p < .050$) and a standardized beta of -.138. In the second model, an R-square value of .080 was obtained suggesting that 8.0% of the variances in the family satisfaction can be explained by work-family conflict when moderated by gender.

Comparing the standardised beta scores for model 1 and 2, the results indicates that there is an increase in the beta value in model 2 which suggests that gender fully moderate the relationship between work-family conflict and family satisfaction. It is also seen that there was a change in the R-square value from 6.1% in model 1 to 8.0% in model 2. This was because in model 1 gender was not moderating or interacting with work-family conflict but in model 2, gender was.

Shockley and Singla (2011), also examined gender as the moderating role in the pattern of work-family conflict and work-family enrichment and the job and family satisfaction relationships. Gender as a moderator was analysed using multi-group analysis in Mplus 4.0. In their studies, findings were that work interference with family resulted in family satisfaction with gender as the moderator. The findings of Shockley and Singla are in line with that of the current study.

The Effect of the Moderating Role of Gender between WFC and Job Satisfaction

Hypothesis 8: Assessing the effect of the moderating role of gender between WFC and Job satisfaction.

This sought to examine the relationship between work-family conflict and job satisfaction with gender as a moderating variable. Prior to the analysis, all the predictors were centred to reduce multi-collinearity. Summary of analysis of responses is presented in Table 19.

Table 19: Relationship between WFC and Job Satisfaction with Gender moderating

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
Model 1					
(Constant)	72.435	2.998		24.16	.000
Work-Family Conflict	-.342	.059	-.321	-5.80	.000
Gender	.486	1.526	.018	.318	.751
Model 2					
(Constant)	72.406	3.01		24.088	.000
Work-Family Conflict	-.341	.059	-.321	-5.774	.000
Gender	.507	1.532	.018	.331	.741
Interaction/Moderator	-.027	.130	-.012	-.210	.834

R-square value: Model 1 - .097 and Model 2 - .094

Dependent Variable: Job Satisfaction

To examine the relationship between work-family conflict and job satisfaction with gender moderating the relationship regression analysis was employed. As shown in Table 19, results in model one reveals that there is a significant negative relationship between work-family conflict and job satisfaction

with a t-value of -5.80 a p-value of .000 and a standardised beta value of -.321. However, gender was not a significant predictor of job satisfaction with a t-value of .318 with a p-value of .751 and a standardised beta of .018.

In model two, gender was used as a moderating variable to examine whether it can successfully moderate the relationship between work-family conflict and job satisfaction. Results from the second model shows that work-family conflict again significantly predicts family satisfaction when moderated by gender with a t-value of -5.774, a p-value of .000 and a standardized beta of -.321. The result, reveals that gender do not significantly moderate the relationship between work-family conflict and job satisfaction with a t-value of -.210, a p-value of .834 ($p > .050$) and a standardized beta of -.012. Comparatively, the standardized beta for work-family conflict in model 1 and 2 is the same which suggests that gender do not have any significant moderation in the relationship between work-family conflict and job satisfaction.

The result suggests that even though there exist a relationship between work-family conflict and job satisfaction, the relationship does not change with respect to gender. This implies that the rate of the relationship that exist between work-family conflict and job satisfaction does not change with gender. This also shows that gender is not a predictor of job satisfaction as indicated in the study. The findings of this study corroborates with that of Bloemberg and Beek (2011). The findings of Bloemberg and Beek, revealed a negligible gender differences in work-family conflict indicating minor gender differences in the levels of perceived work-family conflict among men and women. Also, the study did not

find much gender differences in the way that work and family demands leads to work-family conflict.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings that emerged from the study and the data analysis. This study examines the effect of work-family conflict on employees' job and family satisfaction among junior staff in University of Cape Coast in the Central Region taking into consideration the moderating role that gender plays. The study was guided by these research objectives, namely to examine the effect of WFC (work to family and family to work conflict) on job satisfaction of UCC junior staff; examine the effect of WFC (work to family conflict and family to work conflict) on family satisfaction of UCC Junior Staff; assess the effect of gender in moderating the relationship between WFC (work to family conflict and family to work conflict) and job satisfaction; and to assess the effect of gender in moderating the relationship between WFC (work to family conflict and family to work conflict) and family satisfaction. The study utilized a explanatory research. Through a multi-stage sampling technique (which includes stratified, cluster and convenience) 339 respondents were selected for the study. A structured questionnaire was employed to solicit information from the respondents. All ethical considerations were adhered to before, during and after the data collection procedure. Mean, standard deviation and regression analysis were used to analyse the responses from the collected data based on the objectives.

Summary of Main Findings

With regards to the relationship between work-family conflict and job satisfaction, result indicates that there is a significant negative relationship between work-family conflict and job satisfaction ($r = -.321$). The R-square value indicates that the 10.3% of the variance in job satisfaction can be attributed to work-family conflict.

It was revealed that there is a negative relationship between work interference with family (WIF) and job satisfaction with a correlation co-efficient of $-.267$. The results reveals that much of the variation in the dependent variable is explained with R-square of 0.071 which indicates that the 7.1% of the variance in job satisfaction can be explained by work interference with family.

It was also found out that there is a negative relationship between family interference with work (FIW) and job satisfaction with a correlation co-efficient of $-.271$. The results further indicate that much of the variation in the dependent variable is explained with R-square of 0.073 which suggests 7.3% of the variance in job satisfaction can be explained by family interference with work.

It came out that there is a negative relationship between work-family conflict and family satisfaction with a correlation co-efficient of $-.226$. It was further revealed that much of the variation in the dependent variable is explained with R-square of 0.051 which suggests that 5.1% of the variance in family satisfaction can be attributed to work-family conflict.

It was discovered that there is a negative relationship between work interference with family (WIF) and family satisfaction with a correlation co-

efficient of $-.165$. The results reveals that much of the variation in the dependent variable is explained with R-square of $.027$ which suggests 2.7% of the variance in family satisfaction can be explained by work interference with family.

It was revealed that there is a negative relationship between family interference with work and family satisfaction with a correlation co-efficient of $-.229$. It was further discovered that much of the variation in the dependent variable is explained with R-square of 0.053 which suggests that 5.3% of the variance in family satisfaction can be attributed to Family Interference with Work.

The result showed that gender significantly moderates the relationship between work-family conflict and family satisfaction with a t-value of -2.54 , a p-value of $.012$ ($p < .050$) and a standardized beta of $-.138$. An R-square value of $.080$ was obtained suggesting that 8.0% of the variances in the family satisfaction can be explained by work-family conflict when moderated by gender.

The result suggests that even though there exist a relationship between work-family conflict and job satisfaction, the relationship does not change with respect to gender. This implies that the rate of the relationship that exist between work-family conflict and job satisfaction does not change with gender. This also shows that gender is not a predictor of job satisfaction as indicated in the study.

Conclusion

The following conclusions were drawn from the findings when the eight hypotheses were tested:

Firstly, junior staffs of the university are probably not satisfied with their job if they experience more of work-family conflicts, given the demanding work

requirement of junior staff that mainly involve more physical abilities, it will not be surprising that those employees who experience higher level of work-family conflict have lower levels of job satisfaction. Secondly, if responsibilities of employees at workplace interfere with family domain and make them incapacitated with family responsibilities at home there is the likelihood that employees will be dissatisfied with the job. Also, if responsibilities of employees at home interfere with the demands at work there is a possibility of gradually reducing the job satisfaction level of the employee. For instance, an employee whose three years old ward is always getting sick and has to be taking to the hospital can lead to the employee always reporting to work late or sometimes absenting himself or herself can results in the employee's reduction in the levels of job satisfaction.

Likewise, a junior staff not being able to spend enough time for his family and home due to reasons as taking work home or having a heavy workload might lead to work-family conflict which can probably lead to family dissatisfaction. Additionally, an employee is likely to experience lower family satisfaction when the employee focuses more on his or her workplace responsibilities than family responsibilities. For instance, an employee who is more engrossed with his or her job tends to channel all energies to the job and increase level of performance in the workplace neglecting family demands. Further, the likelihood of an employee to experience lower family satisfaction as a result of family interfering with work could possibly be that the employee having to push work into the background due

to family responsibilities such as the family overload or households but still not fulfilled with the family demands.

Furthermore, the extent to which gender moderates or affects work-family conflict and family satisfaction will possibly depend on whether the employee is a male or female in the sense that both the male and female junior staff might have the same workload at the workplace but different responsibilities at their various homes since the society and culture determines what the obligations of males and females are. For instance, women have more responsibilities at home. These responsibilities include child care, cooking and cleaning. Lastly, one of the most noteworthy findings of this study is, the extent to which work-family conflict affect job satisfaction does not depend on whether the junior staffs is a male or female but possibly be dependent on factors such as the subjective nature of the individual (personality, traits, preference), the type of job, irrespective of gender.

Recommendations

Based on the conclusion drawn on the effect of work-family conflict on employees' job and family satisfaction, the following recommendations are made to the management and policy makers of the University of Cape Coast:

Firstly, management and policy makers should tackle and implement work-family conflict managements programmes, job and family satisfaction initiatives and seminars to enrich the knowledge of junior staff on how to handle conflicts at work and home in order to be fulfilled at home and at work. Secondly, government and management of the University are to mediate and ensure that the working conditions and the nature of their work of junior staff should be taking

into consideration that can lead to job satisfaction. Thirdly, supervisors and management need to establish an ambiance where junior staff do not fear or hesitate to bring up family conflict. Lastly, management and policy makers should apportion liberal work-load for women as compared to their male counterparts since the society and culture determines what the obligations of males and females are.

Suggestions for Further Research

It is hoped that subsequent research on work-family conflicts would be extended to cover other staffs of the University of Cape Coast. It is suggested that further research on the effects of work-family conflicts on employees' job and family satisfaction is conducted among junior staff in other universities. Further research could also be conducted among other staffs within the university and other similar organizations. This will add to literature on work-family conflicts in the educational sector and thereby expand the knowledge base in this area of study which can also be relied on in future research.

REFERENCES

- Acheampong, A.F. (2013). *An investigation into work-life balance practices and its effect on career progression; A case study of female lecturers on KNUST campus*. Unpublished Master's Thesis, Department of Managerial Science, Kwame Nkrumah University of Science and Technology.
- Afzal, S., & Yasir, A. F. (2014). Impact of work family conflict/family work conflict on job satisfaction and life satisfaction: A case Study of a Public Sector University Gujranwala Division Pakistan. *International Journal of Multidisciplinary Science and Engineering*, 5(8), 31-36.
- Akintayo, D. I. (2010). Work-family role conflict and organizational commitment among industrial workers in Nigeria. *International Journal of Psychology and Counselling*, 2(1), 1-8.
- Akubia, L. (2011). *The effect of motivation on the performance of teachers in the Ghana Education Service; A case study of Obuasi municipality*. Unpublished Doctoral Dissertation, Institute of Distance Learning, Kwame Nkrumah University of Science and Technology, Kumasi.
- Allen, T. D., Lapierre, L. M., Spector, P. E., Poelmans, S. A., O'Driscoll, M., Sanchez, J. I., ... & Geurts, S. (2014). The link between national paid leave policy and work–family conflict among married working parents. *Applied Psychology*, 63(1), 5-28.

- Amstad, F. T., Meier, L. L., Fasel, U., Elfering, A., & Semmer, N. K. (2011). A meta-analysis of work–family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations. *Journal of Occupational Health Psychology, 16*(2), 151.
- Anafarta, N. (2011). The relationship between work-family conflict and job satisfaction: A structural equation modelling (SEM) approach. *International Journal of Business and Management, 6*(4), 168.
- Aslam, R., Shumaila, S., Azhar, M., & Sadaqat, S. (2011). Work-family conflicts: Relationship between work-life conflict and employee retention; A comparative study of public and private sector employees. *Interdisciplinary Journal of Research in Business, 1*(2), 18-29.
- Aziri, B. (2011). Job satisfaction: A literature review. *Management Research and Practice, 3*(4), 77-86.
- Bagger, J., & Li, A. (2012). Being important matters: The impact of work and family centralities on the family-to-work conflict–satisfaction relationship. *Human Relations, 65*(4), 473-500.
- Beutell, N. J. (2010). Work schedule, work schedule control and satisfaction in relation to work-family conflict, work-family synergy, and domain satisfaction. *Career Development International, 15*(5), 501-518.
- Bloemberg, M., & Beek, G. V. (2011). Gender Differences in Work-Family Conflict. Fact or Fable? A Comparative Analysis of the Gender Perspective and Gender Ideology Theory.

- Bryman, A., & Bell, E. (2011). *Business Research Methods* (3rded.). New York: Oxford University Press Inc.
- Bureau of Labour Statistics (2016). *Employment characteristics of family, 2015*. U.S Department of Labour News Release.
- Burns, A. C., & Bush, R. F. (2010). *Basic marketing research using Microsoft Excel data analysis*. Prentice Hall Press.
- Carlson, D. S., Grzywacz, J. G., & Zivnuska, S. (2009). Is work-family balance more than conflict and enrichment? *Human Relations*.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational Behaviour*, 56(2), 249-276.
- Centre for Advanced Human Resource Studies (2010). *Work-family conflict not just a women's issue: Helping all employees find work-life balance* (CAHRS Research Link No. 5). Ithaca, NY: Cornell University, ILR School.
- Charkhabi, M., Sartori, R., & Ceschi, A. (2016). Work-family conflict based on strain: The most hazardous type of conflict in Iranian hospitals nurses. *SA Journal of Industrial Psychology*, 42(1), 1-10.
- Chelariu, C., & Stump, R. (2011). A study of work-family conflict, family-work conflict and the contingent effect of self-efficacy of retail salespeople in a transitional economy. *European Journal of Marketing*, 45(11/12), 1660-1679.

- Chiappo, I. L., & DiDona, T. (2014). Ethnicity on Work-Family, Family-Work Conflicts & Time-Based, Strain-Based Interferences. *International Journal of Education and Social Science*.1(4), 50-60.
- Creswell, J. W. (2013). *Research design: Qualitative, quantitative and mixed methods approaches*. (4thed.). London: SAGE Publications.
- Dartey-Baah, K. (2015). Work-family Conflict, Demographic Characteristics and Job Satisfaction among Ghanaian Corporate Leaders. *International Journal of Business*, 20(4), 291.
- Derks, D., Bakker, A. B., Peters, P., & van Wingerden, P. (2016). Work-related smartphone use, work–family conflict and family role performance: The role of segmentation preference. *Human Relations*, 69(5), 1045-1068.
- Dugan, A. G., Matthews, R. A., & Barnes-Farrell, J. L. (2012). Understanding the roles of subjective and objective aspects of time in the work-family interface. *Community, Work & Family*, 15(2), 149-172.
- Erdamar, G., & Demirel, H. (2016). Job and Life Satisfaction of Teachers and the Conflicts They Experience at Work and at Home. *Journal of Education and Training Studies*, 4(6), 164-175.
- Frone, M.R., Russell, M. & Cooper, M. L. (1992), “Antecedents and Outcomes of Work-family Conflict: Testing a Model of the Work-family Interface”, *Journal of Applied Psychology*, 77, 65-78.
- Ghana Statistical Service. (2014). *Ghana living standards survey: Round 6*. Accra: Ghana Publishers.

- Govender, S., & Parumasur, S. B. (2010). The relationship between employee motivation and job involvement. *South African Journal of Economic and Management Sciences*, *13*(3), 237-253.
- Greenhaus, J. H., Ziegert, J. C., & Allen, T. D. (2012). When family-supportive supervision matters: Relations between multiple sources of support and work–family balance. *Journal of Vocational Behaviour*, *80*, 266–275.
- Greenhaus, J. H., & Allen, T. D. (2011). Work-family balance: A review and extension of the literature. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nded.). Washington, DC: American Psychological Association.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of management review*, *10*(1), 76-88.
- Grzywacz, J. G., & Smith, A. M. (2016). Work–Family Conflict and Health Among Working Parents: Potential Linkages for Family Science and Social Neuroscience. *Family Relations*, *65*(1), 176-190.
- Hakyemez, S. (2015). Turkish early childhood educators on parental involvement. *European Educational Research Journal*, *14*(1), 100-112.
- Henderson, A. K. (2014). Jesus didn't teach us to juggle: religious involvement, work-family conflict, and life satisfaction among African Americans. *Journal of Family Issues*, *37*(11), 1158-1584.
- Hamid, R. A., & Amin, S. M. (2014). Work-Family Conflict and Work-Family Enrichment and Their Consequences in Malaysia. *Middle-East Journal of Scientific Research*, *19*(5), 729-733.

- Hsu, R. Y. (2011). Work-family conflict and job satisfaction in stressful working environments: The moderating roles of perceived supervisor support and internal locus of control. *International Journal of Manpower*, 32(2), 233-248.
- Huq, Z., Aghazadeh, S. M., Najjar, L., & Hafeznezami, S. (2010). Employee and customer involvement: The driving force for Six-Sigma implementation. *The Journal of Applied Business and Economics*, 11(1), 105.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*.
- Karimi, Q., Jomehri, F., Asadzade, H., & Sohrabi, F. (2012). Consequences of conflict between work and family among Iranian female teachers. *Basic Appl. Sci. Res*, 2(2), 1869-1875.
- Kopelman, R. E., Greenhaus, J. H., & Connolly, T. F. (1983). A model of work, family, and interrole conflict: A construct validation study. *Organizational Behaviour and Human Performance*, 32(2), 198-215.
- Kossek, E., & Ozeki, C. (1998). Work–family conflict, policies, and the job–life satisfaction relationship: A review and directions for organizational behaviour–human resources research. *Journal of applied psychology*, 83(2), 139-152.
- Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and work–family conflict: A meta-analysis clarifying the influence of general and work–family-specific supervisor and organizational support. *Personnel Psychology*, 64(2), 289-313.

- Kotler, P., & Armstrong, G. (2010). Principles of marketing (13thed.). Pearson Education.
- Krejcie, R.V., & Morgan, D.W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610
- Liu, J. Y., & Low, S. P. (2011). Work–family conflicts experienced by project managers in the Chinese construction industry. *International Journal of Project Management*, 29(2), 117-128.
- Madhavi, C. (2015). Impact of work family conflict on job and life satisfaction. *International Journal on Global Business Management & Research*, 3(2), 35.
- Martins, H., & Proença, T. (2012). Minnesota Satisfaction Questionnaire– Psychometric properties and validation in a population of Portuguese hospital workers. *FEP Economics and Management*. 2 (7),1-21.
- Martinengo, G., Jacob, J. I., & Hill, E. J. (2010). Gender and the work-family interface: Exploring differences across the family life course. *Journal of Family Issues*, 31(10), 1363-1390.
- Michaelson, C., Pratt, M. G., Grant, A. M., & Dunn, C. P. (2014). Meaningful work: Connecting business ethics and organization studies. *Journal of Business Ethics*, 121(1), 77-90.
- Mihelic, K. K., & Tekavcic, M. (2014). Work-family conflict: a review of antecedents and outcomes. *International Journal of Management & Information Systems (Online)*, 18(1), 15.

- Mullins, L. J. (2007). *Management and organizational behaviour*. Pearson Education.
- Mustapha, N., Ahmad, A., Uli, J., & Idris, K. (2011). Work-family facilitation and family satisfaction as mediators in relationship between job demands and intention to stay. *Asian Social Science*, 7(6), 142-153.
- Nabong, T. K. M. (2012). *An exploratory study of work-family conflicts and enrichment of front-line hotel employees in the Philippines*. Unpublished Master's Thesis, The Norwegian School of Hotel Management, University of Stavanger.
- Nasurdin, A. M., Ahmad, N. H., & Zainal, S. R. M. (2013). Comparing work-family conflict and facilitation among male and female entrepreneurs in Malaysia. *International Journal of Business and Society*, 14(1), 149-159.
- Nawab, S., & Iqbal, S. (2013). Impact of Work-Family Conflict on Job Satisfaction and Life Satisfaction. *Journal of Basic and Applied Scientific Research*, 3(7), 101-110.
- Nweke, J. O., & Ezueh, C. (2015). *Influence of family friendly policies on family-work conflict among health workers in Nigeria; a study of Ibadan north local government area, Oyo state*. Retrieved July 16, 2016 from <http://www.ijern.com/journal/2015/17.pdf>.
- Odle-Dusseau, H. N., Britt, T. W., & Bobko, P. (2012). Work-family balance, well-being, and organizational outcomes: Investigating actual versus desired work/family time discrepancies. *Journal of Business and Psychology*, 27(3), 331-343.

- Osei Kwarteng, K., Boadi- Siaw, S. Y., & Dwarko, D. A. (2012). *A history of the University of Cape Coast: Fifty years of excellence in tertiary education (1962 -2012)*. Cape Coast, Ghana: UCC Press.
- Pallant, J. (2010). *SPSS survival manual: A step by step guide to data analysis using SPSS*. Mainhead.
- Pattusamy, M., & Jacob, J. (2015). Testing the mediation of work–family balance in the relationship between work–family conflict and job and family satisfaction. *South African Journal of Psychology, 46*(2), 218-231.
- Priyadharshini, R. A., & Wesley, R. J. (2014). Personality as a determinant of work-family conflict. *Journal of Industrial Engineering and Management, 7*(5), 1037.
- Qiu, L., & Fan, J. (2015). Family boundary characteristics, work-family conflict and life satisfaction: A moderated mediation model. *International Journal of Psychology, 50*(5), 336-344.
- Rathi, N., & Barath, M. (2013). Work-family conflict and job and family satisfaction: Moderating effect of social support among police personnel. *Equality, Diversity and Inclusion: An International Journal, 32*(4), 438-454.
- Rantanen, J., Kinnunen, U., Mauno, S., & Tillemann, K. (2011). Introducing theoretical approaches to work-life balance and testing a new typology among professionals. In *Creating Balance?* (pp. 27-46). Springer Berlin Heidelberg.

- Rehman, R. R. & Waheed, A. (2012). Work-family conflict and organization commitment: a case study of faculty members in Pakistani universities. *Pakistan Journal of Social and Clinical Psychology, 10*(1), 23-26.
- Ru Hsu, Y. (2011). Work-family conflict and job satisfaction in stressful working environments: The moderating roles of perceived supervisor support and internal locus of control. *International Journal of Manpower, 32*(2), 233-248.
- Ruppner, L., & Huffman, M. L. (2013). Blurred boundaries: Gender and work–family interference in cross-national context. *Work and Occupations, 78*(8), 500-679.
- Shockley, K. M., & Singla, N. (2011). Reconsidering work–family interactions and satisfaction: A meta-analysis. *Journal of Management, 0149206310394864*.
- Spagnoli, Paola, Caetano, Antonio and Santos, Susana Correia (2012), "Satisfaction with Job Aspects: Do Patterns Change over Time?", *Journal of Business Research, 65*(5), 609-616.
- Stello, C. M. (2011). Herzberg's two-factor theory of job satisfaction: An integrative literature review. In *unpublished paper presented at The 2011 Student Research Conference: Exploring Opportunities in Research, Policy, and Practice, University of Minnesota Department of Organizational Leadership, Policy and Development, Minneapolis, MN*.
- Thompson, E. R., & Phua, F. T. (2012). A brief index of affective job satisfaction. *Group & Organization Management, 37*(3), 275-307.

- Trout, R. C. (2012). *Putting Family Back in Work-family Conflict: The Moderating Effect of Family Life Stage on the Work-family Interface*. Unpublished Master's Thesis, Faculty of Louisiana State University and Agricultural and Mechanical College, Department of Psychology, Rhodes College.
- Tuli, F. (2010). The basis of distinction between qualitative and quantitative research in social science: reflection on ontological, epistemological and methodological perspectives. *Ethiopian Journal of Education and Sciences, 16(1)*, 97-108.
- Turliuc, M. N., & Buliga, D. (2014). Work-Family Conflict and Job and Family Satisfaction. The Mediating Role of Cognitions. *Procedia-Social and Behavioural Sciences, 159*, 105-109.
- Weiss, D. J., & Dawis, R. V., England, G.W., & Lofquist, L. H. (1967). *Manual for the Minnesota Satisfaction Questionnaire, 22*.
- Wilson, A., Vilaro, M., Fellingner, R., & Dillenbeck, T. (2014). Work-Life Balance Satisfaction: An Analysis of Gender Differences and Contributing Factors. *New York Journal of Student Affairs, 14(2)*, 3-17.
- Zhang, M., Griffeth, R. W., & Fried, D. D. (2012). Work-family conflict and individual consequences. *Journal of Managerial Psychology, 27(7)*, 696-713.
- Zhao, K., Zhang, M., & Foley, S. (2014). Work-to-family Conflict and Individual Consequences: How Gender Egalitarianism Makes a Difference. In

Academy of Management Proceedings (Vol. 2014, No. 1, p. 13139).

Academy of Management.

Ziauddin, I., Khan, M., Jam, F., & Hijazi, S. (2010). The impacts of employees' job stress on organizational commitment. *European Journal of Social Sciences*, 13(4), 617-622.

APPENDICES

APPENDIX A

UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT STUDIES
QUESTIONNAIRE FOR UCC JUNIOR STAFF

Dear Sir/Madam,

I am a student of the above mentioned institution, pursuing a Master's degree in Human Resource Management. The purpose of this questionnaire is to find out the effect of work-family conflict on employees' job and family satisfaction. Your cooperation and opinions are very important to the success of the study and will be kept confidential. The information obtained from the questionnaire will in no way reflect the identities of the individual participating.

Informed Consent

I have read the above introduction to the questionnaire and agree to complete the questionnaire under the stated conditions. Please tick, if you agree to participate in the study .

Section A: Demographic Data

Kindly provide the appropriate response and tick [✓] the box that correctly describes you.

1. Sex: Male Female
2. Age
3. Marital Status: Single Married Divorced Separate Widowed
4. Educational Qualification: Never been to school JHS SHS/O' level/ A level First degree Other Specify
.....
5. Indicate your department:
6. Type of work: Cleaner Clerk Hall Assistant Driver Security
Technical Other Specify.....
7. How long have you been working with the university?
.....

effective in resolving problems at home					
Behavior that is effective and necessary for me at work would be counterproductive at home.					
The behaviors I perform that make me effective at work do not help me to be a better parent or spouse.					
FAMILY TO WORK CONFLICT					
Time-based family interference with work					
The time I spend on family responsibilities often interferes with my work responsibilities.					
The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career.					
I have to miss work activities due to the amount of time I must spend on family responsibilities.					
Strain-based family interference with work					
Due to stress at home, I am often preoccupied with family matters at work.					
Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.					
Tension and anxiety from my family life often weakens my ability to do my job.					
Behavior-based family interference with work					
The behaviors that work for me at home do not seem to be effective at work.					
Behavior that is effective and necessary for me at home would be counterproductive at work.					
The problem-solving behaviors that work for me at home do not seem to be as useful at my work.					

SECTION C: JOB SATISFACTION	1	2	3	4	5
Being able to keep busy all the time.					
The chance to work alone on the job.					
The chance to do different things from time to time.					
The chance to be “somebody” in the community.					
The way my boss handles his/her workers.					
The competence of my supervisor in making decisions.					
Being able to do things that don’t go against my conscience.					
The way my job provides for steady employment.					
The chance to do things for other people.					
The chance to tell people what to do.					
The chance to do something that makes use of my abilities.					
The way company policies are put into practice.					
My pay and the amount of work I do.					
The chances for advancement on this job.					

The freedom to use my own judgment.					
The chance to try my own methods of doing the job.					
The working conditions.					
The way my co-workers get along with each other.					
The praise I get for doing a good job.					
The feeling of accomplishment I get from the job.					

Section D: Family Satisfaction.	1	2	3	4	5
The most important things that happen to me involve my family.					
The major satisfactions in my life come from my family.					
I have other activities more important than my family.					
To me, family is only a small part of who I am.					
I used to be more ambitious about my family than I am now.					
I am very personally involved in my family.					
I used care more about my family but now other things are more important to me.					

Thank you for your participation.